Rethinking the practice of accountability journalism in the digital age. The inception and development of the first Portuguese university-based investigative journalism centre and whistleblowing platform

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For those who mourn,

For those who hunger and thirst for righteousness,

For the peacemakers,

For those who are persecuted for the sake of righteousness

A quem chora,

A quem tem fome e sede de justiça,

Aos pacificadores,

A quem sofre perseguição por causa da justiça

Lord, make me an instrument of your peace.

Where there is hatred, let me bring love.
Where there is offense, let me bring pardon.
Where there is discord, let me bring union.
Where there is doubt, let me bring faith.

Where there is error, let me bring truth.
Where there is despair, let me bring hope.
Where there is darkness, let me bring your light.
Where there is sadness, let me bring joy.

O Master, let me not seek as much
to be consoled as to console,
to be understood as to understand,
to be loved as to love,

for it is in giving that one receives,
it is in self-forgetting that one finds,
it is in pardoning that one is pardoned

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ABSTRACT

At a time of worrying change, when Western traditional media outlets appear to be engulfed by the collapse of the advertising-based business model and can hardly bear the strain brought about by new technologies, the present study identifies an increasing information deficit as regards quality accountability reporting. Taking up Duffield and Cokley's challenge to change in response to the demands of the time, the present paper supports the development of **VALQUIRIA,** at https://valquiria.org, a transmedia, multiplatform investigative journalism project integrated in the Faculty for Humanities and Social Sciences of the NOVA University of Lisbon. Valquíria, adopting a new sustainable media model, represents the very first attempt in Portugal to create a completely independent space for the education of investigative journalists, the assistance to foreign and local reporters, the production and diffusion of accountability reporting, technological products and innovative practices which can aid the profession. Featuring a vibrant crowd-sourcing and collaborative policy, its ultimate aim is to reinvigorate and enhance the practice of accountability journalism in Portugal, proving its urgency for preserving and guarding a healthy democracy. To change even more the traditional paradigm of public interest journalism, the project features a whistleblowing platform called PTLeaks: built in cooperation with the HERMES Center for Transparency and Digital Human rights, it is the first Portuguese GlobaLeaks initiative applied to investigative journalism.

Keywords: Investigative Journalism; Whistleblowing; Crowdsourcing; Digital Practices; Digital Media; Sustainable Journalism; Fourth Estate

INTRODUCTION

At a time of worrying change, when traditional media outlets in Western democracies appear to be engulfed by the collapse of the advertising-based business model and can hardly bear the strain brought about by new technologies, a study capable of identifying the actual information needs of Western societies and Portugal, in particular, and how they can be met is highly urgent. The race for online profit and the recourse to advanced technology tools seem to have been the only alternative to the sinking of newsrooms. Anyway, ever increasing information deficit suggests the need of more quality democratically "useful" journalism: the so called "accountability reporting".

In response to the challenge posed by Duffield and Cokley to journalists from all over the world, "change in response to the demands of the times", the present study supports the development of **VALQUIRIA**, at www.valquiria.org, a transmedia, multiplatform investigative journalism project integrated in the laboratory iNOVA Media Lab of the Faculty for Humanities and Social Sciences of the NOVA University of Lisbon (FCSH/NOVA). Valquíria represents the very first attempt in Portugal to create a completely independent space for the education of investigative journalists, the production and diffusion of accountability reporting, technological products and innovative practices which can support investigative journalism.

Featuring a vibrant crowd-sourcing and collaborative policy, its ultimate aim is to reinvigorate and enhance the practice of accountability journalism in Portugal, proving its urgency for preserving and guarding a healthy democracy.

Knowledge about the latest mechanisms and techniques exploited by leading Portuguese investigative reporters in the digital age is assembled in this paper, seeking at the same time to gain understanding of the complex environment in which those professionals are working, rather than trying to oversimplify it.

Beyond the reported necessity of revitalizing "watchdog" practices to guarantee an alert democracy and the maintenance of the "Fourth Estate" role of journalists, the timeliness and significance of this research in Portugal is made clear because of the following:

1. It relates the international scholarship underpinning the best practices for news delivery and investigating over sensitive or controversial issues, in the present globalized and dynamic media context, where far greater budget challenges need to be met;

2. Attention is directed at the core issue of the use of technological tools and digital platforms that enable investigative reporters to fight the tyranny of distance, cost barriers to communication, and major time zone differences;

3. Critical importance is given to collaboration processes, both among practitioners and between accountability journalists, their public and third parties, in a crowd-sourcing and follow-up perspective, to build trust, quality and credibility and to effectively counter the "power of flows" that inundates social media and the Internet with poor journalistic products;

4. It proves the immediate necessity to cover and investigate national and global sensitive and controversial issues that are caused by or are having a considerable impact on the habits and life of Portuguese society, in order to raise public awareness;

5. Social media are critically analyzed, demonstrating their essential usage as well as the enormous risks that can be recognized if they are used as mere marketing tools;

6. It illustrates the existing risks posed by new technologies, when referring to legislative and structural surveillance on investigative journalism attempted especially by Western governments; It shows the need and potential of a platform which ensures the protection of sources and the possibility of anonymous whistleblowing and describes the implementation of PTLeaks, the first Portuguese encryption platform applied to investigative journalism;

7. The topic of data protection and usage of external servers and data storages is tackled from different angles as one of the main controversial issues that arise with the development of PTLeaks within Valquíria;

8. It gives impetus and proposes a new space for the training of young investigative journalists in Portugal, filling a long-existing gap in education and allowing to put such knowledge and skills into practice since their very first professional experience. Given the lack to date of

systematized training in the use of social media platforms and advanced technological tools, the findings of this research are desirable to be considered as part and parcel of young journalists university education.

In this vein, considering the outline of significant though limited literature, and after reporting the best international practices and concerns, this paper briefs on original findings deriving from in- depth conversations with Portuguese investigative reporters in respect of these under-studied questions. Such outcomes are believed to be an important early indicator of major changes in the journalism practice that must be expected to accelerate over the next decade, as the current technological revolution and digitalization will continue to expand.

The ultimate purpose of the paper is not only to provide practical responses but also to add impetus for further theoretical analysis of the features shaping the contemporary communicative environment, as well as for further research into the prospering convention of crowdsourced investigative journalism and counter improper surveillance strategies that can defend this noble, vital practice.

PART I - LITERATURE AND ORIGINAL BACKGROUND RESEARCH

1. BACKGROUND DEFINITIONS

The practice and discipline of journalism, both from a theoretical and operational point of view, require to be addressed from an interdisciplinary perspective. Literature generally defines journalism as the mediation between the source and the addressee of the information, specifying that this delivery process is preceded by research, finding, news and data acquisition, critical analysis and fact checking with specific reference to the "invisibles threads that link past events with the present"[1]. As evident, the length and quality of the said process varies according to the type of information journalists want to disclose or diffuse.

As Valquíria focuses on the role and impact of journalism for democracy and civil society, the present paper does deliberately exclude any reference to reporting on celebrities and for entertainment purposes, though acknowledging they represent a significant part of consumer's daily information choices[2], and refers mainly to those practices that go beyond the "desk-based" tasks and efforts of daily news production.

For clarity of communication, four functional categories[3] are identified and considered as "democratically useful journalism" and therefore used as a discriminating criterion for the content (topics and narrative) that Valquíria, as final outcome of this study, will feature. Emphases is added to the definition of investigative journalism as the main core of the project.

- **Reportage**: An explanatory piece of journalism which aims to merely inform the population describing society in its widest sense: including events, cultural or scientific occurrences, social and political inconveniences, practices, habits and trends;

- **Campaigning journalism**: It addresses a specific cause or question aiming to achieve direct social change and stimulate momentum. In this case media outlets and journalists themselves transparently declare their purpose;

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[1] Lepri S., *Professione giornalista*, Etas-RCS in Bravo F., "Giornalismo investigativo, vittime e diritto di cronaca", Rivista di Criminologia, Vittimologia e Sicurezza, Vol. VI, N. 2, May-August 2012

[2] Turner G., *Understanding Celebrity*, SAGE Publications Ltd; 2nd Edition, 2013

[3] Simons M. *et al.,* "Understanding the civic impact of journalism", Journalism Studies, 2016

- **Judicial and crime reporting**: It focuses on the activities, judicial proceedings and breakthroughs of both public figures and institutions and members of civil society, whose story or example is considered capable of a useful or positive impact on the community,

- **Investigative journalism**: It requires major original work and initiative, as well as a significant amount of sources and concealed information which would otherwise be kept hidden from the general public. It might engage just a small number of individuals but the impact is generally greater, leading to concrete societal changes. Resources are accurately selected as in the public's interest and stories frequently articulate around injustice and abuses of power.

As the adjective suggests, this last practice implies the use of a specific investigative techniques and a strict investigative methodology[4]. An investigation, whatever context the word can refer to, as regards its structural elements, can be defined as (I) a complex of coordinated and structured activities (II) carried out by a single person or an organized group of people; (III) whose purpose (in the long or short term) is getting to know an unknown phenomenon or fact or getting more information about a known phenomenon or fact; (IV) to achieve the major objective such as verifying or invalidating the solidity of a specific hypothesis or scientific theory, ascertaining criminal conducts, authors and their consequent responsibility, informing the public opinion and so on; (V) through the resort to investigative techniques that involve a strict methodology and the scrupulous examination of documents, sources and other supporting elements; (VI) whose results are elaborated, documented and exposed in accordance to the final pursued objective.

The proposed term definition – to be considered as one among many that can be found in literature – provides a basic understanding of the many common characteristics of investigative activities in different spheres of human knowledge. Scientific investigation, legal inquiries and the journalistic "accountability" activity share thus the same nature and follow the same strict methodology, which renders them equally essential for an healthy, just and decent coexistence in an advanced democratic society.

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[4] Bravo F., op.cit.2

1.1 THE FOURTH ESTATE

As Schudson argues, democracy can be served in a variety of ways, including providing citizens with political and social critical analysis and "undertaking investigative reporting" with "social empathy" stories that do not only inform but also stimulate public conversation, in a non-partisan, accurate and fair-minded way[5]. With Schudson, several economists and public policy experts worldwide claim that the practice of investigative journalism must be considered as a public good: a service that, just like education, health and the highway system, meets an essential need and therefore must be provided by the State to every citizen, regardless their social status and financial resources[6].

The proof that accountability journalism has fulfilled those tasks in the past is the coinage of the expression "Fourth Estate", in the late XVIII century. Assuming the three initial estates that hold democracies up (the Legislative, the Executive and the Judiciary,) news media were ennobled with the title of "Fourth Estate," due to their vocation to "stand up for the powerless, the exploited, the truth,"[7] defending and informing the public about the other three estates.

If no doubt arises around the truthfulness of this statement in past scenarios of countries of long investigative journalism tradition such as the US, the UK, France and Italy, the question under consideration is whether this noble title can be still referred to present time journalism. In Portugal, such as in many other Western countries, the online shift and the failure of advertised-based businesses that forced the press and television news outlets on their knees, led mainstream media to maximize viciousness and sensationalism to ruthlessly beat the competition. However, as Schudson further underlined, knowledge, expertise and public discussion are essential to strengthen a democracy, turning civil society capable of gaining control over the daily decisions that are made on their behalf by the other three estates. The need for vibrant ethical quality Fourth Estate will therefore never fade away.

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[5] Schudson M., "Reluctant Stewards: Journalism in a Democratic Society", *Daedalus,* Volume 142 | Issue 2 | Spring 2013; Schudson M., *Why democracies need an unlovable press*., Polity, 1st Edition,, 2008

[6] Breiner J., "The economics of accountability journalism: what price is right?", International Symposium on Online Journalism (1), 2016, https://isojjournal.wordpress.com/2016/04/14/the-economics-of-accountability-journalism-what-price-is-right/ - 06/12/17

[7] de Burgh H., *Investigative journalism*, Routledge, 2nd Edition, 2008, quoted in Gearing A., op. cit.

2. TELEVISION INVESTIGATIVE REPORTING: RECENT TRENDS

Although recent studies highlight the growing allegiance European citizens display towards the Internet as a news source, television reporting still appears to be a reliable and handy medium to get informed and entertained. Portugal presents a clear example of this trend registering, early in 2015, how 64% of Portuguese population spends on average 4.2 hours on the Internet and 3.1 hours watching TV.[8] The frenzied rhythm that chants our time in Western societies and the clear advantage brought about by new technologies, which allows people to access the Internet anytime anywhere, led inevitably to viewers' "redemption" from the tie of fixed showing imposed by television. Furthermore, while analogue media such as television and radio station limit their broadcast distance according to their telecast signal[9], digital platforms do not present any limit in time or distance[10].This major decentralization, prime characteristic of the globalized digital age, made the supremacy of mainstream media outlets and the traditional one-way communication collapse. To achieve the ultimate aim to "be heard above the crowd" and expand the audience, television journalists must therefore develop "greater oratorical power," "informational efficacy" and "persuasive skills,"[11] reinforcing the image quality and addressing more significant issues, where the banner of public interest and its usefulness is clear.

Television, as stated, has still considerable potential that can be exploited for news reporting. A 2016 research on media reliance in Europe carried out by the European Broadcasting Union (EBU) supports the case, attesting that radio and television still rank first as preferred information media in most European countries, including Portugal[12].

Exemplary successful television models that enhanced the medium are, i.e., 24-hour news reporting and public-engaging investigative reporting. The first has been explored for the first time by the American platform CNN and soon exported to foreign television networks, making it almost mandatory for every country to provide at least a public 24-hour cable news station. The latter has proven success since the beginning of the current century, locally and nationally, despite the major costs of production and the great time commitment it requires. Literature and recent research findings explain the continuous making of investigative journalism TV programmes in some

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[8] Nova Epressão, *Um dia das nossas vidas na internet. Estudo de hábitos digitais dos portugueses.*, 2015
[9] Bødker H., "Journalism as Cultures of Circulation", Digital Journalism, Vol. 3, 2015
[10] Larrondo, The potential of Web-only feature stories. A case study of Spanish Media Sites., Journalism Studies, Vol. 12, 2011
[11] Boyer I.D., *The Life Informatic: Newsmaking in the Digital Era*, Cornell University Press, 2013, quoted in Gearing A., op. cit.
[12] EBU European Broadcasting Union, 2015-2016 Annual Report

Western countries with the seeking of credibility that comes with the idea of investigative reporting, as the preferred way to cope with high intramarket competition pressure.

With regard to the quality of the investigative products, authors diverge. Hamilton, in line with several other scholars, theorized that the desperate attempt to expand audiences induced to a "race to the bottom," where television outlets compete to offer appealing, bizarre or sensational stories which frequently lack substance. Profit is largely assumed to be the unifying and ultimate goal of every television station. In line with this, critical researchers further maintained that, to avoid the high cost the practice implies and to compensate staff cutbacks, the label "investigative" has been often applied to cheaper, low quality television reporting, which is not truly investigative because it does not follow the mentioned strict methodology and it is not produced under the banner of public interest. Louw advances an equally pessimistic scenario in which television reporting – including investigative production - merely offers a patchwork of images that still complies to the public relation strategies implemented by politicians, and does not dare or attempt acting as a strong Fourth Estate. "The truth is dying", maintained investigative journalist Nick Davies[13]. Poor or absent fact-checking due to exaggerate emphases on cost and speed, he claimed, is making "the truth an increasingly murky proposition."[14]

However, little empirical proof of the mention theories has been found in practice yet. In complete antithesis with Hamilton, several researchers such as Napoli & Yan, Powers, Belt & Just and Lacy discovered that intense competition often leads to higher quality reporting and a greater resources commitment (as states the so called "financial commitment theory") or had no significant effect on the final outcome at all.

Reconsidering the assumption that defines profit maximization as the main objective of television outlets, scholars often allege that news outlets owned by publicly traded corporations will always emphasize economic goals over journalism practices, regardless of the output quality or usefulness, aiming merely to return shareholders the yield of their investments, building their trust and reinforcing the company's position. Anyway, there are suggestions that within media organization with a "corporate" nature, given the lack of control exerted by large corporation's shareholders over programmes' authors and editorial managers, investigative journalism can actually benefit: while the revenue of small (or local owned) news companies is directly linked to the profit they can generate, in large corporations, which are usually financially secure, authors and

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[13] Quoted in Segal V., "Flat Earth News", The Guardian, 2008
[14] Segal V., op. cit.

producers are not forced to emphasize economic gain because it would not directly determine their salaries, and they can therefore invest more time and resources in greater quality investigative reporting[15]. For public television stations or large private media organization, investing on quality news products in which they reveal concealed information in the public interest, can be therefore vital to gain competitive advance and reliability.

We should nonetheless acknowledge the trend of emphasizing appearance over performance that often comes with journalism practices. Some public or corporate platform in highly competitive markets might tend to focus all their effort in *appearing* over *producing* and *conducting* rigorous investigative work: a phenomenon that renders the quality of investigative-branded reporting hardly predictable.

Despite the complexity brought over by market competition, the acknowledgment recently demonstrated by news managers worldwide of the great public demand for quality news is encouraging and, investing on accountability journalism products, as frequently suggested in literature, might be the way to keep the business alive, restore the overall health of the sector and the prestige of the Fourth Estate as well.

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[15]Abdenour J., "Inspecting the Investigators: An Analysis of Television Investigative Journalism and Factors Leading to Its Production", SAGE, Journalism & Mass Communication Quarterly, 2017

3. INVESTIGATIVE JOURNALISM IN THE DIGITAL AGE

A meaningful degree of optimism is rising among leading scholars and practitioners that investigative journalism can gain favor embracing new technologies, which allow new ways to engage and expand audiences and sources, as well as new opportunities to collaborate with colleagues, other media outlets and public and private third parties, locally, nationally and internationally. New languages for the disclosure and transmission of sensitive and controversial issues also derive from the application of such new technologies.

The present research finds that journalists can and must reinforce their role of Fourth Estate, even and especially in the current "digital age".

The international media industry has showed initial reluctance towards digital platforms and web based communication technologies. While the "rivers of gold" of advertising were getting dry and mainstream media were losing their business advantage, the Internet was seen more as a serious threat than an extremely powerful tool. Young age groups turned immediately to online news sites such as Yahoo and search engine operators services such as Google News[16], which do not provide any original reporting but appeared to satisfy people's basic daily information needs, allowing unlimited access to last minute worldwide news, apparently, at no cost.

The initial sense of disorientation and the financial struggle in which mainstream newsrooms were locked was slowly eased by partly shifting to the online space, offering for free a part of the published content and exclusive pieces to subscribers. However, the use of online communication to merely distribute stories was soon understood to be insufficient to fight off social media competition and answer to the increasing demand of quality in-depth information. Could a more extensive use of digital technology improve and empower journalism and, in particular, investigative journalism? Would a new system of digital horizontal communication, where web platforms, social media, smart phone apps and the most recent technological devices are used to generate deep public involvement, lead to a new "golden age" for a profession that appeared to be close to extinction?

In this regard, Irish-Australian investigative reporter Gerard Ryle expresses optimism and points a thought often shared amongst practitioners, claiming that "the same technology that is

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[16] Boyer I.D., op. cit.

destroying our industry has the power to rebuild it."[17] Investigative journalism, in particular, can take advantage from currently available digital tools by courting, gaining trust and protecting whistleblowers, gathering and saving data as well as setting up networks and teams of investigative reporters, within national borders and worldwide.

Over the last decade managers and editorial executive have also demonstrated an increasing interest for digital platforms usage, acknowledging "digital media skills" as fundamental expertise for journalists and naming them as the top priority for recruiting.

Considering present findings and past studies, it is furthermore noteworthy to underline that, although the digital revolution is the main responsible for the breakdown of the traditional business model[18], traditional journalistic skills are still proven to be extremely useful in the digital age. Indeed, rather than being demonized as obsolete, traditional analogue production and verification practices have become more and more crucial in the new communication environment, which has opened up to everyone the possibility to publish any kind on content and provide last minute information to the masses just as quickly as media outlets. Digital technologies and online communication alone cannot completely replace the value of a work based on personal relationships, human connection, face to face interviews, print records and documents verification and the so called "shoe-leather reporting", where journalists observe places, people and events at first hands. The following digital communication strategies must therefore be understood as essential elements to *complete* contemporary work practices, create distinctive and quality products and reinforce public's trust.

The knowledge presented in this chapter represents an early assembly of digital methods, found in literature and confirmed by original findings, which senior reporters and digital natives journalists have stumbled across or created over time.

3.1 DIGITAL COMMUNICATION STRATEGIES AND RISK MITIGATION

Several features of digital communication technologies constitute a fundamental part of investigative journalists' daily activities. These include e-mail exchange, social media platforms

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[17] Ryle G., quoted in Gearing A., op. cit.
[18] Carson A., *Investigative journalism, the public sphere and democracy: the watchdog role of Australian broadsheets in the digital age,* PhD Thesis, School of Social and Political Sciences, Faculty of Arts, The University of Melbourne, 2013

usage – such as Facebook, Twitter, Instagram, (LinkedIn) and YouTube -, the employment of telecommunication application software platforms, blogs and websites, digital archives as well as online and hardware storage services.

The various functionalities provided by the mentioned web-based technologies allow accountability journalists to carry out the following tasks:

- enhancing and establishing public collaboration;
- gathering data and attracting and identifying sources;
- protecting whistleblowers' identities;
- obtaining physical evidence;
- reaching isolated, remote and more vulnerable sources;
- conducting investigations beyond national or regional boundaries at no or little cost and in a short time;
- protecting and storing documents and information;
- creating online public archives.

With specific regard to the constitution of online publicly accessible archives, Barnhurst argued how this new model turned newness into a less important feature of reporting. In the digital era, in fact, "oldness does not equate with worthlessness.[19]" Online storage of journalistic pieces and on-demand services, which allow every kind of reporting to be searchable on the Internet anywhere anytime, eradicates the "old short shelf-life model of news in which deadlines, scoops, exclusives and competition" were essential to conquer the audience. The new storage model brought over by technological revolution allow to create networks and echoes even when the original story seems to be passed. The coverage, especially in investigative reporting, often presents back-links to previous stories on the same topics or older parts of investigation. "Deadlines, scoops, exclusives and competition encourage thinking of news as a time-value product with a short shelf life, but the new time regime involves a flow of change, along with the ever-present access to the archived past, with processes and networks as products."[20]

While timeliness remains important, having the exclusive is no longer essential.

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[19] Barnhurst K., "Trust me, I'm an innovative journalist" in *Rethinking journalism: Trust and participation in a transformed news landscape,* edited by Peters C.and Broersma M., Routledge, 2013, quoted in Gearing A., op. cit.
[20]*Ibid.*

3.1.1   SOCIAL MEDIA PLATFORMS

Ansgard Heinrich, while reminding that only those new outlets which will be able to understand the patterns and multiple hidden advantages of digital networks will survive, urged journalists all over the world to establish the habit and practice of online crowd-sourcing, newsgathering through social media and collaboration beyond traditional journalism networks, experimenting connections with other professionals such as digital content makers, graphic designers and engineers as well as new-tech experts [21].

Embracing this thesis and in agreement with Heinrich, participants to previous international studies claimed to consider social media connections to be a key facilitator with regard to mutual supervision, collaboration as well as relationship and trust building among:

- journalists and potential news sources;
- reporters of different media outlets and from different countries;
- journalists and the general public;
- news outlets and the general public;
- news sources related to the same (or similar) stories;
- journalists and news outlets.

Additionally, literature and previous research on investigative journalism indicate the following as main purposes of social media usage:

- finding new sources, verifying names, identities, facts and associations;
- tracing specific individuals;
- finding and building secret networks of sources and peers;
- reducing investigation time and costs, or even completely avoid the cost of international travel;
- monitoring overseas coverage and rival outlets and reporters;
- content sharing to gain trust and credibility;
- strengthening online presence to be findable globally by whistleblowers;

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[21]Heinrich A., "What is 'network journalism'?", Media International Australia, Incorporating Culture & Policy, N.. 144, 2012

- interacting with audience members;
- testing people response on particular issues and identifying inclinations;
- breaking stories on social media to provoke a knock-on effect and boost audience or sales;
- monitoring interaction between news sources and among audience;
- maintaining existing contacts (including w/institutional sources.)

As regard to one of the main doubts existing around social media usage – which considers them as mere competitors that "steal" coverage from traditional news outlets - the most recent work practice has proven that in case a story breaks on social media, the effect is a notable boost in newspaper sales and television audience, as social media build and fuel public's interest but do not offer them the credibility expected by mainstream media's more in-depth content.

As regards the assumption that social media are *de facto* acting like news organization while proclaiming themselves mere technological platforms, see chapter 7 of this paper.

The evolving change in the journalistic practice from total analogue investigation to digital-supported investigation is giving journalists an exceptional network building power, providing them with access to the virtual presence of events, people and places anytime, anywhere. Journalists now routinely seek and welcome audience interaction, feedbacks and comments. In addition to content sharing, more and more investigative journalists are creating their own social network pages, writing anecdotally about their work practices and updating on the private implications of their profession. Doing so, they directly engage audience interest and raise other journalists' curiosity.

Notable observations that have frequently been put forward in previous studies concern some risks in using such platforms to investigate – either alone or as a complement for analogue investigative techniques. Practitioners have recognized the following hazards:

- risk of poor fact-checking before posting;
- risk of important leaks, exclusives' loss and news thefts;
- hidden or still unknown legal risks;
- risk to personal safety expanded to family members and friends.

Traditional legal risks of the investigative practice such as defamation still clearly persist and must not be taken lightly. The risk of posting unverified, defamatory or speculative material on

the Internet, especially on social media, through comments or proper posts, is more subtle. Reporters must be aware of those risks when publishing any sort of information without a prior check by editors or sub-editors.

Due to high-tech surveillance methods, web-based communication often poses a major risk to news sources when journalists are reporting on some of the most controversial and sensitive issues. In those cases, face to face contact, analogue verification procedures and physical records are always preferred and highly suggested. In case such first-hand processes are impossible to be put into practice because of the distance between the journalist and its sources, it is highly recommended to use encryption mechanisms and software such as Globalleaks (for more information and details about the development and implementation an encryption platform, see part II of the present paper.)

Additionally, with the advent of digital communication platforms and the developing of a globalized network society, the paradigm of the investigative journalist as a "lone wolf" has been fading. Collaboration among practitioners of different areas of knowledge, nationally and worldwide, is felt more and more urgent, while working alone appears to be restrictive.

In conflict zones or when investigating on international sensitive or controversial issues, investigative journalists expose themselves to many more risks when working alone than when they cooperate with other reporters. The same scenario requires the resort to professional figures such as translators and interpreters, workers in different areas from the local community, camera operators, and photographers as well as, in post production, audio and video makers among the others.

Obviously, the improvement of personal protection appears to be one of the more evident reasons for journalists to join their forces in a non-competing environment, especially if their coverage is produced by media outlets of different countries.

However, beyond guaranteeing or improving safety conditions, as explained, the main benefits of collaborating can be identified as[22]:

- Obtaining new named or unnamed sources;
- Quickening investigation times and avoiding the cost of travel;
- Improving the journalistic quality of the reporting;
- Improving the aesthetic quality of the reporting;

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[22] Gearing A., op. cit.

-         Improving credibility.

Given the public's increasing demand for investigative journalism multimedia packages, reporters should develop significant complementary skills such as audio and video production and editing, as well as they must build a stable network of other professionals who can offer them technical support, especially when there is a wider timeframe for producing footage and therefore greater impact can be generated.

In a crowded media market, building audience engagement and developing valid marketing strategies through social networks is becoming a tough challenge. Creativity, with the so call "surprise effect" especially the application of most recent visualization technologies, has proven to be a major key factor for success. Example of good practices implemented in recent fortunate social media campaigns by TV programs and series (related and not to journalism) have been taken into account in Valquíria's social media positioning preparation phase, to be found in Attachment 3.

For a critical prediction of the future usage of social networks for marketing strategies (*Facebook* and *Twitter*, in particular) see chapter 7.

4. GLOBAL INVESTIGATIVE JOURNALISM

"Most of what I write is international even now I'm back here. I'm filing stories with an international edge to them. I think that is a reflection of the increasingly globalised interconnected world and a repositioning and a re-understanding of Australia's place in it. Everything we do has consequences externally."

Doherty 2014[23]

The increasing mobility and interconnectedness of corporations, businesses and governments all over the world implies a shift in the practice of investigative journalists, who must throw the spotlight on people, actions, situations and phenomena across continents that seem uncontextualised but are actually interconnected[24]. Additionally, as a direct benefit and natural consequence of the said digitalization, investigative journalists are able to reach a wider audience, with no limits of time and space, managing therefore to better play their role of Fourth Estate on the international level, aiming ultimately to catch the attention of global leaders and intergovernmental organizations - such as the United Nations, the European Union and the G20 - and holding them to account. As theorized by Peter Berglez, the new practice of "global journalism" and the consequent call for a "global Fourth Estate" force to erase the traditional theoretical frame of "foreign correspondent" in favor of a "global perspective"[25] derived from the daily collaboration of journalists across national boundaries and time zones. Berglez also claims that "global journalism" cannot be considered as a mere set of public discourses between nations, but must be global "in outlook."[26]

The shift of mainstream investigative reporters' practice from domestic (local or national) to global is proved by the increasing emergence of international networks of investigative journalists.

A valid and already well known example is International Consortium of Investigative Journalists, a network of reporters which provides them with documents and information for their personal investigations and creates inner teams of journalists to conduct and publish original reporting. Similarly, to mention another example, the Global Environmental Journalism Initiative (GEJI) emerged in 2008 as a consortium of student journalists and scholars from nine European and

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[23] Doherty interviewed and quoted in Gearing A., op. cit.
[24] Berglez P., *Global Journalism: Theory and Practice*, Lang, 2013 reviewed by Wasserman H., Ecquid Novi: African Journalism Studies, Volume 35, 2014
[25] Berglez P., op. cit. reviewed by Wasserman H., op. cit.
[26] Berglez P., op. cit. reviewed by Wasserman H., op. cit.

Australian universities. As underlined in literature, the latter stands as the first attempt to involve students in the practice of global investigative journalism, proving a high degree of success.

5. CROWD-SOURCING AND COLLABORATIVE JOURNALISM

[The general public] "Is no longer a passive audience who simply follow the agenda and opinion filtered through newsroom[s] . . . they are engaged and expressive about individual preference and agenda."

Xu and Feng[27]

The present covers the various practices related to the emerging sphere of "collaborative journalism", which is often seen as a valuable practice to reinvigorate journalism itself.

Enabled by digitalization, local and national media organization have started to use Web communication to engage external parties in their production - while maintaining their gatekeeper position - , to investigate consumers' tastes, build loyalty and interest through news leaking and social networks viral marketing, to develop new storytelling practices as well as to continue the debate after news publication and keep the conversation. Investigative journalists in particular are experimenting with audience contribution before (pre-production), during (production) and after the investigation (post-production): a creative – and frequently professional –input at no or very little cost.

Tanja Aitamurto has been one of the first scholars to conduct a research on the practice of crowd-sourcing in investigative journalism – which she referred to as "collective intelligence."[28] The report exposed how collaborative journalism "supports the watchdog function of journalism" by forming "a powerful alliance in which citizens monitor the power-holders and thus gain agency in the public sphere,"[29] creating stronger democracies and establishing "a space for the crowd's intelligence to emerge."[30]

Leading media organizations have already consolidated the practice. BBC provided early in 2011 an example of collaborative journalism format with the radio programme "World Have Your Say," replaced in 2014 by "BBC OS," where the audience is invited to "shape the programme using

[27] Xu W., Feng M., "Talking to the Broadcasters on Twitter: Networked Gatekeeping in Twitter Conversations with Journalists", Journal of Broadcasting & Electronic Media, Vol. 58, 2014

[28] Aitamurto T., "Collective Intelligence in Open Journalism: The Conflict and the Interplay of the Logics of the Crowds and Logics of Journalism in Open Journalism", Association of Internet Researchers, Phoenix, 2015 in Mills A., Sarikakis K., "Reluctant activists? The impact of legislative and structural attempts of surveillance on investigative journalism" SAGE, 2016

[29] Aitamurto T., *Collective Intelligence in Journalism: Extended Search, Blended Responsibility and Ruptured Ideals*, Collective Intelligence, MIT, Boston, 2014

[30] Aitamurto T., *Ibid.*

social media,"[31] acting as whistleblowers or replying and commenting on conversation that have already been host, through WhatsApp, Facebook and Twitter. Contacts with the newsroom can be made publicly or privately, and anonymity is always granted upon request.

A similar approach has been adopted by the French international broadcaster France 24 and CNN, respectively with the combined web/television format "The Observers" and the "iReport" initiative. Both programmes invite the audience to supply useful content (such as images, audio and video footages) and report on witnessed events and personal experience related to relevant national and international issues the organization wants to cover.

In Italy the so called collaborative journalism, especially as prime source of audience-involvement, has been the bulwark of extremely successful television programmes like "Striscia la Notizia" and "Le Iene,"[32] both produced since early 2000 within the private generalist network Mediaset. Presented with the outlook of standard TV news and wisely mixing satire and professional journalism, their newsrooms investigate and reveal information on issues suggested by the audience through their websites, furthermore adopting a follow-up approach. Themes can range from public service inefficiency and local corruption to situations of national and international considerable concern.

As can be evident in the case of the mentioned examples, such a joint approach allows professional journalists to get original and quality content, from any part of the world, at almost no costs, keeping control on content selection without "surrendering" to the widespread practice of *citizen journalism[33]*.

Little research on the practice of crowd-sourcing by professional journalists to get initial information has already been carried out[34]. However, extensive research into spontaneous crowd-provided information, especially on the international level, has still to be undertaken.

The increasing Internet access possibilities around the world, even in remote sites, is motivating more and more potential news sources willing to act as relevant whistleblowers to use digital communication technology to select professional reporters and contact them – often providing documents, images or video footages - , hoping to achieve widespread media coverage and ultimately, social and/or political change. Whistleblowers' selection of journalists depends on

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[31] BBC World Service OS, http://www.bbc.co.uk/programmes/p01k2bx3, 01/11/17

[32] "Le Iene" initially emerged as an entertaining satire show derived from the Argentinian "Caiga quien Caiga", and only after a few seasons took the shape of a proper investigative journalism television programme.

[33] Mills A., Sarikakis K., op. cit.

[34] Xu W., Feng M., op. cit.

the trust they place on reporters – an assessment often based on the quality journalists' published work and its follow-ups. Consequently, spontaneous crowd contribution can be considered as a major incentive for journalists to reinforce and promote their digital presence, so they can be easily found and chosen by aspiring whistleblowers.

Strong criticism often arises around the growing involvement of the general public in investigative news production. The main concerns are centered on the question of anonymity and personal data protection. Online communication permits individuals to hide their identity or provide deliberately misleading information, undermining entire investigations and affecting the reliability of digital journalism in general. On the other hand, the availability of real personal information and the usage of unsafe, supervised platforms such as social media requires a particular if not meticulous care in personal data handling by journalists.

To maintain and improve the quality of "collaborative" news coverage and to reinforce the reliability of the media, journalists – investigative reporters in particular – need to know, study and develop technological solutions to support the verification process as well as, and even more importantly, to avoid improper surveillance and make personal data or images anonymous, ensuring the total protection of sources.

The present paper identifies as valid solution the development of safe encryption platforms such the software Globaleaks, developed and distributed by the Italian association HERMES Center for Transparency and Digital Human Rights, which operates with the anonymous browser Tor and is accessible through a randomly generated .onion address.

6. MASS SURVEILLANCE

> "I recommend Italian Mafia to stay away from technology."
>
> *Popeye* John Jairo Velásquez Vásquez [35]

Among 2013 Edward Snowden Wikileaks revelations, which exposed how mass surveillance had been carried out by the US National Security Agency for years, seeping into the servers of IT companies such as Google, Microsoft and Facebook[36], there appeared a document addressed to military intelligence. An incredibly deep concern around investigative journalists was thereby expressed: "Journalists and reporters representing all types of news media represent a potential threat to security" and "of specific concern are ''investigative journalists'' who specialize in defense-related expose´s either for profit or what they deem to be of the public interest."[37]

Such assertions sounds like a clear declaration of war to journalists: at a time when Western democracies cannot pronounce the word *censorship,* reporters, especially investigative, appear to be a prime target of the modern "surveillance web."[38]

A warning that cannot be ignored: especially when observing how under the last US administrations there has been an all-time record-breaking number of whistleblowers' prosecutions[39]. In fact, the unprecedented technological capacity available to State actors all over the world - such as metadata surveillance analysis, which permit to gather and scrutinize massive amounts of digital public and private information - might pose a big risk to accountability journalists, sources and whistleblowers, who can be easily identified, tracked and eventually prosecuted.

Journalism with its prime role as Fourth Estate might not be able to fulfill its task. Therefore, in this new era of surveillance, accountability reporters must urgently develop and constantly update technological, analogue and legal strategies to (a) secure communication with sources, including whistleblowers; (b) secure communication with other journalists and within the

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[35] Interviewed by Golia G., *Le Iene*, Mediaset, 07.11.2017

[36] BBC, "Edward Snowden: Leaks that exposed US spy programme", 17 January 2014

[37] Ball J., "GCHQ captured emails of journalists from top international media", The Guardian 19 January 2015

[38] Lyon D., *Surveillance After Snowden*, Polity Press, 2015 in Masoodi M., International Journal of Communication 10, Book Review 2737–2739, 2016

[39] Harris S., "Metadata May Not Catch Many Terrorists, But It's Great at Busting Journalists' Sources", Foreign Policy, 24 September 2013

newsroom; (c) secure physical and digital documents and information stored in hardware or online spaces.

Legal and analogue knowledge and practices proved themselves to be particularly significant as even the more recent technologies, such as cryptography and other techniques considered as secure ways of communication, are not always infrangible.

Western democracies in particular have recently adopted surveillance legislation measures in the name of national security and counter-terrorism[40]. A common feature of such regulations is, however, a high degree of ambiguity and insufficient transparency, which allows governments and some international bodies to gather, store and analyze huge amounts of private information and communication data of their citizens. As Zygmunt Bauman recently highlighted, general accepted concepts such as privacy, anonymity, secrecy of communications and even democracy itself are being reshaped by "a new nobility of intelligence agencies operating in an increasingly autonomous transnational arena."[41] While the declared ultimate aim of such legislation is the preservation of democracy, as Bauman argued, a more intrusive, widespread and not rarely aggressive surveillance, proper of non-democratic states appears to be carried out. Under the banner of "counter-terrorism", claimed the Polish sociologist, "what used to be understood as authoritarian options are made to seem desirable, even natural."[42]

According to previous researches – although very limited and partial - intensive cyber security, digital technology and encryption courses as well as specific training of such digital practices have also proven to be useful for journalists to resist digital surveillance.

Security-conscious reporters:

- admit to prefer and propose, especially in case of information exchanges with important sources and whistleblowers, face-to-face meetings without any kind of recorder, computer, mobile phone or digital device close to them, to eradicate any risk of surveillance monitoring or recording[43];

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[40]Council of Europe, Resolution 2045 on Mass Surveillance, 2015
[41]Bauman Z., *et al*., "After Snowden: Rethinking the Impact of Surveillance", International Political Sociology, Vol. 8, Issue 2, 2014
[42]Bauman *et al., ibid*.
[43]Harding L., quoted in Mills A., Sarikakis K., op. cit. (interviewed 29 February 2016): "For the first six months after Snowden, when I was meeting the editor and the rest of the staff, the first thing we'd do, we'd get rid of our IPhones. We'd lock them away or put them in a different part of the building' or 'in the fridge [which interferes with audio interception and surveillance] . . . I don't have it around whenever I'm having a semi-serious conversation."

- acknowledge the importance of e-mail correspondence, deliberately destructing digital communication with confidential sources and avoiding it when possible, so that there will be no material to use in possible legal processes and no way for surveillants to discover the identity of secret sources;

- do not carry, especially in case of cross-border travel, digital or analogue material containing the name of their sources or extremely confidential information;

- prefer to use "burner" throwaway mobile phones, which appear to be more difficult to track.

Digital tactics such as hard disk and communication encryption are more and more frequently adopted[44], as well as the use of the anonymous browsers and two-step verification passwords. In previous research, air gapped computers, which are not connected to the internet or to any other device with an internet connection, are also considered to be a significant security choice.

The use of analogue journalistic methods such as manual note taking and manual agenda-setting, that can be easily destroyed, was also counted as a functional counter-surveillance practice[45].

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[44] For communication encryption see PGP public or free services such as Red Phone, Signal or Proton Mail
[45] Plenel E., in Mills A., Sarikakis K., op. cit., Interviewed, 16 March 2016

7. THE ECONOMICS OF INVESTIGATIVE JOURNALSIM: THE FAILURE OF DIGITAL ADVERTISING

The question around how to determine the price of investigative journalism products and who should pay for such information is still unsolved. As remarked in the first chapter of this paper, accountability journalism, without significant efforts, can be considered a public good and, consequentially, governments are generally expected to grant public subsidies to any media organization that carries out watchdog reporting and defends public interests. However, as investigative journalism is likely to provoke political embarrass, public media budgets often hardly provide any support to the practice. Similarly, this kind of reporting could reveal information that endangers the interests of advertisers.

Moreover, after the shrinking of print advertising that followed the 2007 global economic crisis, both publishers and advertisers migrated online and started negotiating in a new digital marketplace where a number of new economic and public policy questions have arisen. The bargaining and pricing power which publishers and broadcasters could claim when they controlled print media, radio and TV before the digital revolution (which means the advertising space in print and the time in broadcasts) has suffered a drastic change. Digital media produce countless pages every hour, which can be translated in an enormous space for advertisers to choose from, reducing thereby the price they might have paid in broadcast and print.

As regards audience measurement, the shift promised to lift some "barriers" that seemed insurmountable for television and print media. Free widget and software such as Google Analytics and the so called *Cookies*, theoretically, would have provided advertisers and editors to know precisely the volume and behavior of the audience. The mechanism would have been easy: the publisher would charge the advertiser depending on the numbers of impressions (visitors viewing a page where adv banner appeared.) With time, however, the mentioned tools have proven unsatisfying for both sides. For example, Google Analytics did not allow to measure the time of an average visit, called a "bounce," where the user enters one page and leaves without interacting with it. For large news organizations such as the New York Times, the bounce rate is a relevant element. Additionally impressions do not guarantee the viewability of the ads, which might not be viewable unless the reader scrolls down the page. In this case, advisers would be charged without even be

sure the ads have been seen. Current technology, moreover, cannot effectively track users when they are using mobile devices[46], in particular when they get access through applications[47].

Pricing is furthermore affected by other two major trends, which have arisen mainly over the last three years: Ad blockers and advertising frauds. In late 2015, *Ad Age,* for example*,* estimated that one-third of the entire traffic to Web publishers was driven by bots, not humans, and therefore fraudulent[48]. Simultaneously, digital media users started providing themselves with ad blockers, effectively reducing the size of audience advertisers can reach. In 2015, a report of Adobe and PageFair disclosed how in 2014 over 200 million people worldwide per month were already using ad blockers, 25% in Germany, 21% in the U.K. and 16% in the U.S.: A figure that increased over 40% the following year, at the expenses of publishers, who were expected to lose several billions in revenue[49]. The debate around ad blocking heated up in September of the same year, when Apple launched its ad-blocking system also for mobile devices. Considering that Apple dominates mobile U.S. market (43% of mobile phone users in 2015), the innovation represented a major threat for publishers and advertisers in the United States and worldwide[50].

A decisive role has being played by social media platforms towards which both advertisers and published have been shifting. In 2014, Facebook and Google already host nearly half of total digital advertising and over 70% of mobile advertising globally. What turned to be much more attractive for advertisers is that those technology platforms can better shape their targets, providing much more information about the users' tastes, habits, location, economic and social status and so on: features that publishers would hardly get to know through their own digital platforms.

For their part, editors and news organizations have become almost completely dependent on Facebook, Google and similar technological and social networks platforms to distribute their news content and thereby reach a much wider audience. In this regard, the mentioned Reuters 2015 study revealed that more than 50% of consumers in nine of the 12 analyzed countries used to get informed through social networks – only in the remaining three states, users accessed news directly from the

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[46] Nic Newman in the Reuters Institute's *Digital Journalism Report for 2015*, underlined the importance of mobile journalism in the future. The research on digital trends showed how 46% of mobile phone users in 12 states across the world get informed through their smart-phone, while total access and time spent per day on other traditional news platforms decreased (only 30 minutes for print, i.e.)

[47] Breiner J.,"Mobile metrics are failing advertisers and publishers. News Entrepreneurs", in Breiner J., *op.cit.*

[48] Slefo G., "Report: For every $3 spent on digital ads, fraud takes $1.", *Advertising Age*, 2015, in Breiner J., *op. cit*., retrieved from the original Adage article http://adage.com/article/digital/ad-fraud-eating-digital-advertising-revenue/301017/ consulted in 11/01/18

[49] PageFair, *The 2015 ad blocking report*, in Breiner J., op. cit., retrieved from https://blog.pagefair.com/2015/ad-blocking-report/

[50] Marshall J., "Apple's ad-blocking is potential nightmare for publisher", *Wall Street Journal,* 2015, August 28

website of news publishers. A paradox where news organization appear to be mere content providers for social network platforms which are the only that, at the end of the day, monetize the journalistic work.

In 2015, Facebook introduced another feature which exasperated the condition of dependence. When users wanted to access an article from the Facebook mobile application, the load time that brought them to the original link was too long that they often give up and scrolled down[51]. Engineers therefore designed the service called Instant Articles, immediately signed up by major publishers such as the National Geographic and the New York Times, through which articles were given directly to the social network without linking them to the original news organization website in order to improve users' experience. The offer made to publishers was a share of revenue deriving from ads that appeared next to the article. Similar service plans were immediately launched by Facebook's competitors such as Google, Apple, Twitter and other social networks. As claimed by journalists and media experts all over the world, the revenue of Instant Article and the visibility and exposure gained through the social media platform are not sufficient to offset the dependency and jeopardize the news organizations' Fourth Estate role[52]. The risk, underlines Ingram, is that masses will eventually consider Facebook, a for-profit company with controversial strategies, policies and objectives, as a trusted news organization rather than just a mere information content and diffuser.[53]

Lastly, mention should be made of the strategy adopted by many brands that used to advertise on media organization platforms. Thousands of medium-sized and large companies such as Nike, Zara, Samsung and Vodafone, just to mention a few, have created their own social network pages as their marketing strategy, bypassing any other advertising form and at hardly any cost.

Digital journalism outlets often established under the status of non-profit organizations seems to have provided a solution, although they require public subsidies as well as private donations and grants to financially support their activities and staff. A brief analysis of the market, together with the development of a database of investigative journalism organization globally, lead to the conclusion that it is fundamental to develop a brand reputation that the public can

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[51] Contine J., "Facebook starts hosting publishers' 'Instant Articles'", *TechCrunch*, 2015, in Breiner J., *op. cit*., retrieved from http://techcrunch.com/2015/05/12/facebook-instant-articles/#.hpcpyjx:cBBZ consulted on 12/01/18

[52] Ingram M., "Is Facebook a partner or a competitor for media companies?", The Fortune, 2015, May 15, retrieved from http://fortune.com/2015/05/13/facebook-new-york-times-instant/ consulted on 12/01/18

[53] Ingram M., *Ibid*.

immediately relate to high-quality reporting. Examples in this regard are, among others, the *Texas Tribune* and *De Correspondent* whose success allows them to be financially supported by subscription, memberships and partnerships. Credibility, high-quality standards and audience involvement seem therefore to be the key to generate revenue and gain independence from advertising, social network platforms and politics. Moreover, success appears to be related to specialization: whether on a geographical area, topic, genre, writing, design and visualization.

There is no doubt around the possibility of digital news media to be financially successful, and the only viable, good alternative to the collapse of the traditional advertising-based and –driven business model.

7.1   FACEBOOK CAN'T BE FIXED

For the first time in history people all over the world are given the possibility to get the best-quality information, in real time, on the display of their favorite devices, from smart-watches to smart-phones. However, the average internet user, the so called "mass", does not usually get it. The reason is simple and based on a banal logic. Before and after the digital terrestrial television, since the diversification of TV networks, although there exists the possibility to configure and set the order of oneself favorite channels, at the end of the day the average public has always limited its choice to the first five or six channels. It is more convenient, easier and faster, almost effortless. Scholars, sociologists, psychologists and media experts blame the unbridled rhythms of XXI century life, where the search for convenience became an habit that always triumphs. Now that people are shifting to the digital, it is sufficient to apply this reasoning to current digital technologies and platforms. According to a report of the Pew Research Center and the Knight Foundation, in 2016 two-third of U.S. Facebook users get informed on the social-media platform: considering that 67% of U.S. adults are active on Facebook, it results in 44% of the entire U.S. adult population accessing news mainly through Zuckerberg's social platform[54].

Moreover, critical doubts have recently arisen nationally and internationally on the capacity of the average user to distinguish between useful, important news and fake-news articles. Focusing again on the comparison with the old days, while the average television viewer for years has been

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[54] Gottfried J., Shearer E., "News Use Across Social Media Platforms 2016", Pew Research Center, Journalism & Media, 2016, http://www.journalism.org/2016/05/26/news-use-across-social-media-platforms-2016/ consulted on 12/01/18

saying "It is important because it is on TV" or "What he/she said counts because he/she appeared on TV", the average Facebook user now perceives as important nearly everything that appears on his/her Facebook feed. What the platform selected becomes important and worth reading.

Editors and mainstream media are simply no longer able to keep up with the competition. Their business model does not work and must be changed. Again, a simple logical effort can lead to the explanation. Traditional media business model was and still keeps being advertising-driven. This means that while an average user is reading an article on chemical weapons in Syria, advertising banners on golf clubs, nappies or other selected products can appear anytime on top of the page. With such a weak business model, editors and media entrepreneurs lend themselves to unscrupulous advertisers, which exercise strong countervailing bargaining power, and to large technological platforms such as Facebook, which according to most recent statistics, are responsible of over 30% of the readers rate. With almost no bargaining power, news media organization worldwide bow too easily to political and industry pressure, sacrificing readers' ultimate interests.

Such a weak position leads mainstream media to shape their content depending on what users want to listen, and not on what they really need to know. Loyalty and affection is obviously easier to build and maintain this way. It is like a mother asking her little boy what he wants for dinner: "chocolate, candies or cake?". More views, then, at the expense of democracy and people's right to get properly informed.

On the other hand, technological platforms like Facebook and Google also play a decisive role. They present a major underlying problem. Officially, their status is that of "technological platforms" but they act *de facto* as media platforms, equally in almost all respects to any common digital newsroom. Obviously their activities range from the building of new space shuttles to the development of technology for daily usage, but as regards to news and information diffusion and production there exists an evident conflict. Although using algorithms, Facebook constantly selects and sets the order of the news and information that appears on the feed. Such a selection and order, as for any other media outlet, influence directly and indirectly users' decisions. A kind of persuasion that statesmen and scholar all over the world allege to have been worked during the 2016 U.S. campaign that lead to Donald Trump's election. Before the event, the conversation around social media platforms' role in news and information diffusion had already gained impetus after

Gizmodo's report on Facebook's decision to employ curators to select trending topics that will dominate the desktop site[55].

Although Google recently launched its fact-checking tool and widgets, there is still no algorithm that can give more visibility to high-quality and relevant contents and distinguish them from click-bait news products. In other words, the most brilliant economist in the world can write a life-changing article, but the average user will not see it if the algorithm does not permit it and if does not look for it outside of the platform.

This question, together with other content-related problems, has been recently included by Mark Zuckerberg in the list of "important issues that need to be fixed in 2018," as his personal challenge in a period, he says, "that feels a lot like the first year."

Facebook, a year after its foundation, appeared to have found the perfect sustainable business model: a data-driven audience-based advertising approach. Apparently infallible. However, as John Battelle wrote early in 2018 in his article "Facebook can't be fixed"[56], Zuckerberg cannot improve the platform and solve those issues "without completely gutting its advertising-driven business model."[57] It is this model, alleges the journalist, which lead to almost every toxic externality listed by Zuckerberg: it is this business strategy that "drives the economics of spambots and fake news, it's the at-scale algorithmic enabler which attracts information warriors from competing nation states, and it's the reason the platform has become a dopamine-driven engagement trap where time is often not well spent."

Zuckerberg's platfrom, concludes Battelle, has been developed as too large environment to survive to a radical change of its business model. Therefore the solution appears to be merely in the hands of brilliant minds among editors, reporters and organizations, who are forced to find and impose an alternative and sustainable business model to produce and diffuse journalism, as well as to engage and build loyalty and trust of users.

[55]Nunez M., "Want to know how Facebook really thinks of journalists? Here's what happened when it hired some.", Gizmodo, March 2016, https://gizmodo.com/want-to-know-what-facebook-really-thinks-of-journalists-1773916117? consulted on 11/01/18
[56]Battelle J., "Facebook Can't Be Fixed", NewCo Shift, 2016, https://shift.newco.co/its-the-advertising-model-stupid-b843cd7edbe9, consulted in 12/01/18
[57]*Ibid.*

8. INVESTIGATIVE JOURNALISM ORGANIZATIONS: AN ALTERNATIVE TO MAINSTREAM OUTLETS

Over the past two decades hundreds of non-for-profit, charitable independent digital organizations and private foundations have been established worldwide to provide an alternative to the shrinking traditional media business model. Independence and exclusivity is their prime proposition to the audience, with which they commonly interact online, in the same space where they freely share their production.

The most used and widespread financial model is based on the support of foundations – a strategy which has been followed especially in the United States, where between 2005 and 2012 alone more than $248,524,600 million in grants awarded to at least 300 news projects across 25 states were tracked[58].

In 2015 researcher and consultant Michele McLellan listed over 270 mid-to-small digital media organizations in the US, with a revenue of only $100,000 a year or less, but which were continuously increasing their income and widening their audience. Among them, surprisingly, only 13% were registered as non-profit organization, 48% were for-profit companies and the rest did not provide information on their legal status. According to Michele McLellan, advertising turned out to be the main source of revenue, making 72% of the considered digital organizations extremely vulnerable. Subscription represents the main financial support.[59]

In case of non-profit organizations, the membership to major international networks appears to be inescapable. As regards investigative journalism, as proven below, it is almost mandatory for digital platforms to be a member of the Global Investigative Journalism Network. Benefits are countless: events, conferences, single and collective collaboration as well as funding, among others.

A relevant example put forward by Batsell and remarked in Brenier's "The Economy of Accountability Journalism,"[60] is the business model adopted by the non-profit digital publication *Texas Tribune.* Established in late 2009 thanks to private contributions, the organization now employs over 50 journalists and turned to be sustainable for its "revenue diversity, entrepreneurial

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[58]http://kcnn.org/nmm-grants/ consulted in 12/01/18

[59]McLellan, M., "The 2015 state of local news startups", CUNY Graduate School of Journalism, Tow-Knight Center for Entrepreneurial Journalism, 2015 in Breiner J., "The Economy of Accountability Journalism", Multimedia edition of #ISOJ, the official research journal of ISOJ, Volume 6, Issue 1 Spring 2016

[60]Batsell, J., "*Earning their keep: Revenue strategies from the Texas Tribune and other nonprofit news startups",* Knight Foundation, 2015 in Breiner J., "The Economy of Accountability Journalism", Multimedia edition of #ISOJ, the official research journal of ISOJ, Volume 6, Issue 1 Spring 2016

creativity, and a shared sense of editorial and business mission,"[61] generating only four years after its foundation, $5.1 million in revenue: 45% from sponsorship and events, 34% from philanthropic sources, 13% from membership, and 8% from syndication, subscriptions, crowd-funding, and other sources[62].

Due to the lack of tradition both in funding and in journalism itself and to the heavy influence of political and business interests in the market, the mentioned models would not work in other countries – at least not immediately. Although it undermines independence, credibility and stability, advertising continues to be the main and most opted source of revenue.

A database including the most successful non-profit and/or independent media organization all over the world is hereby presented – see ATTACHMENT 1. Data have been collected to gather and capture the best practices in the field and to support the development of the transmedia investigative journalism project Valquíria.

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[61]*Ibid.*
[62]*Ibid.*

9. TEACHING INVESTIGATIVE JOURNALISM: METHODS, BENEFITS AND CHALLENGES

As underlined in the previous chapters of the present paper, despite the decline of traditional media outlets and the more recent "race to the bottom" of online click-bait content, the demand for high quality investigative journalism remains significant, overtaking traditional news reporting. In response to this phenomenon, over the last five years, there has been a relevant growth in non-profit news organization, both domestically and internationally, which do not act as competitors and guarantee accountability journalists occupation opportunities, tools and courses.

The reason why those organizations often provide its fellows with educational content and training sessions is clear: accountability journalism requires more advanced skills, both from a technical and organizational point of view. Patience, perseverance and other "human" abilities are believed to be essential.

Therefore, teaching the practice of investigative journalism poses much more challenges, problems and risks comparing to more basic reporting forms. Investigations are cost and time-consuming, taking several months from the first source contact to the final editing step and publication. For this reason it can appear nearly impossible to fit such journalistic production into an academic year, especially when other basic knowledge need to be taught. Teachers might consider investigative journalism as a task beyond students' ability and might prefer not to expose them to a possible failure or crush in their enthusiasm and confidence, assessing such undertaking as a mere negative learning experience students are not ready to have. Many scholars, additionally, claim how young journalists, professionals and students, reasonably lack in experience, "mature subjectivity" (Schudson, 1978) and access to sufficiently relevant sources. As (due to time shortage and to the mentioned hesitation demonstrated by teachers and older professionals,) they are not commonly expected to acquire such skills at University, they are rarely given access to accountability journalism at the beginning of their career.

For the mentioned reasons, non-profit organizations must often stand in for traditional educational institutions such as Universities, offering young journalists training opportunities and knowledge sharing. Example of such practice in literature (i.e. Houston, 2002) showed how enthusiasm and confidence of young journalists can help older reporters imagine new projects, outlooks and approaches as well as ensure a team of highly qualified mature reporters that can

replace current professionals in the future, guaranteeing the prosecution of accountability journalism over the following generations.

The present paper encourages the development of new teaching practices in journalism at university institutions, where investigative reporting is considered as a core journalistic activity, at the roots of journalism and highly required in our modern society. A major focus is given to the educational path proposed by the Faculty of Humanities and Social Sciences of the NOVA University of Lisbon (FCSH/NOVA): the Bachelor Degree in Communicational Sciences and the Master Degree in Journalism.

The most important aspects of the journalistic craft are believed to be essential in investigative reporting: how to spot sources, people, documents and other evidence, how to persevere, how to interview and persuade to talk, how to build trust in sources and deal with very different kind of people, how to outright lies from facts, how to look in data, how to build databases and use them, how to storage data and take precautions and so on. Furthermore, if the investigative issue is selected by student themselves, there would be the great advantage that it will be considered their own project and they will be highly motivated to conduct it and finish it professionally. With the right mentoring, organization and time schedule, remarkable results can be achieved. In the case of FCSH/NOVA journalism courses, students could work within the Valquíria network and spaces, benefitting from its journalists, partners and equipment.

James Aucoin's 2005 research on American investigative journalism[63], with many other recent studies, also stressed the critical importance of ethical work practice in determining the success of an investigation. An early start in the practice of investigative journalism could let students to learn from and work with professionals who can taught them how to face ethical dilemmas that can arise while investigating: issues and challenges that otherwise would not appear in daily news production.

Firstly, teachers and professional working with a team of students, interns or young professionals are required to recognize and propose a common scheme to follow for any kind of investigation. Beyond the hypothesis-based approach, already widely known in literature, an interesting model is proposed by the U.S. investigative reporter Paul Williams (quoted in Houston

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[63] Aucoin J. L., *The evolution of American investigative journalism*, Columbia University of Missouri Press, 2005

et al., 2002, pp. 8-13). The method is a multi-step process which is believed to be applicable also on far more complex investigations[64]. The steps are:

1 – Conception or hypothesis based on facts or reasonably believable sources;

2- Feasibility study – how much time and what resources are needed;

3- Go-no-go decision – a cost-benefit analysis and identification of possible outlets;

4- Base building – also called background or context research;

5- Planning – deciding what evidence is needed, who and how to get there; task division;

6- Original research;

7- Re-evaluation – step three + final decision on publication outlet;

8 – Filling the gaps (what else is needed?);

9 – Final evaluation and last fact checking;

10- Writing, filming and editing;

11- Publication and follow-up stories.

Hollings, writing for the Global Investigative Journalism Network on the challenges posed by current approaches in journalists education, argues that the mentioned "highly detailed"[65] method run the risk of being too intimidating for non-experienced reporters. A common mistake, he claims, is done when giving students "the burden"[66] of coming up with concrete investigative paths. Similarly, teachers might forget that young reporters might lack in background knowledge and therefore under-emphasize the process, tenting to start first-hand reporting too soon. Another critical phase recognized by Hollings is the data-gathering process, and especially its final steps, when students can find it very hard to get information and answers to target figures, organizations and institutions which are generally much more reluctant to talk both to students and to young professionals.

It is urgent, the author stresses, to find a model which takes advantage of students' strengths, managing the mentioned weaknesses and complexities thanks to a major focus on the process more

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[64]Houston B., Bruzzese L., & Weinberg S., *The Investigative Reporter's Handbook: A guide to documents, databases and techniques* (4th ed.), Bedford/ St. Martin's, 2002, reported in Hollings J., "Aiming for the stars: Teaching Investigative Journalism", Global Investigative Journalism Network, 2014

[65] Hollings J., *op. cit.*

[66] *Ibid.*

than on the final outcome, to ensure the success of the collaborative investigation and of the learning experience itself.

Hollings assertions lead to imagine a process-orientated scenario where teachers and professional reporters give students the learning tools and skills and apply them in practice together with the young reporters to demonstrate their necessity and function, without necessarily getting a publishable journalistic product out of it within the time of a semester. In this case, teachers might opt for a more controlled setting, giving students topics to choose or selecting them themselves.

Literature about it still appears to be too thin, incomplete and discordant to give proof of the mentioned allegations. Three main learning models stand out in previous researches: the constructivist approach (Vygotsky & Wood), the peer-based learning method (Eisen) and the success-driven approach or motivational theory (Boekaerts). While the first method focuses the learning project on the figure of a mentor – an experienced investigative journalist -, the last two theories are student-oriented and suggest the organization of collaborative projects where students are pursuing a realistic, authentic goal to care about (publishing, follow-up investigations etc) and therefore highly motivated to carry out a professional, accurate, high-quality investigative work.

However, a subject-focused model (mentor vs. students) poses the major risk of not offering complete education and training to young reporters. There is in fact a point of the investigation, soon or later, when initial enthusiasm is replaced by discourage and where students must either show incredible resilience and change their working path (often losing quality and content) or learn quickly how to face such challenges. At this point, the presence of an experienced reporter that can draw on past successes and show the way through is a fundamental vehicle to learn some vital skills of investigative journalism (practice and human). A successful teaching model must work therefore on both sides of the coin, allowing students to get accurate mentoring during difficult periods as well as a good rate of freedom of action, to own and take complete responsibility for the process and the investigation success.

In this vain, although some might find it unrealistic and in antithesis to what some authors suggest, it is highly recommended to provide freedom of action and decision, maximum mentoring and tools, as well as a realistic, but ambitious, publication goal.

Through a major simplification of the multi-steps process theorized by Williams, Hollings drew for the GIJN a five-step method which follows a project-based, peer-to-peer approach, with an strong mentoring presence. The investigation would therefore evolve as follows[67]:

1 – Find a lead: Students must not find a valid hypothesis but are encouraged and asked to suggest and list investigative paths, according to their personal interest and passions. Commonalities on such lists will appear during a class workshop and groups are subsequently formed depending on the said common interests.

2- Become an expert: Students do the so called "background research" and read all the secondary (or background) material available around the topic. To strengthen this phase, a lecture will be dedicated on how to find it and how to get first evidence (ex. academic research, database usage and recent software technologies on data, advanced news searching etc). Examples of best practices are given to the students.

3- Evidence Gathering – Witnesses interviewing, document request, source identification and cultivation.

4- Evidence Texting – Students assess the evidence they gathered together with one or more mentors, who can suggest further investigation and inquiries as well as the contribution of national and international experts on the topic.

5- Telling the story – Investigative reporting, as it involves many contrasting points of views as well as complex, manifold themes, requires much more accurate and sophisticated narrative skills. Whether the result will be a written article or a video or multimedia documentary, teachers are recommended to give students a deadline to produce and present a draft, no matter how rough. Such production will be the starting point for the last phase of mentoring[68].

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[67] *Ibid.*

[68] "It is common for students at this stage to want to go on researching, and sometimes this can become an avoidance tactic to avoid the difficult of writing and perhaps confronting target figures. Sometimes, they think they have found little or nothing, when in fact they often have most of a story there, albeit on a narrower topic than they'd hoped. Getting a draft helps the tutor narrow the inquiry down, and show the student where are the holes that must be fixed to reach a publishable standard. The tutor can then give very specific advice (e.g. about where to find an independent expert) and show the student they are very close to having something

It is furthermore necessary to underline that, once the investigation is over and the journalistic product ready to be published (assuming that the mentoring succeeded in meeting high quality standards), even if out of the limited time imposed by the academic year, publication must follow to complete the learning experience.

9.1 INVESTIGATIVE ORGANIZATIONS WITHIN THE TEACHING PROCESS

Mentoring, as perceived in paragraph 1, is inevitably limited to class hours and the amount of time that tutors make available for extra coaching. Considering that most journalism teachers are themselves professional journalists or pursue other professional activities beyond teaching, as in the case of FCSH/NOVA, the second hypothesis does consist in a very little amount of time (approx. 1 ½ extra hour per week per working group,) not enough to provide students with the required mentoring and support.

The establishment of an investigative journalism project such as Valquíria (see its Mission Statement, Business Plan and Organizational Structure in Part II) appears to be extremely useful, if not fundamental, to give the required practical, technical and conceptual support to students' investigative process, beyond teachers' traditional mentoring. Valquíria, in fact, as a space for journalistic production and training, can offer student not only professional advice but also access to (I) databases; (II) sources within and outside its partnerships and networks; (III) experts in the field they are investigating and IT professionals (editors, photographers etc); (IV) specific training and tools i.e. filming, editing, hardware and software usage; (V) physical space to gather and get mentoring; (VI) professional investigative journalists to consult; (VII) legal advice.

Furthermore, most successful and motivated students conducting investigations that require more time and resources to be developed, can be given the possibility to continue their work within Valquíria beyond the academic terms, in a professional environment – feature which will be considered in the marking and therefore give students further impetus.

Being based on a professional, independent Laboratory, and being recognized as a investigative project itself, working in cooperation and partnership with civil society associations, public and private institutions and organizations, teachers must avoid any reference to Valquíria as a mere academic tool such as a science lab. Time for student training, as just a complementary

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published. Another useful tactic is to get the students to pitch the concept at this point to a publication. The answer is almost invariably along the lines of "We'll have a look at it". This gives the student encouragement, and gives them more leverage with difficult sources (e.g. government officials); they can say they are writing for a specific publication. It also provides an extra degree of motivation, in the sense that their work seems relevant and will have a more tangible outcome.", Hollings J., *op. cit.*

feature of Valquíria, must be therefore limited to one or two more complex phases of the investigation (at the discretion of teachers or students, according to their specific needs), with a fixed time per week. Only those selected cases that will commit to carry out their investigation for a longer period would have complete access to the Valquíria space and tools in a future time.

While the proposed pilot project might represent a pioneer successful experience in the field of investigative journalism, significant and noteworthy – as an example of success in cooperation and in teaching – is the American initiative Investigative Journalism Education Consortium.

The organization, founded in 2010 and based at the University of Illinois at Urbana-Champaign, brings together university journalism professors specialized on investigative journalism and data/computer-assisted reporting with young journalism students from all over the world. The Consortium aims to boost and encourage collaboration among teachers and students of different universities, providing them with relevant syllabi and teaching advice, as well as with the opportunity to develop and showcase collaborative investigative and data stories. The ultimate objective is to validly for the next generation of investigative journalists, guaranteeing the highest standards of accuracy and credibility, by giving them the opportunity to start their career already possessing the vital skills for accountability journalism, with high-quality mentoring and in a professional environments.

Given the success of such initiatives the trend is expected to continue, meeting the demand of more investigative content and simultaneously providing the market with skilled and experienced young professionals right after their academic career.

PART II - THE ESTABLISHMENT OF VALQUÍRIA

1. INCEPTION AND EARLY DEVELOPMENT OF A NON-PROFIT INVESTIGATIVE JOURNALISM PROJECT IN PORTUGAL

1.1 THEORETICAL SPECULATION AFTER MARKET ASSESSMENT

The reason why even those outlets that traditionally appear to be the most successful are losing audience and profits, despite a digital media-enriched environment where nearly any effort is required to get their products, is not only related to the advent of social media (that lifted the time that a journalist would take to elaborate information and present ready-to-consume content) but it is also due to the exasperation of monetization on digital publications. Moreover, people who used to wait on newsletters or weekly notifications are now constantly bombarded – most of all in their mobile devices - with news-teasers which rarely include relevant reporting. In a maze of ads, pop-ups, and other traps, their online consumption is becoming both laborious and overwhelming.

As a consequence, traditional media outlets, which are already believed to be manipulated by political power and the Industry, despite their online presence and their unstoppable content production, do not seem to have found the right path to rescue the business.

This does not mean journalism is meant to become extinct. News and the concrete added value of its elaboration are definitely worth preserving. However, it is fundamental to create a new business model capable of reinforcing the practice as well as strengthen the credibility and trust of people.

Firstly, at a time when sensationalism seems to triumph over public good and people real interests, it is necessary to identify in what kind of journalism it is really important to invest and what are the gaps that must be filled in such coverage. As regards Portugal, comparing the Portuguese news media industry with other Western countries (i.e. the U.S.A., Canada, the U.K., France, Germany and Italy), there seems to be a significant lack in high-quality video investigative journalism.

Historically, such situation appears to be mainly determined by the following[69]:

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[69] Coelho P., *A Investigação Jornalística em TV. Algumas notas sobre o futuro da televisão*, Livros Labcom, 2015*;* Cunha A., *Um repórter inconveniente*, Chiado Editora, 2015; Lopes F., *A TV do real. A televisão e o espaço público*, Coimbra, Minerva, 2008;

A – Lacking tradition and research on accountability journalism;

B – Fragility of the industry and small size market;

C – Strong political control and dependence on great shareholders' interests;

D – Insufficient training and education.

Experience however has proven the strong involvement of the Portuguese general public and the consequence high revenues deriving from high-quality accountability reporting[70].

In the light of the above and of the background studies reported in Part I of the present paper (i.e. benchmark analysis of organizations with similar purposes abroad), a program is firstly theorized to provide and early space for (I) the independent production of investigative journalism; for (II) the protection, training and education of students and professionals in the field; for (III) the development of new tools and technologies to strengthen and facilitate the practice; for (IV) the practical collaboration and advice sharing among reporters, IT experts and professionals in the areas of digital marketing, photography, graphic designing, filming and video editing among others; for (V) scientific investigation, development of new strategies and techniques, experimentation and literature production.

Such purposes, considering the mentioned fragility of the Portuguese media industry, force the collocation of such project outside mainstream media outlets – positioning it on the market as an independent "safe harbor" for reporters and other professionals to freely conduct their investigative work.

Independence is therefore the assessment criterion for the choice the project legal form and structure.

1.2 STRUCTURE AND LEGAL FORM ATTRIBUTION

Although, in this paper, investigative journalism has been defined as a public good, considering going public is not believed to be an option. In fact, it would be useful to recall some

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Martins C., *Mulheres, Liderança Política e Media*, Alêtheia Editores, 2015; Mascarenhas O., *O detective historiador: o jornalismo de investigação e a sua ética*, Lisboa: ISCTE, 2009; Traquina N., *Jornalismo: Questões, Teorias e "Estórias",* 2.Ed., Lisboa. Editora Vega, 1999; Traquina N., *O Estudo do Jornalismo no Século XX*, Editora Unisinos, 2001

[70] All major recent video investigations and investigative programs carried out by leading Portuguese journalists and broadcasted by principal television networks (SIC, TVI and the public RTP) have enjoyed the most privileged broadcasting hours (aprox. between 8pm and 11pm), had a major follow-up by other news programs and talk shows and recorded significant peaks in audience, which translated into higher revenues for the broadcaster. Such "universal" trend had an international confirm also in Portuguese news coverage. See Gomes C., O jornalismo de investigação compensa em termos económicos, *Público*, 12/01/2017

dangerous mistakes made in the past when newsrooms became publicly held businesses, in Portugal and abroad (e.g. censorship, public distrust, extreme budget cuts). Even if the mentioned scenarios can be considered overcome, the Portuguese public political and economic sphere and administration (as for nearly all Western democracies) has proven to be too volatile to be considered as an alternative to traditional media business models.

Therefore, limiting the structure selection to legal forms which differ from public and private traditional media outlets, a great amount of attention is devoted to non-profit organizations and university-based centers, which turned out to be the most recent and innovative business model adopted in the field.

While non-profit organizations require a great amount of external resources and a significant initial capital investment (not to mention the difficulty of standing out, catching people interest and conquering trust in the galaxy of middle-size to small charitable and civil society non-profit organizations), university-based centers are believed to be the most immediate and qualitative way to carry out such journalism projects. In fact, universities allow a nearly spontaneous interaction between the work practice of journalism and theory and scientific research in the fields: therefore they can be considered as the only space where a close and dynamic cooperation between theoretical studies and professional practice can produce innovation and train new high-qualified professionals.[71]

Successful early examples of the university practice specifically orientated to accountability journalism are, e.g., the American: Schuster Institute for Investigative Journalism (at Brandeis University, set up in 2004); New England Center for Investigative Reporting (at the Boston University, set up in 2009); Investigative Reporting Workshop (at the America University, set up in 2009); Wisconsin Center for Investigative Journalism (at the Wisconsin University, set up in in 2009); and the Watchdog Institute (at the San Diego University, set up in 2009).

Considering past although limited research about it and in the light of previous assertions, as a result of the phase of structure and legal form attribution, the project is further developed as a university-based centre for investigative journalism, set up at the Faculty for Humanities and Social Sciences of the NOVA University of Lisbon (FCSH/Nova). Other elements that contributed to this decision have been: (I) the existence of two nationally acknowledged courses in journalism

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[71] Schudson M., Downie L., "The reconstruction of American journalism", Columbia Journalism Review, 2009; Bacon W., "What is a journalist in a University?", Media International Australia, 1999

(Bachelor and Master degree); (II) the condition for which such courses are taught mainly by professional journalists with a strong inclination for scientific investigation contribution, and (III) , more importantly, the existence of the pioneering applied research laboratory "iNOVA Media Lab" for the study and development of digital media and emerging technologies. (see paragraph 1.2.2 and paragraph 1.4.1 below)

As evidenced in Part I, the majority of non-profit newsrooms around the world get financial support exclusively from foundations and private donations. Given the lack of such donating tradition in Portugal (especially in the field of journalism), alternative ways for getting financial contribution and public engagement are hereby explored.

1.2.1 CROWSOURCING, CROWDFUNDING AND JOURNALISM GRANTS

Over the last decade, researchers and media experts threw the spotlight on the steady and growing trend of non-profit journalism initiatives which started in Anglo-Saxon countries and spread all over the world (e.g. Schudson and Downie; Lewis; Browne and Drew). Such studies revealed some concern around what Browne called "hidden agendas" of non-profit organizations, which are determined by private and public foundations to pursuit their interests[72]. Empirical research on non-profit newsrooms and charitable journalism organizations is still too little to dispel fears and preoccupation around their structure, the derivation of their income and the way record is tracked. Another main concern has been developed around the sustainability of the model and an early response of such institutions has been the differentiation of their financial sources, opening their doors not only to foundations and wealthy families but also to reader themselves with the so called crowd-sourcing (or, more specifically, crowd-funding) financial model. The term crowd-funding has mainly been related to the California-based journalism platform Spot.us[73], founded by the journalist David Cohn in 2006 – the case has now become a mandatory example for any foreign study on the concept of crowd-funding. In the same year, the writer Jeff Howe[74] coined the expression "crowd-sourcing" and extended the concept to the process of obtaining resources also as ideas and solutions, beyond financial contributions. He distinguished thereby four main categories of crowd-sourcing: crowd-wisdom collection ("collective intelligence"), crowd-content-creation (user-generated content), crowd-voting (direct participation of readers) and crowd-funding (financial support).

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[72]Browne H., ''Foundation-funded Journalism'', Journalism Studies 11(6), pp. 889903, 2010

[73]Aitamurto T., "The impact of crowdfunding on journalism", Journalism Practice, 5:4, 429-445, 2011

[74] Howe J., "The Rise of Crowdsourcing", Wired, June 1st 2006 retrieved in https://www.wired.com/2006/06/crowds/, 25/01/18

Crowd-sourcing, in other words, (which must not be strictly intended as the so-called citizen journalism, already defined in Part I of this paper) consists in giving any user the possibility to participate in different phases of the creative process through comments, knowledge sharing (whistle-blowing) and content sharing (i.e. using other platforms such as social media) and through a direct connections to reporters and creators.

Although there can be recognized a deep relation between crowd-sourcing and crowd-funding, the lacking tradition of the latter in Portugal imposes a significant amount of hesitation.

While crowd-sourcing is established as main feature of the project since its inception, methods of crowd-funding will be adopted just subsequently. Approximately some two years after investigative reporting activities are brought on line and marketing promotion strategies are carried out, audience is expected to get familiar with the service and trust is expected to be build: only then, after an accurate market survey, crowd-funding methods will be developed, set up and adjusted according to audience perception, status and cultural acceptance.

In this vain, the project is believed capable of building - beyond what strictly refers to investigative journalism - an early crowd-funding tradition in Portugal.

In the light of past experience of similar initiatives in the field of journalism and, specifically, investigative journalism[75], financial support for initial reporting can derive from journalism grants or/and call for bids launched by public institutions or private foundations whose statutes include purposes such as the enhancement of journalism, the promotion of rights and conditions for the well-being of societies and other tasks which are considered to be fulfilled through in-depth high-quality reporting.

Unlike advertising, such funding source does not need any direct capital investment to get obtained and, unlike crowd-sourcing, it represents a reliable and, in most cases, immediate income which covers reporting costs and ensure journalists and other professionals working on the investigation, a minimum revenue plus working and travel expenses. In Europe, recurrent grants provisions are launched, for example, by the Journalism Fund and European Journalism Centre[76].

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[75] E.g. the Portuguese online multimedia investigative journalism publication "Divergente" http://divergente.pt/ , January 2018
[76] E.g. as part of the Innovation in Development Reporting Grant Programme (IDR)

Prizes and similar acknowledgements are also regularly launched. Although they commonly involve a relevant financial incentive, they are hereby considered as credibility and trust building means and cannot be taken into account when assessing early funding sources.

1.2.2. THE iNOVA Media Lab

To provide a complete picture of the hereby questioned developing phase, a description of the mission, purposes and prime features of the laboratory iNOVA Media Lab - where the project will eventually be set up and which will host the subsequent developing phases (i.e. graphic designing, marketing and activities planning) - is believed to be needed.

Recently established at the Faculty of Humanities and Social Sciences of the NOVA University of Lisbon, the iNOVA Media Lab serves professional and students, within and outside the Faculty academic framework, as an applied research laboratory which aims to contribute with "an interdisciplinary convergence of digital media and emerging technologies."[77] Four research lines have been developed to produce specific investigative content and practical innovation: (a) immersive and interactive storytelling, (b) visualization and data analysis, (c) digital journalism and (d) science communication. Under the coordination of professionals in each study area and under the general coordination of the former journalist, researcher and professor Paulo Nuno Vicente, the Lab pursues the objective of carrying out scientific investigation and translate such knowledge into practical solutions for traditional and emerging media, "addressing the problem of a broken intermediation between R&D institutions, communities and the industry."[78]

Beyond the most traditional scientific investigation, the Lab regularly cooperates with academic domestic and foreign research units, local communities and public institutions, traditional and digital media outlets as well as it takes active part in the building of innovative entrepreneurial projects in the industry. Over the years, it has build an international team of professionals in various areas of knowledge beyond mere journalism and storytelling, such as IT technologies, graphic designing, editing and film making.

Events such as workshops and training courses are regularly launched in partnerships with the UT Austin | Portugal – International Collaboratory for Emerging Technologies.[79]

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[77]iNOVA Media Lab, http://inovamedialab.org/, January 2018
[78]iNOVA Media Lab, http://inovamedialab.org/, January 2018
[79]Current affiliations and partners are Faculdade de Ciências Sociais e Humanas – Universidade Nova de Lisboa, UT Austin | Portugal – International Collaboratory for Emerging Technologies, NOVA LINCS, Faculdade de Ciências e Tecnologia –

1.3 PURPOSES AND MAIN FEATURES OF VALQUÍRIA

The creative process that conducted to the program name choice, Valquíria, took place over the first developing phases, since the very first steps of theoretical speculation when the general purposes of the projects where shaped. The process took approximately three to four months. The name "Valquíria" was the result of a selection among different proposals tested through surveys on people that are considered to be the project main target groups (Portuguese citizens aged 20 - 30 and 30 - 60).

As affirmed in the mission statement (see paragraph 1.2 below), Valquíria ultimately aims to build the foundations and enhance the practice of investigative journalism in Portugal. The cultural acceptance and acknowledgment of accountability reporting as the main core of journalism is believed to be an after-effect of the mentioned purpose. However, Valquíria implements services and strategic plans to involve the general public, raise awareness and empower the audience. Content and narrative are also adjusted to generate greater impact, to be easily understood, reaching thereby a widest audience.

1.3.1 ENHANCEMENT AND PRODUCTION OF INVESTIGATIVE JOURNALISM

The production of original multimedia investigations is initially carried out by a team of selected reporters and professional video-makers. The early production is expected to involve 3 to 6 professionals, who will constitute the permanent team of the project – i.e. project coordinator, project advisor, professional photographer/video-maker, video and audio editor.

With the official establishment of Valquíria, one or more databases are created to list contacts, sources and other material which is considered to be relevant to track and record the investigation process and for future reporting. Beyond the creation of such databases, tracking and recording are guaranteed thanks to the mandatory filling of documents which proves evidence of the investigation's development. Transparency is thereby ensured, together with the possibility of other reporters to consult the working practice, problem solving and other techniques adopted under specific circumstances. Part of such recording is published online on the official website of the program and freely accessible; more sensitive material can be partially available upon request.

Legal advice and other theoretical and practical support (e.g. material listed in counter-surveillance strategies reports, see chapter 6 of this paper) is provided to the journalists during all phases of pre-production, production and post-production. Noticeable will be the contribution of professionals related to the Faculty of Law of the NOVA University of Lisbon and to other partners of the iNOVA Media Lab.

The enhancement of the practice of accountability journalism is furthermore fulfilled through the organization and promotion of events, seminars, conferences, workshops and training courses addressed to national and international professionals and students. The mentioned activities will concern relevant or sensitive temporary issues as well as basic practices and recurrent challenges that arise when reporting, in pre-production or in post-production. As inserted in the program of iNOVA Media Lab, a particular focus will be thrown on the development of new sustainable business models as well as the implementation, the exploitation and the design of new technologies applied to reporting and storytelling.

The production and publication of scientific articles and further academic investigation is considered to be at the basis of the mentioned practical implications as well as a valuable resource to enrich the current thin literature about investigative journalism and to take part to the wider international conversation about it. The participation of international events, conferences and the membership in regional and international networks is believed to be equally necessary.

1.3.2 AUDIENCE BUILDING AND INVOLVEMENT

Every investigation must be carried out, promoted and published in the interest of the general public. The audience is given the right and opportunity to get in touch anytime with the newsroom of Valquíria to report discontent, discrepancies and irregularities as well as to access, on request, to the tracking documents that concurred referring to the investigation.

Crowdsourcing and whisleblowing are believed to be the pulsing heart of Valquíria. Anonymity, identity protection and personal security are always guaranteed to those who decide to leak to the program through a service of encryption. Those messages and denounces that are sent to the newsroom will be evaluated by the permanent team of Valquíria, which will quickly get in touch with the source for further information or for an early start of investigation. The public is furthermore given the possibility to personally contact any member of the team (reporters and other

professionals): thereby the assessment of the denounce/indication is considered to be at the discretion of the addressee.

The platform design as well as the graphic and narrative adopted for each investigation must be chosen in the interest of the general audience and, in the case of the website, commonly identified as user-friendly. All content published on the website, as well as the web platform itself, will be available both in English and Portuguese. Some publications might feature an official translation from the mentioned languages to others, depending on the topic and on the scope of the investigation.

Occasionally, events such as workshops and conferences will be opened to the public specifically to raise awareness on determined issues or to foster and facilitate public participation and communication between the audience and journalists and the audience and a third party.

1.4 MISSION STATEMENT

Valquíria is a university-based, independent multimedia investigative journalism platform which aims to (I) build, develop and ensure the maintenance of the practice of accountability journalism in Portugal as a fundamental instrument to guarantee the health of the Portuguese democracy; (II) build, develop and ensure the maintenance of the public acknowledgement regarding the practice of accountability journalism as a prime source of personal and collective protection; (III) enhance public democratic participation through the direct involvement of audience in the production of investigations, adopting a vivid crowd-sourcing approach; (IV) contribute to the national and international debate on investigative journalism and sensitive issues related to it; (V) develop new languages, narratives, products and tools strictly related to the most recent technological and digital progress, which can be applied to the practice of investigative journalism in the phases of pre-production, production, post-production and further communication with the public; (VI) increase the interest, set up and improve current training methods in the field of accountability journalism; (VII) involve students in the practice of local, national and global investigative journalism through the development of collaborative networks with professionals, students and scholars; (VIII) build and regularly check on solid, safe and secure physical and virtual structures to guarantee the protection of sources and data related to the journalistic work carried out within its newsroom.

1.4.1. **Valquíria is a university-based, independent multimedia investigative journalism platform which aims to build, develop and ensure the maintenance of the practice of accountability journalism in Portugal as a fundamental instrument to guarantee the health of the Portuguese democracy**

Based at the Faculty of Social Sciences and Humanities of the NOVA University of Lisbon, Valquíria ensures its non-profit nature and its complete independence, differing therefore from any other private entity whose shareholders might preserve and pursue personal interests in contrast with public's good. Beyond such commonly shared thought, it is furthermore noteworthy to report and critically analyze a brief study on the usual advantages and handicaps of university-based ventures.

Literature on the difference between university-based projects and independent private start-ups proposes various perspective and positions towards the two phenomena. The present paper rests on a critical reading of Ensley and Hmielesky's research on major divergence of management teams composition, dynamics and performance in term of net cash flow and growth in revenue between technology university –based start-ups and independent new ventures that are set up outside the academic framework[80]. Although it specifically refers to high technology projects, the study embraces and assess every constituent of a newborn venture from the quality and skills of its members ("education, functional expertise, industry experience" and other skills"[81]) to internal dynamics and cooperation ("shared strategic cognition, potency, cohesion and conflict"[82]) evaluating, at last, the performance in terms of real revenue.

The result drawn by Ensley and Hmielesky is the theoretically ground hypothesis according to which university-based start-ups present more homogenous management teams with less developed dynamics than their independent counterparts and, as a natural consequence, university ventures turned to be remarkably lower performing then newborn private independent start-ups.

In the following paragraph, the same assessment phases are transposed to the field of investigative journalism. This process inevitably lead to the reshaping of their conclusion, underlining the substantial advantages brought about by the creation of Valquíria as the first

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[80] Ensley M.D., Hmieleski K.M., "A comparative study of new venture top management team composition, dynamics and performance between university-based and independent start-ups*",* Research policy, Elsevier, 2005
[81] *Ibid.*
[82] *Ibid.*

university-based investigative journalism venture within the iNOVA media Lab productive and creative environment.

Cognitive and sociopolitical legitimization is way easier to be conquered into the "university incubator." In a context where investigative journalism does not have solid and/or widespread roots, the creation of an accountability centre within the academic framework automatically extends legitimization not only to opinion leaders and public entities/officials but also, and remarkably, to the general public and to eventual competitors in the field (mainstream outlets, digital newsrooms, freelance content creators and non-profit organizations). In the case of Valquíria, the acknowledgment and legitimization of the NOVA University of Lisbon (and more precisely of the Faculty of Social Sciences and Humanities) provides itself a valid indicator of the sociopolitical approval that the project will benefit. On the contrary, a private counterpart will lack in such support and early reference.

University-based projects, however, present the major risk to undergo coercive pressure to completely adhere to university policies and spoken conventions. Such constraints may be imposed directly from university administrators, top managers and partners who can threat to withhold assistance in case the project's working practices and activities diverge from what they consider to be the right behavior to put into practice.

In this regard, as also concurred in the mentioned research, independent private ventures are likely to face way fewer restrictions and inner pressures, gaining independence as for working practices, structures and priorities. Beyond the commonly required guidelines set by local and national regulations, however, private start-ups might need to subject themselves to stakeholders' interests which diverge from the venture's objectives, values and principles.

Continuing the critical reading of Ensley and Hmielesky's article, it is relevant to underline how the risk of the so called "mimetic isomorphism"[83] (the propensity of start-ups to confirm and model themselves after similar ventures in the same industry, intentionally or indirectly) appears to be non-existent in the case of Valquíria. Apart from rare cases in the private sector (which proven high though very limited success mainly because lack of resources), Portugal does not offer any similar entity after which the present project can shape itself.

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[83] *Ibid.*

In this vain, lacking in nearby references to model, Valquíria represents an original contribution to the Portuguese academic and journalistic context, although there exist a constructive mimic with regard to the behavior and structures of foreign university-based start-ups which have already proven to be highly performing (see Attachment 1).

Another phenomenon questioned by the authors is the tendency of university-projects to be merely composed – beyond their founders – by professionals who are already members of the academic community, such as current or former students, professors and researchers. In line with the theory put forward in the mentioned studies as for the structure of university-based ventures, Valquíria is being set up as a M.Sc. project, within a university research laboratory and seeks to recognize commercial opportunities, resources, assistance and other kind of support. However, the question regarding the components of the newsroom as coming merely from the academic framework and therefore not providing a sufficiently wide background, does not arise: as described in previous and following chapters, the activities of Valquíria mainly follow the demand expressed by its own public and by its partners and affiliates, therefore, it cannot limit its scope and is force, during every step of its investigations, to consult and involve external professionals and experts. The projects itself, in a strong collaborative approach, is in fact design to tackle specific issues with the help of external experts and organizations in defense of common interests (private or public) which prove to have specific competencies in the field.

Ventures without university linkages could also seek and obtain similar results in terms of effective partnerships. However, university's support has proven to build early credibility and legitimization (as already mentioned) and facilitating therefore the establishment of such cooperative agreements.

Following this reasoning, moreover, in this specific case the level of educational heterogeneity is not expected to be lower than private news ventures but, on the contrary, the structure of the venture suggests an increasing in heterogeneity with time and expansion.

Members' skills can be categorized in three main segments: human, technical and conceptual[84]. Human skills are strictly related to their individual personal background which reflects in their ability to effectively interact with other people and groups, while being aware of the existing differences between them. Technical skills refer to specialized competencies that members have in various areas. Conceptual skills, on the other hand, correspond to the ability of members to

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[84] Katz, M.D. Ensley, K.M. Hmieleski / Research Policy 34 (2005) 1091–1105 1095 1982 retrieved in *Ibid*.

quickly and permanently understand, learn and implement new knowledge. As widely known, university-based projects tend to rely on the functional expertise which already lies within their academic framework where, usually, people share educational and industrial backgrounds. Such tendency leads to the conclusion that members of university start-ups do not frequently deal with individuals outside of their field of technical knowledge and competency, limiting themselves to the restricted environment of the faculty. In deep contrast with such deduction, given the crowd-sourcing approach because of which journalists are forced to deal with the most diverse issues and mature interdisciplinary skills, and thanks to the mentioned heterogeneous network of partners and affiliates in different fields of science and society, members of Valquíria will be forced to recognize and integrate information from individuals beyond the faculty's area of competency and outside the academic context.

Summarily, the customary assumption that university projects are merely guided by traditional academic criteria can be hereby easily disclaimed. In extension to those basic tasks, university-based projects and venture (as in the case of Valquíria) can and must play a major role in regional, national and international innovation and socio-economic growth. Forces that guide such societal development can also come from stakeholders, sectors and businesses which are traditionally not related to the academic framework.

With a strict division of labor, precise values and clear administrative rules, pragmatic outreach tasks and a non-conservative academic approach, Valquíria hosts an heterogeneous newsroom; ensembles skills and resources; builds networks and professional relations which render it a key provider of new technologies, literature, knowledge and, most of all, a national development engine.

1.4.2 Build, develop and ensure the maintenance of the public acknowledgement regarding the practice of accountability journalism as a prime source of personal and collective protection

Contents, narratives and transmission methods are meticulously selected to create immediate and profound impact on Valquíria's target audience. The public is expected to be mainly composed by Portuguese citizens with an average age from 23 to 45, recognizing the possibility of an early extension to people up to 60 years old.

Over the last two decades scholars have devoted a great deal of attention and wrote in profusion about the linkage between young people's socio-political participation and the development of new digital media. As a result of the detachment of younger people from politics detected by such academic studies[85], the discussion on the Fourth Estate role of journalists in the digital age gained new impetus. Internet, which still demonstrates an ever growing popularity all over the world, has been acknowledged to be the most effective instrument to build diverging forms of civic and political involvement; to diffuse and strengthen civil literacy, political and civic knowledge, social capital and democratic engagement. In Portugal, similarly to what is happening in the United States and in many other European countries, while there exists a very high internet usage among younger groups, debates about their decline in public political and civic participation continue to emerge.

As commonly known, healthy democracies are based on the political and civic participation[86] of citizens in the public process. In this light, the decreasing level of participation of younger generations is considered to be an alarming phenomenon for most Western countries. Some scholars, however, allege how these levels of interest or participation are not really changing: what has been reshaped is the attitude of young people towards politics. Disengagement, therefore, appears to be simply confused with the less drastic skepticism (demonstrated through the so called "political apathy")[87]. A less alarming phenomenon consequentially requires less radical solutions and the Internet, together with the wide-ranging digital and technical features brought about by the technological revolution, is believed to importantly affect certain aspects of young people civic and political live, able to directly increase their political participation and engagement[88].

Valquíria, as a digital platform, puts its younger audience involvement and public participation on such wide-ranging digital features (such as the language of data visualization, graphic motion, VR projects and other tools, awaking thereby the public's natural curiosity towards innovation) and on the impact of content. In order to create such impact, it is fundamental for the audience to be able to relate stories with one or more relevant aspects of their life.

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[85]Bakker T.P., de Vreese C.H., "Good News for the Future? Young People, Internet Use, and Political Participation", Communication Research, SAGE Publications, 2011

[86]Given the text limitations that the paper imposes, the expression "political and civic participation" is hereby used in its most general meaning. However, it is necessary to underline that such "participation" can be assessed according to several dimensions, time and external condition such as economic stability and the geopolitical situation.

[87]Zukin, C., Keeter, S., Andolina, M., Jenkins, K., & Delli Carpini, M. X, "*A new engagement? Political participation, civic life, and the changing American citizen*", Oxford University Press, 2006 retrieved in *Ibid.*

[88] Bakker T.P., de Vreese C.H., *Op. Cit.*

As a consequence, (I) journalists of Valquíria will select and present investigations in the public's interest but from the perspectives of its younger audience and, at the same time, (II) acknowledging that such journalistic work has relevance and impact in their daily life (feeling touched by it), the public will automatically consider the practice of accountability journalism as a prime source of personal and collective protection and will feel as if personally called to get involved and take on responsibilities.

Additionally, although electing its own website as main distribution channel, Valquíria develops a strong presence on social networks, respectively: Youtube, Instagram and Facebook. The utilization of such platforms is not limited to marketing strategies (as defined in Part I) but it is mainly conceived to personally engage younger audience groups and keep direct contact with them. As part of such process, updates on daily activities and personal anecdotes will be regularly posted, adopting a "philosophy" according to which people do not become keen on the success on the hero, but on the story of the hero.

See details on social media positioning in Attachment 3.

1.4.3 Contribute to the national and international debate on investigative journalism and sensitive issues related to it

Not only through the production of scientific literature can a university-based investigative journalism venture as Valquíria contribute to global debates on sensitive and controversial issues in the field, but also and more importantly thanks to the production of innovative tools, practices and languages. Both activities require a regular attendance to (and organization of) local, national and global gatherings and events as well as it appears necessary to apply for and regularly renew memberships to European and international networks of investigative organizations and individual professionals.

The said different levels of interaction with national and international peers represent an integral part of Valquíria's activities. The necessity and urgency of the mentioned contributions can be understood by briefly exploring their ultimate purposes. Creating and being part of national and international "communities" of investigative journalists gives access to:

- Professional and personal support;
- Best practices and success examples;
- Ideas exchange;
- Business opportunities (grants and other funding sources, stories, linkages);
- Contacts (sources, experts and peers);
- Innovations, tools and tools development;
- Favorable circumstances for visibility, credibility and audience building.

International relevance is also build thanks to the production of cross-border investigations. Such practice is encouraged and enhanced mainly because of the abundance of European and international grants which require such collaborative approach among nations.

In the months immediately after the inception of Valquíria, financial support is mainly sought within regional foundations and public initiatives. Therefore, the production of international reporting is constant and preferred.

1.4.4 **Develop new languages, narratives, products and tools strictly related to the most recent technological and digital progress**

As said, journalism in the digital age links together and requires different disciplines and practices. Logically, computer science in its wider sense stands out. New languages and formats such as the so called data-driven journalism, interactive and video-documentary graphic motions as well as virtual reality technologies (applied to video and audio) are the emerging result of the relationship between IT sciences, graphic and information designing and the more common journalism practices.

Innovative formats require new workflows and working approaches. While it is commonly acknowledge that journalists must develop new skills in such areas, cooperation between journalists, designers and programmers is believed to be essential[89].

Valquíria, being based at the FCSH's media innovation centre iNOVA Media Lab, includes in its prime objectives the production of interactive and cross-media journalism through the cooperation among diverse professionals. This pursuit is well exemplified in the promotional video

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[89] Weber W., "Data Visualization in Online Journalism and Its Implications for the Production Process", Information Visualization (IV) 16th International Conference on, Montpellier, France, IEEE, 2012

referred to the ongoing investigation on "Golden Visa" published in April 2018 together with the website of Valquíria and hereby presented. Data visualization and graphic motions have been specifically chosen to demonstrate the potential of such emerging formats, which are undoubtedly shaping the second era of "computational" or "technological journalism".

The collaborative workflow that leads to the production of such content included: basic journalistic practices (data collection, fact checking, interviewing), the critical analysis of the obtained information by the journalist, who filtered the found data, defined the story's approach and shared results with the designer(s), the joint study and development of possible forms to visualize the story and the production phase carried out mainly by a graphic designing professional. Especially in the first developing phases the journalist can design visual formats ideas with the help of open source tools which allows data filtering and visualization even with little knowledge of IT, information graphic and graphic motion. However, although journalists seem aware and available to develop new skills in such areas, the contribution of professionals with specific competencies is believed to be a crucial success determinant.

The mentioned collaborative creative and production phases are expected to be extended to other technological communication formats, which are or will be considered functional for the transmission of sensitive or controversial information as well as for a major involvement and impact on the public[90].

1.4.5 **Set up and improve current training methods in the field of accountability journalism and develop collaborative networks with professionals, students and scholars**

In journalism, like in any other sector of human activity, innovativeness through the development of new sustainable practices, technologies and businesses models appears to be the key factor to achieve social progress and economic growth at the local, national and international level. This strictly depends on the availability of competent individuals and, logically, on the availability of effective training opportunities focused on entrepreneurship and innovation.

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[90] Within the iNOVA Media Lab, a recent remarkable example of how new technologies can serve the journalism practice (as well as build involvement and create impact) is the M.Sc. project developed by FSCH student Carol Delmazo, presented to the general public by the time this paper is being written. Virtual Reality, in that case, is the format selected to raise public awareness around paralympic sport practices, where athletes must be considered as such without any prejudices. Although investigative journalism might require a more discrete approach and hidden cameras or small recorders might be preferred over the more intrusive equipment for the production of different kinds of VR contents, such technologies are believed to be valid transmission tools also as regards investigative stories.

Valquíria, as a university-based centre, aims to fulfill this need by enhancing the motivation and providing graduates and students with "updated" training and competencies, in order to form key persons or "innovators", able to reshape and improve the journalism practice. It therefore seeks to fill the existing gaps in journalism education, adopting an entrepreneurial and learning-by-doing approach and setting up action-based projects in a network context.

Universities are in fact believed to have a great responsibility towards the nation. They must give the right instruments and opportunities unlock and develop the potential of each of their students. Journalism, especially in this current phase of distress, needs a more qualified, flexible entrepreneurial workforce. Research, an essential source of ideas and inventions, must be conducted during the whole students' academic career and immediately commercialized and diffused.

Valquíria's entrepreneurship and action-based education programs include specific seminars and workshops as well as short-to-medium term internship placements. The direct result of such training is believed to be not only the immediate creation of new products and ventures but, more importantly, in a long-term perspective, the students' application of the learned entrepreneurial and innovative process during their entire future working career. The ultimate aim, as said, is to give young professionals the right range of competences to start new practices, new ventures or to develop new sustainable businesses in existing companies.

A particular focus is logically given to the development of skills in the area of computer and high-technology science, which has already proven to provide new opportunities for original investigative journalism and to expand the scope for innovative forms of interaction with readers and audience involvement.

This does not only mean that students and professionals thereby learn how to apply computing technologies to journalism, but they learn how to actively engage and manipulate technological instruments to develop new ways to gather, organize, present, store and protect information. With specific regard to the protection of data and sources, since its inception Valquíria, in partnership with the HERMES Center for Transparency and Digital Human Rights, provides its team and affiliates with extensive training on encryption systems and mechanisms such as the Globaleaks software on which the PTLeaks platform is based.

To do so, Valquíria brings together information technology experts, journalists and other professionals related to the practice and carries out a constant socially useful research.

Furthermore, humanistic perspectives and the most basic social sciences are brought about to complete the training. Investigative journalism *per se* raises a significant number of moral issues: with the development of digital practices and the application of new technologies (most of all related to data and sources protection as well as to the presentation of information) ethical dilemmas have trebled.

In traditional academic education programs such questions are not expected to arise or, at least, are not believe to generate a significant impact on students, as they still operate in the "bubble" of the classroom[91]. Within Valquíria, a real independent investigative newsroom, students are forced to confront themselves with controversial and sensitive moral problems, to seek solutions and to reflect on ways to prevent them together with the project's team and with the support of social science, ethics and law professionals of Valquíria's partners and within the NOVA University.

1.4.6 **Build and update physical and virtual structures to guarantee the protection of sources and data**

"Journalists have to be particularly conscious about any sort of network signalling, any sort of connection, any sort of licence-plate reading device that they pass on their way to a meeting point, any place they use their credit card, any place they take their phone, any email contact they have with the source because that very first contact, before encrypted communications are established, is enough to give it all away".

<div align="right">The Guardian, 17th Jul 2014</div>

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[91] Kostyu E. P., Doing What Is Right: Teaching Ethics in Journalism Programs, Journal of Mass Media Ethics, 5:1, 45-58,2009; Schwalbe C.B., Cuillier D.,Ethics Pedagogy 2.0: A Content Analysis of Award-Winning Media Ethics Exercises, Journal of Mass Media Ethics 28:3, 175-188, 2013; Groshek J., Conway M., The effectiveness of the pervasive method in ethics pedagogy: A longitudinal study of journalism and mass communication students, Journalism: Theory, Practice & Criticism 14:3, 330-347, 2013; Kæmsgaard Eberholst M., Møller Hartley J., Bendix Olsen M., Between Ideals and Practice, Journalism & Mass Communication Educator 71:2, 189-202, 2016

According to Edward Snowden, his disclosure over the scope and objectives of global surveillance offered "irrefutable evidence that unencrypted communications on the internet are no longer safe", and, consequently, "any communications should be encrypted by default"[92]. Every individual with a professional duty of confidentiality, including journalists and investigative reporters in particular, must be provided with quality training and set agreed standards on encryption, "to make sure that we have mechanisms to ensure that the average member of our society can have a reasonable measure of faith in the skills of all the members of these professions"[93].

Those disclosures, as already mentioned in Part I of the present paper, significantly contributed to a relevant upturn in the academic reflection and debates on the practical implication of encryption applied to journalism.

Among Western news media companies there exist the tendency to provide computers and VPNs, Virtual Private Networks, which may restrict the possibility of installing new programs, which makes it impossible for reporters to fully prevent cyber attacks. Journalists might therefore opt for using their personal computer to install dedicated software: a phenomenon which raises a set of other deontological issues.

Valquíria, fully aware of the risks and threats implied in each of the mentioned cases, proposes the utilization of user-friendly designed platforms build, installed and regularly updated by IT programmers and professionals. For every tool chosen or developed for this purpose, the newsroom commits itself to educate its public and source on the usage of such programs.

While assessing current journalism practices as insufficient, the present project undertakes a joint initiative together with the HERMES Center and presents the prototype of the platform PTLeaks, based on Globaleaks, an open-source software which works in the Tor browser. For the sake of brevity, please refer to Attachment 3 to get more information on the work of the Center, Globaleaks and the development of PTLeaks.

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[92] Rusbridger A., MacAskill E., Edward Snowden urges professionals to encrypt client communications, The Guardian, 17th Jul 2014; cited also in Thorsen E., Cryptic Journalism, Digital Journalism, 5:3, 299-317, 2016
[93] *Ibid.*

Beyond the downloading and utilization of the Tor browser and the Globaleaks initiative, further basic tools and practices recommended by information security professionals[94] and enhanced by Valquíria are:

- Mozilla Firefox browser's application "Thunderbird", which protects e-mail communications when the Enigmail add-on is simultaneously installed;

- Off the Record plug-ins for all-in-one messenger applications, to encrypt and provide authentication and secrecy to instant message communications;

- Anonymous or specifically created accounts to establish first contact with sourcing, share data and communicate (the usage of different accounts for each of the mentioned phases is highly suggested);

- Tools such as TrueCrypt to encode and protect files with passwords;

- Deletion software like CCleaner to overwrite deleted files and make it more difficult to recover them;

- TAILS, a Debian-based Linux distribution operating system that can be initiated on almost any computer from a DVD or USB flash drive without using any part of the fixed hardware, leaving therefore no digital footprint on the machine. All its outgoing connections are forced to be operated by the Tor browser;

- RedPhone and TextSecure, basic encryption phone and texting apps designed to implement end-to-end encryption, built within the Open WhisperSystem project;

- The LEAP Encryption Access Project, a non-profit organization established by long-time experts communication security specialists, which adapt encryption technology to the needs of different kinds of internet users worldwide: from basic users to developers and providers. While users can install Bitmask, an open-source security communication application for VPN and encrypted email communications; developers can use the LEAP Platform, which automates the deployment of a secure service provider infrastructure.

Additionally, Valquíria seeks to provide training not only on the usage and experimentation of open-source encryption tools and such basic programmes but also on the how to strengthen journalists' hardware and software's data security in their personal daily working activities.

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[94] Taylor R., "The Need for a Paradigm Shift Toward Cybersecutity in Journalism" , National Cybersecurity Institute Journal — Vol. 1, No. 3, 47-68, 2015

SUMMARY

Over the last few years web start-ups, non-profit organizations and university projects rapidly spread all over the world, responding to massive layoffs and budget cuts in traditional mainstream newsrooms. As Houston underlined in its famous essay "The future of investigative journalism", such ventures appear to be the principal authors of the re-shaping of the future media environment, most of all as regards the practice of accountability reporting. These organizations and start-ups, in fact, bring investigative journalism in sharp focus, building citizens' involvement to spot and shape stories as well as developing collaborative approaches rather than competitive attitudes that traditionally cram local and national newsrooms.

Simultaneously, three other phenomena cropped up together with non-profit newsrooms: the creation of national and international networks, the tendency to use new technology to serve the journalistic work (hardware and software, such as data analysis and encryption systems) and the inclination of centers created outside of the academic framework to reach arrangements with, or transform themselves into, university-based journalism programs to benefit from faculties' administrative, professional and logistic support in return for training, internship and employment opportunities. Mutual profits therefore derive from the developing of investigative journalism centers within universities, which "are ideally suited and perhaps even obligated to help replace the loss of investigative reporting that had long been left to the for-profit news media"[95], as the former dean of the College of Communication at Boston University, Tom Fielder, firmly pointed out [96].

In line with such observations and predictions and in the light of early successful examples of this model[97], the present paper recognizes the Faculty of Social Sciences and Humanities at the

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[95] Retrieved in Houston B., "The future of investigative journalism", Daedalus, Vol. 139, Issue 2, 2010, where it is furthermore added that: "[Tom Fielder] lists several assets that a university offers to support journalism:
• Motivated students who can be trained to carry out much of the legwork that characterizes investigative reporting, especially the extensive culling of records or reports;
• A faculty that more often than not includes former investigative reporters who can supervise these students;
• Access to resources from other parts of the university that can assist investigations, including trained library researchers, extensive databases, law students eager to file Freedom of Information
Act requests and other documents to aid in record searches, and experts in virtually every field (for example, business-school students and faculty to help student reporters understand corporate filings);
• Access to funding from foundations and from an alumni base of potential contributors;
•An infrastructure to support the investigative teams' needs related to personnel, legal liability, insurance, office space, and more;
• The ability to use the university's reputation and goodwill to attract media partners and gain credibility with sources."
[96] *Ibid.*
[97]Particularly noteworthy are the examples of the activity carried out by the former Boston Globe investigative journalist Walter Robinson at the Boston Northeastern University and by the New York Times award-winning accountability reporter Walt Bogdanich,

NOVA University of Lisbon as the ideal context to develop Valquíria, an investigative journalism centre for the training of professional and students, the production of accountability reporting and scientific literature as well as for the development of innovative tools, practices and languages.

Early in 1978, Philip Meyer pointed out that the modern computerized world upped the ante of the requirements and skills reporters need to develop to be into the profession. A journalist, he said, must be a filter, a transmitter, an organizer, an interpreter, a data collector, a writer, a creator, a database manager, a data processor and a data analyst. [98]

The Portuguese cross-disciplinary initiative "Valquíria", the very first of its kind at the national level, seeks to meet Meyer's challenges and substantially contribute to shape the future of investigative journalism in the country. The heterogeneity ("mash-up") of its newsroom, the variety of its services and its participation in international gatherings and debates make it possible to work and innovate on several fronts:

- On the purest investigative journalism practice, based on the traditional "shoe-leather" reporting approach to gather information and verify them;
- On the development of new formats to present the journalistic work, such as data visualization, graphic motion, VR and AR technologies, just to mention a few;
- On the entrepreneurial, innovative, high-quality and specialized training of students and professionals in the field or strictly related to the profession;
- On the creation, application and improvement of new tools and software for the protection of sources and data (as part of "counter surveillance" strategies to perform basic deontological duties) such as the development of the first investigative journalism encryption and whistleblowing platform PTLeaks;
- On the establishment and enrichment of publicly accessible databases, which ensure full transparency in the journalistic process;
- On the production of original scientific and academic research regarding journalism and, specifically, the implications that come with the practice of investigative journalism (advantages and limits of technologies, ethics and more);

adjunct professor at the Columbia University Graduate School of Journalism. Both journalists had their students aid them in spotting stories and carrying out investigations, many of which appeared on the Globe and NYT's front pages.

[98] Meyer P., *Precision Journalism: A Reporter's Introduction to Social Science Methods,* New York: Rowman and Littlefield Publishers, 2002

- On building and strengthening a network of professionals and organizations and on the cultivation of personal relations within them.

This initiative, presented and officially published in April 2018, is believed to be a conceptual and methodological advance on national scholarship and journalism practice on the question of the future of journalism and accountability reporting, as a project capable to inform and give practical responses to individuals, organizations and public institutions at a time of radical change.

ATTACHMENT 1

BENCHMARKING

The following information and the reported web pages have been consulted between November 2017 and April 2018.

8.1 NORTH AMERICA[99]

Organization	Legal Form	Concept	Financial Model	Extra-Services/ Added-Value
100Reporters, U.S.	Non-profit Organization *Founded in 2011*	It defines itself as a citizen-driven investigative journalism organization: crowd-sourcing is at the core of the project. Whistleblowers can contact the journalists through the 100Reporters' website: filling a form, by email and telephone or using their encryption service. Founded and spearheaded by veteran correspondents of top-tier news outlets, such as Diana Jean Schemo and Philip Shenon from the New York Times, it joints a team of 62 investigative journalists already working in their home country for other newsrooms as freelancers or salaried practitioners – 5 from Africa, 3 from Asia, 3 from the Middle East, 11 from Europe, 6 from Latin America and 34 from the United States and Canada. https://100r.org/	It completely depends on: Stable private donors (natural or legal persons such as NGOs, Private Humanitarian Foundations, Private Cultural Foundations); Donations from single readers promoted in the website by pop-up windows and in the specific section; Partner publications in relevant national and international media outlets: The New York Times, The Washington Post, NBC news, The Huffington Post, the CNN, PRI's, The Denver Post, Hürriyet, Environmental Health News, The Baltic Times, The Zimbawe Mail, World Policy Institute, Walla, Herald Tribune and others.	Beyond the possibility of subscribing to the free email newsletter , 100Reporter proposed its own encrypted communication service "Whistleblower Alley" to protect the integrity of sources. It utilized a server in Germany along with a web interface to send OpenPGP/2048-bit RSA encryption protected messages. The development of Whistleblower Alley 2.0 is still ongoing.
The Center for Public Integrity, U.S.	Non-profit Organization (501(c)3 tax-exempt) *Founded in 1989*	The investigations carried out in the are focused on the following areas: money and politics, government waste/fraud/abuse, the environment, healthcare reform, national security and state government transparency. The newsroom Is based in America and only those who have permission to work in the US can join the fellowship. Currently there are 33 reporters who work for the Center, that offers journalists and students the possibility to apply for an internship. https://www.publicintegrity.org/	The Centers relies on: Institutional Funders, Organisational and Individual Funders, Watchdog Circle supporters, Legacies, Individual donors through the website donation section (with the choice of donating once or mothly) or via email, fax or telephone. Relevant partnership with the ICIJ.	Readers can sign up for the Center's Email Newsletter through the purposed website section. Books and E-books about relevant investigations are regularly released and available for free (both online and offline for iPad, iPhone and Kindle devices).

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[99] Local non-profit organizations and Univeristy local and smaller projects based in the United States are not included in the table. However, for the sake of completeness in the research they have been also accurately analyzed and are reported in the following list: Austin Bulldog, Broward Bulldog, Centro de Periodismo Investigativo, Connecticut Health Investigative Team, Florida Center for Investigative Reporting, The Frontier, I-News Network, Iowa Center for Public Affairs Journalism (IowaWatch), Investigative Newsource, Midwest Center for Investigative Reporting, MinnPost, New England Center for Investigative Reporting, Oklahoma Watch, PublicSource, San Francisco Public Press, the Texas Tribune, the Texas Watchdog, the Voice of San Diego, Watchdog New England, project of the Northeastern University, the Wisconsin Center for Investigative Journalism, WyoFile. Comparing their activity no substantially different approach has been recognized.

FairWarning, U.S.	Non-profit Organization (501(c)3 tax-exempt) *Founded in 2009*	Focused on public health, safety and environmental issues and related topics of government and business accountability, the organization presents itself as a non-partisan, non-ideological public service aiming to reach the widest investigation diffusion through social media and by collaborating with news organizations across the US. The newsroom features 11 members. https://www.fairwarning.org/	Although supported by some private Foundations, it is mainly dependent on individual donors and benefits from nationwide campaigns that support small to medium size nonprofit news organizations (see News Match 2017). Original investigative work carried out by FairWarning features publication partners such as CBS News, The Dallas Morning News, Newsweek, The Kansas City Star, Los Angeles Times, Mother Jones, NBC News, The Oregonian, The Philadelphia Inquirer, Salon San Francisco Chronicle, The Washington Post.	The website section "Commentary" features opinion-based publications and offers the reader the possibility to "leave a comment", similarly to blog activities.
Food and Environment Reporting Network, U.S.	Non-profit Organization (501(c)3 tax-exempt) *Founded in 2010*	The FERN's investigative and explanatory reporting is focused on food, agriculture, and environmental health issues and benefits from partnerships with regional and national media outlets. The partnerships between non-profit and for-profit newsrooms is believed to be essential to produce the costly and yet critical reporting on such issues and to provide communications support after publication. The organization therefore contract with experts, writers, photographers and content creators, and retain non-exclusive distribution rights to the story.: acting as a co-publisher with a print, broadcast or online outlet. Fact-checking and legal review may be provided, as well as amplification through social media. The story budgets depend on the complexity of the project. Reporters from all over the world must simply email the newsroom to cooperate. https://thefern.org/	Significant financial support derives from the collaboration with food and health organizations and news outlets such as ABC, Aljazeera America, The American Prospect, the Atlantic, the Guardian, the Huffington Post, the ICIJ, the National Geographic, NBC News, PRI's The World, San Francisco Chronicle, The Seattle Times, The NewYorker, Vogue and The Washington Post. It benefits from the partnership with Yale University. Donations come both from legal entities and individual supporters who donate through the website (monthly or one-time only). A paid annual subscription is required to get access to FERN AG's Insider daily reporting, with a time-limited free trial option. Over 2017 it also benefitted from the national News Match 2017 campaign.	Readers can subscribe to the free email newsletter through the initial pop-up window or in the purposed space in the website. The section called "blog" contains opinion-based articles or links to contents published in other news platforms of various nature – sharing "the stories from this week that made stop and think." Extra daily investigation and analysis on food, agriculture and environment is offered under registration, login and a paid subscription in the area "FERN's AG insider". .
Fund from Investigative Journalism, U.S.	Non-profit Organization (501(c)3 tax-exempt) *Founded in 1969*	The Fund grants and awards freelance reporters (writers, photographers and filmmakers), authors and small publications, enabling the publication of investigative stories, broadcasts and books. A small newsroom divulgates news around the Fund's activity. The Board of Directors meets three times each year to consider grant applications for investigative projects, with the precondition of a "letter of Commitment" of a news editor. To be considered, foreign-based story proposals must come from US-based reporters or have a strong US angle, All investigation must be published in English and have a media outlet in the United States. Beyond annual grants, the Fund occasionally lunches initiatives to raise funds such as the "Giving Tuesday" to support independent investigative journalism that	The Fund depends on donations from foundations and individuals that can be made though the website. Significant partnerships (so called "resources") are: The Society of Environmental Journalists (SEJ), The Investigative Fund, The Pulitzer Center for Crisis Reporting and the Alicia Patternson Foundation as well as The Poynter Institute, Investigative Reporters and Editors, The New York Times Navigator, The Transactional Records Access Clearinghouse, Center on Budget and Policy Priorities, The Center for Public Integrity, the Committee to Protect Journalists and the Centre for Responsive Politics.	

		followed the Black Friday and Cyber Monday. http://fij.org/		
Institute for Non-Profit News, U.S.	Non-profit Organization (501(c)3 tax-exempt) *Founded in 2009*	The Institute is a network of 140 nonprofit media organizations in North America, which enhances and focuses on enhancing collaboration among different journalists and newsrooms. It identifies and promotes operational and revenue-generating best practices providing fellows with training on them; it establishes partnerships and strategic alliances with media outlets and other public and private organizations to raise funds and promote investments in journalism; it develops business leaderships among members and offers affordable back-office services to individual organizations. The programs currently ongoing are: Amplify News Project, Education, Emerging Leaders, Fiscal Sponsorship, Largo, Insurance Assistance, INNovation Fund, Legal Resources News Match 2017, Technology Services and Business Resources. https://inn.org/	Foundations and individual donors are the main source of funding of the Institute. It is possible to donate through its website.	Collaboration among newsrooms and single investigative journalists from non-profit organizations is enhanced providing them with training as well as organizing meetings and workshops.
International Center for Journalists, U.S.	Non-Profit Organization (501(c)3 tax-exempt) *Founded in 1984*	Focusing on innovation and new technologies (mobile services, data mining, storytelling and social media), the CFJ trains journalists, launches new organizations and media associations as well as new journalism schools and products. The training projects are opened also to so called "citizen journalists" i.e. to use new mobile services to engage underserved communities (India, Indonesia and Africa) or to develop digital maps (such as happened for pollution tracking in the Amazon rainforest). The CFJ organized the "African News Innovation Challenge" to solve digital bottlenecks and develop new applications currently used by journalists across the continent. The flagships programs of the Center lists: the Knight International Journalism Fellowships that partner with with newsrooms, startups and other organizations to help them quickly adopt or invent technology; the International Journalists' Network that aims to keep the audience up to date on the latest global media trends, resources and training opportunities though showcases from industry innovators in seven languages: Arabic, Chinese, English, Persian, Portuguese, Russian and Spanish; ICFJ Anywhere offers courses for digital media, investigative journalism and religion reporting taught by seasoned professionals. In 2006, the Center established the ICFJ Founders Award for Excellence in Journalism. https://www.icfj.org/	Corporations, Organizations, Foundation, Individuals and Government Agencies are the financial sources of the project. Single photojournalists also regularly donate their work to the CFJ.	Audience and members have the possibility to subscribe and get access to the Center's newsletter. A section of the CFJ website called "Blogs" includes blog posts first published by members and in the context of its projects. Videos of interviews, workshops and events within the Center's Programs are regularly posted in a purposed section of the website. It also offers a database of "resources" (such as survey an reports) that refers to issues addressed by the Center.
International	Non-Profit Organization,	The IRP provides opportunities to U.S. journalists to go	Donations come from individual donors and	Resources, sites and publications, other

Reporting Project at the New America, U.S.	project (501(c)3 tax-exempt) *Founded in 1998*	overseas to do international reporting on critical issues that are under covered in the U.S. news media. Fellows cover stories on topics such as international health, medical issues, child survival, the world of Islam, refugees and migration issues, women's and children's rights, press freedom, cultural and social change, human rights, economic development and post-conflict resolution. Since the program was established more than 600 journalists have been awarded IRP fellowships and have reported from more than 100 countries. In 2013, IRP opened the fellowship program to international media professionals, lifting the requirement of U.S. citizenship. https://internationalreportingproject.org/	foundations. The online donation mechanism is currently unavailable. The Project, being based at New America, benefits from the organization's support.	fellowships and training initiative for journalists are enlisted in the website. Audience can sign-up for the IRP newsletter.
The Investigative Fund at the Nation Insitute, U.S.	Non-Profit Organization, project (501(c)3 tax-exempt) *Founded in 1995*	The Investigative Fund defines itself as a "newsroom for independent journalists.". It incubates and supports important investigative stories with the potential for social impact, particularly on issues that may be bypassed by the mainstream media. The Fund provides independent investigative reporters (freelancers) with editorial guidance, institutional support, and grants to cover the research costs associated with investigative journalism, allowing them to publish their work in a wide variety of print, broadcast and digital media outlets (such as *ABC news*, *The New York Times Magazine*, *Wired*, *Cosmopolitan* and *Vice.*) http://www.theinvestigativefund.org/	The newsroom works in partnerships with and benefits of the widest support of the most important U.S.- based mainstream media (enlisted in the purposed section of the website). Like its parent organization the Nation Institute, the Investigative Fund is mainly dependent on donations made by individuals and foundations – it is possible to donate online or by mail to The Nation Institute with "Investigative Fund" in the memo line.	The website features a section called "blog" that includes opinion-based blog posts related to ongoing or past investigations written by members of the newsroom. Free subscription to the Fund mailing list.
Investigative Reporters and Editors, U.S.	Non-Profit Organization, project (501(c)3 tax-exempt) *Founded in 1975*	The IRE provides members access to thousands of reporting tip sheets and other materials through its resource center (a research library containing more than 25,000 investigative stories — both print and broadcast) and hosts conferences and specialized training throughout the country to promote high professional standards. Programs of IRE include the National Institute for Computer Assisted Reporting, which maintains a library of federal databases, employs journalism students, and trains journalists in the practical skills of getting and analyzing electronic information.. The IRE also serves as a job center for unemployed reporters and editors and for media organization that need to fill a job. Every year the organization holds several different types of contests. Some have cash prizes while others honor dedication to (and against) freedom of information. https://www.ire.org/	Financing methods of the IRE include: -The participation of reporters, editors, newsrooms and media organization to the IRE conferences, boot camps, watchdog workshops, total newsroom training, customized training, online training, fellowships and scholarships, mentoring and other events and training programs; - Membership (through online subscription) to the IRE program; - Advertising in the IRE Journal, website (online marketing) and in the Bi-weekly electronic newsletter (Quick Hits); - Submission to the online Job Center; - Event marketing: Conference Sponsorship, Custom Events, Exhibitors/Recruiters; - The online Store – selling of IRE publications (books and journals), accessories (t-shirts and bracelets), audio and video from conferences and training courses; - The Student Sponsorships (donation to sponsor a student membership);	Beyond events and training, the IRE offers its audience the possibility of getting a membership (through online subscription). The membership grants thousands of tipsheets written by international reporters - From step-by-step guides to computer-assisted reporting to tips on covering crime, the environment, education and more, our tipsheets are a great place to begin any investigation; Access to more than 30 exclusive government databases covering campaign finance, transportation, crime and more; access to contacts of international and national investigative journalists; IRE Journal subscription; access to premium reporting tools such as versions of **Tableau Desktop**, a data analysis and visualization tool; **Cometdocs**, an online file conversion and storage tool to better help journalists with PDF files, and **Carto**, an open source tool that allows for the storage and visualization of geospatial data on the

			- Online donations, foundations and individuals, also through AmazonSmile donation program.	web. Members also get a discount on **SmartProcure**. The IRE produces a radio podcast which is accessible under online subscription (iTunes library). The IRE Journal is regularly issued four times a year and includes "training" articles and investigative tips and news from advertising reporters or hosted by the IRE. The website features a blog space, the online journalism Job Center, a data library, and a resource center. Journalists can submit suggestions for upcoming conferences.
Investigative Reporting Workshop, American University, U.S.	Project of the School of Communication (SOC) at American University (non-profit professional newsroom) *Founded in 2008*	Today the Workshop is the largest university-based investigative reporting center in the United States (out of 18), and the only one in the nation's capital. It consider itself as a start-up enterprise. The Workshop pairs experienced professional reporters and editors with graduate students, and co-publishes with mainstream media partners and non-profit newsrooms, including PBS FRONTLINE, The Philadelphia Inquirer, msnbc.com and various organizations in the Investigative News Network (INN). Analyzing and experimenting with new economic models for creating and delivering investigative reporting represent a core activity of the project. In this vein, the Workshop's Investigative Laboratory or iLab has assisted in the development of several nonprofit ventures. The Investigative Reporting Workshop has an Advisory Board of 13 outstanding journalists from five continents and employs part-time staff, including a website developer and several graphic and design professionals. It also has hired more than 70 student journalists from both AU and from universities across the country in the last three years as paid interns and graduate and undergraduate researchers. http://investigativereportingworkshop.org/	The Workshop depends on philanthropic support by foundations and individual donors and benefits from publishing major investigative stories in partnership with national media outlets.	Beyond investigations, the Workshop's newsrooms publishes in its website blog posts, articles and news around investigative reporting tools, methods and initiatives. Projects such as Investigative Power are regularly launched.
Mongabay.org, U.S.	Non-Profit Public Charity Organization 501(c)(3) *Founded in 1999*	Mongabay.org is the world's most popular rainforest information site and serve as one of the most used sources of environmental news reporting and analysis, publishing stories and news in several languages. It is commonly used as an information source by mainstream media, including The Economist, Bloomberg, National Geographic the Associated Press, as well as development agencies.	The Organizations depends mainly on private donations. Beyond traditional checks and online donating forms (JustGive, Paypal and AmazonSmile), Mongabay.org proposes: the donation of vehicles or boats, donations of stock or other securities, endowing a "chair" or position, charitable lead trust, corporate giving programs and donations in the memory of a beloved one.	Mongabay's projects range from daily conservation and environmental news service to nature-themed early-childhood readers, a biweekly podcast and the most recent Mongabay-Indonesia, Indonesian-language environmental platform, Mongabay-Latam, which publishes environmental news daily in Spanish for all

		The current website was formed in 2012 to facilitate the development of new education and journalism initiatives and leverage its existing network, traffic, and reputation, with the ultimate aim to raise awareness about social and environmental issues relating to forests and other ecosystems. http://mongabay.org/		of Latin America, and a new bureau in India.
OpenSecrets.org Center for Responsive Politics, U.S.	Non-Profit Organization (501(c)3 tax-exempt) *Founded in 1983*	The Center for Responsive Politics with its online platform OpenSecrets.org is the nation's premier nonpartisan, independent and nonprofit research group tracking money in U.S. politics and its effect on elections and public policy. The website is the most comprehensive resource for federal campaign contributions, lobbying data and analysis available anywhere. For public and private organization as well as for news media, the Center's exclusive data powers their online features tracking money in politics, offering i.e. customized training opportunities and workshops. Students in journalism or IT can join the research group for internships. https://www.opensecrets.org/	The Center relies on financial support from a combination of institutional grants, individual contributions (checks and online donations) and income earned from custom research and licensing data for commercial use.	CRP's own reporters have broken numerous national news stories on the OpenSecrets Blog, which are regularly cited by news organizations such as the New York Times, Wall Street Journal, USA Today, Fox News, CNN, MSNBC and National Public Radio. The Center launched an "OpenData Initiative" in 2009, a vast archive of money-in-politics data, downloadable for non-commercial use. The Archive is accessible under subscription. The Center's staff regularly trains journalists, activists, students and others in how to understand and work with money-in-politics data, and how to use OpenSecrets.org. A weekly-Newsletter is sent under subscription.
ProPublica, U.S.	Non-Profit Organization (501(c)3 tax-exempt) *Founded in 2007-2008*	ProPublica is an independent, nonprofit, collaborative newsroom that produces investigative journalism. It is focused on stories with the potential to spur real-world impact. A fuller exploration of how ProPublica thinks about impact can be found in its white paper, Nonprofit Journalism: Issues Around Impact. It major initiatives are ProPublica Data Store and Publica Illinois, the first regional publishing operation of ProPublica dedicated to stories about big issues that affect people living and working in the state of Illinois. Spontaneous crowd-sourcing in enhanced before, during and after any investigation and believed to be essential for a better investigative performance and impact. https://www.propublica.org/	Partnerships are one of the ways ProPublica gets financed and maximizes the impact of its investigative journalism work. Since 2008, it has partnered with hundreds of other news organizations nationally and worldwide to report, edit, distribute, and create local content around our investigations. As a nonprofit, ProPublica relies on donor support, foundations and individuals. However since 2011, it has accepted advertising on its website and, subsequently, sponsorship of newsletters, podcast, and events. The majority of the advertising on the website is programmatic advertising, which means that ProPublica has no relationship or contact with the companies or organizations who advertise on the site. Similarly events organized by ProPublica can get any sponsorship. ProPublica gets part of its financing through purchases and subscription to its premium contents.	The ProPublica Data Store gives access to the data behind ProPublica reporting and helps to sustain the work of investigative reporting. Free access is provided to the raw data behind our work and it is possible to get premium data products and custom data services. Readers can act as whistleblowers using the section of the website "Leak to Us". Unless otherwise noted, it is furthermore possible to republish ProPublica articles and graphics for free under a Creative Commons license. In the website page "The Nerd Blog", blog posts reveal news, technological tools and new methods used by ProPublica's data journalists, developers, newsroom designers, engagement specialists. The Organization has a podcast and a seven different newsletters.
The Schuster Institute for Investigative	Institute of the Brandeis University	The Institute works like a newsroom and practices "impact journalism." Small staff of experienced	The institute benefits mainly from resources of the Brandeis University. Further financial support is	

Journalism of the Brandeis University, U.S.	(non-profit professional newsroom) *Founded in 2004*	journalists tackles in-depth reporting projects—and takes the results public via broadcasts, web magazines, and popular and thought-leader publications that help set the public agenda. Findings are included op-ed articles and commentaries based on the Institute's reporting; by distributing the work via social media, blogs, and listservs; and by discussing it on radio, television, and in public forums. While courses are not taught, the Institute hires and mentors students as research assistants, overseeing them as they do investigative reporting legwork: an apprenticeship system that plunges students into real-life journalism. Relevant projects within the Institute are: The Political & Social Justice Project**,** that investigates abuses of government and corporate power, which often intersect, with a special focus on Human Trafficking & Modern Slavery; The Justice Brandeis Law Project where investigative reporting methods are used to probe cases in which inmates may have been wrongfully convicted of murder and/or other serious crimes; The Gender & Justice Project which exposes injustices, biases, and abuses harming women and children.The Institute sponsors Ethics & Justice Investigative Journalism Fellowships, collaborating with other highly qualified investigative reporters. http://www.brandeis.edu/investigate/index.html	obtain through the organization of conferences, lectures and other events.	
Canadian Association of Journalists, Canada	Corporation *Founded in 1990*	The Association represents the national voice of Canadian journalists and generally upholds the public's right to know encouraging and promoting investigative journalism. Being the national body of investigative reporters, content is offered both in English and French. Members of the Corporation can be students or working journalists whose salary comes primarily from, or time goes principally into, journalism, including the managers of media enterprises and teachers of journalism. The Association primary serves reporters and offer and Advocacy program that speaks on behalf of journalists, and in their interest, on matters including source protection, freedom of information and access to information, public disclosure, and diversity of voices. An Committee on Ethics is at any member's disposal to consider and provide advice on ethical issues faced by journalists through the course of the regular work. The annual conference that gathers all members is the largest event of the Corporation and includes a mix of keynote speakers, workshops and panel discussions to take stock of the situation of investigative journalism and introduce new methods and tools. The annual awards program recognizes the best in Canadian journalism, with a particular focus on	The Corporation raises money by selling advertising and content. Ads may be exchanged for goods or services instead of cash. The Corporation does not accept contributions from any source other than media corporations unless specifically approved by the Board of Directors. However, it accepts donated services from individuals, corporations, foundations, associations, educational institutions, governments and their agencies.	Students are provided with a significant discount on registration's cost of conferences and workshops. List-servers are used by the Association to provide a forum for members of the CAJ Freelancers' caucus to discuss issues such as trade craft, employment and compensation issues, ethics and professional responsibilities, marketing and small business issues, etc. A specific webpage called "Forum" also serves as a handy way for journalists to communicate and cooperate. The CAJ launched in 2018 a new "In the Field" digital series which will formally replace its longest running publication, Media magazine.

		journalism that is investigative in nature. http://caj.ca/index.php		
International Reporting Program, University of British Columbia, Canada Global Reporting Centre, Canada	Project of the University of British Columbia *Founded in 2012*	Housed at the University of British Columbia's School of Journalism, the program offers journalism graduate students the opportunity to report on under-covered global stories, which are shared with the public through partnerships with major media and a growing creative commons library. Each year the Program partners with major media to take on an investigative story. A team of IRP fellows work with faculty members to find sources, partner with local stakeholders, and travel to report and document stories that will be turned into written, audio, video and/or multimedia projects. The raw material collected in the field is storied in a publicly-accessible creative commons library, and is available for non-commercial use. All projects adhere to an internal Code of Ethics. Spontaneous crowd-sourcing is also promoted in a purposed section of the website. The goal of the IRP is to grow into a larger, more ambitious Global Reporting Centre, which would continue teaching international reporting, but would also bring together some of the top global journalists to tackle major projects on under-cover global issues. http://www.internationalreporting.org/ http://globalreportingcentre.org/	Both the IRP and the Global Reporting Centre depend on stable private foundation grants and individual donors. They also benefits from the support of the University of British Columbia and the Global Investigative Journalism Network.	Readers can act as whistleblowers anytime through the purposed section of both websites. They are also provided with a seasonal newsletter.

8.2 WESTERN EUROPE

Dossier, Austria	GmbH GmbH[100] *Founded in 2016* *(first established in 2012 as non-profit organization)*	Deliberately inspired by the U.S. based organization ProPublica, Dossier is an independent, non-profit newsroom based on investigative and Data journalism which aims to enhance and diffuse investigative reporting in Austria. Unlike ProPublica only part of the contents published on its website is available for free – complete access is given under subscription. Investigation projects are also carried out in partnerships with main Austrian media. https://www.dossier.at/	To maintain its independent nature, Dossier does not accept advertising, private sponsorships or public subsidies. Its main financial source comes from memberships and subscriptions (with a minimum fee of 52 Euros a year.) Spontaneous and anonymous donations from individuals and foundations are also promoted. Furthermore Dossier promotes training courses and other customized services such as research operations with other media outlets.	The company's website features its own free-access blog and provides almost every investigation project with videos, info-graphics and data analysis.
Journalismfund.eu,	beNon-Profit Organization	The Fund's main purpose is to stimulate independent, in-	Journalismfund.eu' s activities are made	The Fund organizes and promotes events

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[100]Equal to the American *LLC, limited liability company*.

Belgium	*Founded in 1998*	depth cross-border investigative journalism in Europe, promoting journalistic innovation and talent. Its flexible grants programs enable journalists to produce relevant public interest stories with a European mindset from international, national, and regional perspectives. Journalismfund.eu always upholds its grantees' editorial independence and strives for high journalistic quality and rigor. Where necessary, Journalismfund.eu mentors and provides technical support to investigative teams that have strong ideas but lack experience and infrastructure for collaborating across borders. Moreover, Journalismfund.eu coordinates and hosts an annual gathering of European investigative and data journalists, the DataHarvest European Investigative Journalism Conference. At this conference, journalists, data collectors, and other stakeholders from all over Europe network and generate ideas that often lead to new stories and collaborative projects. http://www.journalismfund.eu/	possible through support it receives from public, private, and corporate funders, in particular from the Adessium Foundation, the Open Society Foundations, and the Flemish Government.	such as conferences and workshop to diffuse, enhance and support best practices in the field.
The Pascal Decroots Fund for Investigative Journalism at the JournalismFund, Belgium	Non-Profit Organization

Founded in 2013 | The Pascal Decroos Fund for Investigative Journalism is a project under the wings of the non-profit organization Journalismfund.eu. It aims to stimulate quality and investigative journalism in Flanders and beyond; create the possibility for young people to develop journalistic talents in practice;bring together people from different corners and layers of society. The Pascal Decroos Fund grant programme awards grants to special journalistic projects. By doing that, it wants to offer financial support to Flemish quality and investigative journalism to give experienced as well as young journalists the chance to work out their ideas. The aid takes the form of grants to individual journalists. They must demonstrate that their project is unusually high costly or from a time-consuming nature that the normal support of editors or publishers is not sufficient for the project. The projects must exceed regular reporting, daily journalism or correspondence. The subject or theme must be special or have a different approach or perspective. http://www.fondspascaldecroos.org/ | Although it is part of the Journalism Fund, a separate and specific financial plan for this Flemish project, that wants to stimulate investigative journalism in Flanders. For its Flemish Pascal Decroos Fund project, Journalismfund.eu vzw receives annual subsidies from the Flemish Government. The Pascal Decroos Fund project is also supported through revenues from other activities, such as lectures and the postgraduate course in International Research Journalism that was launched in 2004 in close cooperation with Thomas More College in Mechelen. Donations from Flemish media outlets (as well as free advertising space) , individual donations and legacies also support the program. | |
| Fonds Pour le Journalisme, AJP, Belgium | AJP Project in cooperation with the Federation Wallonie Bruxelles

Founded in 2009 | The Fonds pour le Journalisme aims to maintain and promote investigarive journalialism in the region of Wallonie-Bruxelles. It is organized and managed by the Association des Journalistes Professionnels (AJP), the organization that represents journalists of all media in the French- and German-speaking Belgium, and it is financed by the Federation Wallonie Bruxelles. It helps financing projects of public interest that would be hardly possible to realize without the support of the Fund, being | The Funds is completely dependent on the financial support of the Federation Wallonie Bruxelles. It benefits from the partnerships with main local and national media outlets and other foundations, corporations and funds. | |

		time- and resource-costing. To promote its activities and projects, the Fonds pour le Journalisme establishes collaborations with main mainstream media and with the editors in chief in the region of Wallonie-Bruxelles and benefits from partnerships with other bodies in Belgium, such as the Fondation Roi Baudouin or the Fund Pascal Decroos, as well as abroad. The Fund organizes its annual investigative journalism awards. http://www.fondspourlejournalisme.be/		
Danish Association for Investigative Journalism, Denmark	Association *Founded in 2001*	The Association aims to promote investigative journalism in Danish media. It covers both printed media, radio and television, addressing and involving professionals of every step of news production and reporting: journalists, researchers, photographers, video maker, IT experts and editors. The involvement in investigative journalism of its members is not mandatory; however, they must support and promote investigative reporting. This can be done participating and organizing conferences, reunions, lectures and training courses on specific and controversial journalism issues, as well as facilitating contacts and cooperation among members of similar associations abroad. It also aims to guarantee a better access to documents and data of public institutions. http://fuj.dk/	Being an Association, it gets its main financial sources from membership subscription (annual or monthly). However, events such as training programs, conferences and lectures can also finance its activities. It benefits from partnerships with media outlets and similar associations abroad.	Students get 50% of discount on any membership subscription.
Finnish Association for Investigative Journalism, Finland	Association *Founded in 1992*	The Association aims to support, enhance and maintain the practice of investigative journalism in Finland by publishing information about the best work practices, research methods, marketing strategies, and sources and critiques management. The association regularly organizes meetings, training sessions and courses, as well as conferences (such as the annual conference) and awards to promote cooperation among journalists working freelance and for different media outlets. It keeps stable contact with its partners investigative journalism associations abroad, to learn from their success and mistakes. Members must not be investigative journalism, but they must work in the field of journalism (as professionals or students) and be interested in the association's activities. http://www.tutkiva.fi/	The Association gets its financial support from its members' annual contribution, as well as from event sponsorships and donations.	
Netzwerk Recherche, Germany	Association *Founded in 2001*	The aim of the Association is the improvement of journalists' training and education through: the divulgation of research techniques in journalism; the divulgation of knowledge about professional research and high-quality standards; the divulgation of information around the preservation of media and the current risks;	Netzwerk Recherche is financed by membership fees, donations from public and private institutions, individual donors collaboration as well as advertising and event sponsorships. Advertising is only allowed in the NR	On NR website, members (mainly journalists and journalism students) are provided with educational content such as guidelines and handbooks. Students are given the possibility to apply to the NR research teams.

		the divulgation of knowledge through the exchange of experience around investigative journalism. These objectives are accomplished by organizing conferences (such as the annual NR Conference), regional panels, lectures about specific issues (i.e. Data journalism, tights of journalists and local journalism). The events are organized in cooperation with mainstream media outlets, media organizations, high schools and others educational public and private institutions. The Association particularly focuses on: freedom of information, freedom of expression, data protection and the relation of mainstream outlets with non-profit journalism organizations and the public in general. https://netzwerkrecherche.org/	Newsletter.	A monthly newsletter service is available without membership status.
CORRECT!V, Germany	Non-Profit Organization *Founded in 2011*	CORRECT!V is an independent, non-profit, professional newsroom that mainly employs freelance investigative journalists, online and data-focused journalists as well as programmers. It conducts investigations around issues of national interest in partnerships with mainstream media outlets. All investigation are published online, on CORRECT!V website. https://correctiv.org/	CORRECT!V is exclusively financed through charitable endowments as well as donations from readers (online and checks) and uses (annual or monthly membership fee). It benefits from the partnership with various media, sharing investigations and stories with large and small newspapers, magazines as well as with national radio and TV stations.	The Correctiv.org- web page "Konferenzraum" is a newly created forum for members to discuss, submit investigative ideas and suggestions.
Mary Raftery Journalism Fund, Ireland	LBG, Company Limited by Guarantee Founded in 2013	The objective of the Mary Raftery Journalism Fund is to advance ethical investigative media coverage of topics that seek to serve the public interest in Ireland. Funded projects can focus on where policy is systematically not being implemented or is lacking; on breaking down stigma through shifting public and political attitudes and on public education on rights. Projects should aim to be ground-breaking, have the potential to open issues up to public debate and importantly, serve the public interest. It regularly organizes events such as conferences, meeting and seminars (i.e. the annual "Investigative Documentary Filmmaking" Seminar). http://maryrafteryfund.ie/	The Fund is financially supported by individual donors as well as philanthropic organizations, foundations and corporations.	
Investigative Reporting Project Italy, Italy	Association *Founded in 2012*	The Association is the first non-profit investigative journalism research group and newsroom in Italy. It adopts a "cross-border" approach both in its investigations and in its research activity, developing a significant network of contacts, sources and partners. In this vein, articles and investigations are published both in Italian and in English. Foreign media and journalists are offered by the Association a fixing service (see third column). Crowd-sourcing is widely used and promoted. https://irpi.eu/	To finance its investigation, the Association presents investigative projects to international, European, American and Italian "charities", whose statute or declarations impose to support journalism. Investigation can also be co-produced with other media outlets, both Italian and international. Individual supporters and private foundations can also contribute to its work making a donation online or by check.	Foreign media and journalists are offered by the Association a fixing service: a fixer is a journalism that perfectly knows the facts, people, places and the language. Fixers of the IRPI project offer journalistic support at any level for any kind of journalistic work in Italy, allowing foreign journalist to save money and time and working side by side with them providing with sources and ideas. The Association can furthermore offer the

				support of video producers, camera operators, sound technicians and producers. Among the main services there are: Research of data and documents, legal advice and journalistic advice, access to documents, organization of interview and translating service. In the section "IRPILeaks" readers can provide IRPI journalists with any kind of useful information.
Ossigeno per l'Informazione, Italy	Onlus Association *Founded in 2008*	The Observatory Ossigeno per l'Informazione was established to support the work of Italian investigative journalism, providing them with legal advice, protection and support as well as publishing their investigative work when obstructed. It organizes conferences, lectures, training courses and meetings; regularly releases reports on the current situation of investigative journalism (i.e. listing threatened journalists) with a special focus on numeric data. News about investigative journalism and single cases are published daily. The Observatory aims to divulgate its activity and cooperate with others European countries: Reports and news therefore can refer to foreign states and journalists and can be translated in several languages: English, German, Spanish French and Chinese. Its members are primarily investigative journalists that have already benefitted from its support. https://notiziario.ossigeno.info/	Ossigeno is financially supported by its members and by private and public contributions (the Italian Government, the UNESCO and European Union). Since 2014 it has been participating to the pilot project "European Centre for Press and Media Freedom" (ECPMF), supported by the European Commission together with the following partners: the European Fund for Investigative Journalism; Medienstiftung der Sparkasse Leipzig; Institute of European Media Law (EMR); OBC Transeuropa (OBCT); South East Europe Media Organisation (**SEEMO**)**.**	Any journalism who faces serious difficulties in publishing its investigation, conducting it or who is more or less severely threatened can contact Ossigeno through its website to receive its support. Readers can subscribe to Ossigeno Newsletter.
Dutch-Flemish Association for Investigation (VVOJ), Netherlands	Association *Founded in 2002*	The Association aims to promote high-quality standards and practices in the field of investigative journalism in Netherlands and Belgium Flanders. Its members are national and international students and professional journalists who work in the region. They are offered a space of research, mutual knowledge, experience and ideas exchange in order to maintain and reinforce investigative journalism. The Association has built a solid network of journalists and digital experts and organizes meetings, conferences, lectures and training sessions to stimulate the development of new digital research methods, storytelling and investigative practices. It also divulgate information around political and legal surveillance and the consequent counter-strategies. https://www.vvoj.nl/	The Association is primarily dependent on membership annual fees and private donations.	Members get exclusive contents and training opportunities. Students are granted discounts.
Hate Speech International, Norway	Non-Profit Organization	The HSI aims to elevate the public understanding of extremism as a phenomenon and to increase the overall	Hate Speech International relies on external support such as private donations of individuals	In the HSI website monitor page – the Hate Speech Monitor, readers are provided with

	Founded in 2013	ability, knowledge and will of media organizations to report on such matters. The primary task in HSI is to contribute to the development of research and investigative reporting on hate speech, hate crime and extremism in Europe. It is composed by a journalistically driven, independent, international network of reporters and academics who investigate, analyze and report on hate speech and hate crime with the ultimate aim to map extremist networks and identify key players as well as factors that trigger radicalization and a willingness to employ violence in the political arena. A collection of news stories and investigations carried out or that benefitted the contribution of HSI that appeared in the media as well as all reports are available on the HSI website. https://www.hate-speech.org/	and other organization. Its two year pilot project is supported by the Norwegian Freedom of Expression Foundation (Fritt Ord) and the Norwegian Ministry of Foreign Affairs.	a news service that offers an overview of stories shared by the people and organizations followed on Twitter by the HSI. Such a display of the stories does not constitute any form of endorsement by Hate Speech International.
Bureau of Investigative Journalism, U.K.	Non-Profit Organization *Founded in 2010*	The Bureau of Investigative Journalism is an independent, not-for-profit investigative journalism newsroom that focuses on serious issues affecting British society and identify new areas of investigation through research, data, whistleblowers and contacts. The Bureau co-publishes its stories with media outlets around the world so that they reach as many people as possible. All investigations are categorized and posted on the Organization's website. Whistleblowers and a general crowd-sourcing approach are believed to be crucial to conduct any investigative activity. Contributions by journalists and public's involvement are therefore highly encouraged. https://www.thebureauinvestigates.com/	The Bureau relies on donations from foundations and individuals as well as on the subscription of its online users. Events of the Bureau can be sponsored.	The annual membership offers users the "Bureau of Investigative Journalism Welcome Pack," which includes an exclusive access to behind the scenes on investigations, invitations to regular "meet the journalist" sessions and events, at its newsroom and elsewhere, participation to our events with high-profile international speakers, access to the Bureau Bulletin monthly newsletter with real-time updates on investigations. The website section "Got a Story?" is addressed to journalist and whistleblower who want to act as sources for the Bureau. While it is possible to contact its newsroom by phone, mail and email, the Bureau offers also the possibility to send encrypted messages using PGP, a popular system for encrypting emails. Journalists can also be contacted personally, as their contacts are provided in each reporter's Bureau website page. The website features a Blog section that updates on national and international journalism facts.
Centre for Investigative Journalism, U.K.	Non-Profit Registered Charity *Founded in 2003*	The Centre for Investigative Journalism (CIJ) is a think-tank, alternative university and an experimental laboratory set up to train a new generation of reporters in the tools of investigative, in-depth, and long-form journalism across all media. Through an industry-	Donations from individuals and foundations are the main financial source of the Centre.	The CIJ provides a range of training material for journalists in the purposed CIJ website section, the Centre provides journalists with guidance on statistics, database research and online research as

		standard training program in the UK and lively public events and symposia around the world, the CIJ works to educate both practitioners and the public on issues of interest to investigative journalism, via the dissemination of handbooks and other training material as well as online courses in the tradecraft of journalism, and building up a library of literature and resources. Its CIJ Summer School's aims to train professionals and students in data journalism, operational and computer security, advanced internet research, Freedom of Information Act requests, business document analysis and storytelling. The CIJ is housed in the Goldsmith's College within the University of London https://tcij.org/		well as audio and video from the Summer School and other talks. It is possible to sign-up to the CIJ Newsletter.
Finance Uncovered, U.K.	LBG, Company Limited by Guarantee *Founded in 2012-2015*	Finance Uncovered's mission is to increase the quantity and quality of media coverage on global financial flows, with a particular focus on tax abuse, corruption and money laundering. The Organization also regularly delivers world class training in financial investigations from leading practitioners. Finance Uncovered employs two full-time and contracts two part-time investigative journalists who work with our 207-strong global network on cross-border collaborations focusing on illicit finance. http://www.financeuncovered.org/	The Organization receives grants from private foundations and, over the last year, it has derived income from training it provided to Action Aid, Public Services International and Transparency International. It benefits from partnerships with publishers directly across the globe to deliver stories and with NGOs working on investigative projects.	Scholarships for FU training courses are regularly granted and usually benefit journalists from developing countries. The FU website features a blog section.
Fundación Ciudadana Civio, Spain	Non-Profit Organization - Fundación *Founded in 2011*	Civio is an independent, non-profit multidisciplinary newsroom composed by nine people including reporters, IT experts, communication technicians, marketing strategies and public relations experts. It aims to run national and international investigative projects. Research is also carried out aiming to create and find out innovative tools and strategies to produce and divulgate information. The Organization aims to act as a lobby, organizing meetings with national administration responsibilities to prevent corruption, guarantee transparency and data transmission as well as to enhance legislative changes and reforms. The Foundation delivers training session and courses to practitioners through its school *Escuela Civio*. Training material such as video and audio is regularly posted on the Foundation's website. Crowd-sourcing is believe to be essential for the Foundation's work and therefore highly promoted. https://civio.es/	The Organization depends on the collaboration of individual donors and other organizations. It is possible to donate through its website.	The public can submit ideas, suggestions as well as act anonymously as whistleblowers through the platform **Fíltrala.org**, initiative of the Associated Whisle-Blowing Press, that allows sources to send to Civio encrypted information. Free newsletter subscription.
Grävände Journalister, Sweden	Non-Profit Organization	La Swedish Association of Investigative Journalism is an independent non-profit organization which aims to	The Organization is dependent on members contribution as well as on the support of	Through the Organization's website members can access to research tools and

	Founded in 1989	promote and guarantee high standards in the practice of investigative journalism. It does so organizing training courses, seminars, conferences and lectures to facilitate and improve cooperation and knowledge exchange among journalists. Its magazine Scoop is published four times a year and in the annual conference awards are delivered to the best Swedish investigative journalists. http://www.fgj.se/	individual donors and sponsors (companies and organizations).	documents to carry out their investigations.
Investigativ.ch, Switzerland	Association *Founded in 2010*	Investigativ.ch is a network of investigative journalism who are willing to collaborate and share their research material, research techniques and methodologies. To do so, the Organization regularly organizes events, such as training sessions, meetings and national and international conferences (Global Investigative Journalism Conference; Journalismus; Tage des Vereins Qualität im Journalismus, Schweizer Recherchetage am MAZ). The Organization fosters scientific research and aims to act as a lobby to guarantee protection and transparency of political bodies. The website investigativ.ch provides journalists with tips and tricks of investigative research (dossiers, handbooks and other material) and supports the members of the Association in the course of their investigative activity. The ultimate aim is to promote research and develop new areas of scientific investigation. http://www.investigativ.ch/aktuell.html	Great part of the Association's financial support comes from its member's subscription fees. Incomes derives also from Swiss journalism schools MAZ and IAM – ZHAW as well as donations by private foundations and individuals.	Investigativ's newsletter access does not depend on membership.
Swiss Investigative Reporters Network, Switzerland	Non-Profit Organization *Founded in 2012*	Established in response to the Copenhagen Conference (that launched the Global Investigative Journalism Network), the Swiss network prime aim is to facilitate access to the global network, by providing a directory of investigative reporters. This directory allows foreign reporters to contact efficiently and quickly a Swiss counterpart with whom they could work. Swiss investigative reporters can find on the Swiss Network website links and resources to better conduct their national and international investigations. The Swiss investigative network is therefore a service addressed to the journalists. Transparency and the common share of competences are believed to be the key for its success. The Swiss network is opened to any professional journalist who possess a press card. http://www.swissinvestigation.net/en/home/	The Network is primarily financed by its sponsors.	

8.3 MIDDLE EAST/NORTH AFRICA, TURKEY

| Arab Reporters for Investigative Journalism (ARIJ), Middle East/North Africa | Non-Profit Media Organization

Founded in 2005 | Arab Reporters for Investigative Journalism (ARIJ) is the first and leading media organization in the region dedicated to promoting investigative journalism in Arab newsrooms, which is still a new practice. Its primary aim is to support independent quality professional journalism through funding in-depth journalism projects and offering training and media coaching. ARIJ helps journalists working in print, radio, TV and on-line media in Jordan, Syria, Lebanon, Egypt, Iraq, Bahrain, Palestine, Yemen and Tunisia. More concretely, its core activities are: providing training, resources and a community of support to investigative journalists; promoting high professional standards; providing training on data encryption to protect journalists' sources and material; ensuring the future of ARIJ as a partner for several national investigative journalism chapters; Introducing new platforms for research and publication. It also acts as a fund to cover the main reporting expenses .Journalists and editors are supported during every phase of their investigation (idea, research, writing, editing and publishing/broadcasting).The final results of the investigative projects are published by participants' respective media organizations, and posted on the website of ARIJ along with relevant documents and the diaries of both the reporter and the coach to help share the knowledge with other Arab journalists and media students. http://en.arij.net/ | It benefits from the support of the Global Investigative Journalism Network as well as by private donations. | The ARIJ website features a multimedia section in which news, data and investigations are reported in video, audio, image, interactive maps and info-graphic. The section "Library" gives any user access to a wide selection of material on journalism (handbooks, lectures, articles etc) that can support the investigative activity. The ARIJ serves also as a job center for Arab journalism, that can find job opportunities in the purposed section of the website. It is possible to register for the ARIJ free monthly newsletter. |
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| P-24 — Platform for Independent Journalism, Turkey | Non-Profit Organization

Founded in 2013 | The Platform for Independent Journalism (P24) is an initiative to support and promote editorial independence in the Turkish press at a time when the journalistic profession is under fierce commercial and political pressure. It is a not-for-profit, civil society organization which counts as its founders several experienced members of the Turkish press. It has been started with a broad mission to build capacity in the Turkish media, create a public appetite for media independence, define and promote best journalistic practice, and more specifically to encourage the transition to web-based journalism. P-24 does so in various way: (providing content; organizing and encouraging investigative journalism with independent funding); by organizing training for young professionals; by providing concrete assistance to news sites of proven integrity; by bringing issues of media integrity to public attention. Crowd-sourcing and public engagement is promoted and | Financial support of P24 comes from public international institution such as the European Union, the UNESCO, the South East European Media Observatory as well as other private foundations. | In the section "Media Monitoring", the platform takes stock of the situation of mainstream journalists in Turkey, listing those that are considered "in state of emergency".

Crowd-sourcing and public engagement is promoted and contact can be made in the website section "Write to Us".

Readers can join the P24 to receive latest update on the Platform's activity. |

		contact can be made in the website section "Write to Us". http://platform24.org/en/		

8.4 LATIN AMERICA

FOPEA, Foro del Periodismo Argentino, **Argentina**	Association *Founded in 2002*	The association Foro del Periodismo Argentino (FOPEA) aims to improve the quality and professionalism of investigative journalism, elevate ethic standards in the practice and defend freedom of expression. To do so, the association provides journalists with training, building capacity in different areas and for the use of different tools; it organizes debates on the most relevant issues related to investigative journalism (innovation, ethics, access to information, transparency and official advertising management); it promotes practices such as denounces against freedom of expression as well as dialogue with all sectors involved with the profession and with every social sectors. To fulfill this objectives, FOPEA organizes activities such as seminaries, lectures, training courses, conferences, debates, awards, investigations projects and other reporting programs. Among the other initiatives, the FOPEA MediaLab focuses on the development of new digital tools to improve the production and divulgation of investigative journalism. http://www.fopea.org/	The Association and its operative expenses are financed by its members. However, activities and Programs such as conferences, seminaries and training courses are sponsored by private enterprises, national and international NGOs, public and private universities and any kind of public or private foreign institution. Extra donations by its members can be also accepted.	Through the *FOPEA Monitoreo de Liberdad de expresión* every person whose right is believed to be infringed can denounce it to the Association and get protection. It is possible to subscribe for free to the FOPEA Newsletter.
Abraji – Brazilian Association of Investigative Journalism, **Brazil**	Association *Founded in 2002*	The ultimate aim of the association is the professional valorization of investigative journalism and the diffusion of concepts and techniques of investigative reporting. To do so, the Abraji regularly organizes congresses, seminars and training courses. Among the most relevant events there is the International Congress of Investigative Journalism. Since 2015 the association has established an online training project focused on data journalism, SQL usage, journalism literacy and education coverage, application of the Act Lei de Acesso a Informações, society management etc. Since 2003 the Association is also active to defend the right to access public information: to fulfill this purpose it established and coordinates the Fórum de Acesso, a network of 25 organizations which acted as a lobby for the approval of the Act Lei de Acesso a Informações in 2011. http://www.abraji.org.br/	Members of the association contributes to its main activities, however the Fundo de Apoio ao Jornalismo Investigativo (F/ABRAJI) – Fund for Investigative Journalism – was established to financially support the Association. The Fund relies on donations from physical people and privare or public organizations. Donors can contribute though the Association website purposed section.	
Pública, **Brazil**	Non-Profit Organization	The Agência Pública works as a news agency: all of the investigative reporting conducted within the	The Agency is financed by donation of foundations and individual support. Donors can	Readers can subscribe the Organization newsletter for free.

	Founded in 2011	Organization is reproduced by a network of more then 60 media outlets, under the license of creative commons. Among its partners there are the main Brazilian mainstream outlets. All investigative reports are conducted though rigorous fact-checking methods and must defend human rights. The main focus of such work is: the impact of major sport events in Brazil; torture and violence by Government officials; investments in Amazonas; urban crisis; violation of human rights in public and private enterprises. Beyond investigative production, Pública promotes independent investigative journalism by implementing mentoring programs for young journalism, granting scholarships and developing innovative projects of independent journalism. https://apublica.org/	contribute online. Pública benefits from the support of public institutions and from the partnership with national and international media outlets.	Contact with the Agency's newsroom can be main through Pública website.
Center for Investigative Journalism (CIPER), Chile	Non-Profit Organization *Founded in 2007*	The Organization promotes investigative journalism and conducts investigative reporting to enhance best practices. Crowd-sourcing is considered to be a core instrument to carry out investigations and therefore highly promoted. http://ciperchile.cl/	The Center is financially supported by public and private donors – foundations and individuals.	People willing to act as whistleblowers can inform the Center's newsroom in the purposed website section. Readers can subscribe to CIPER newsletter for free. The website features a blog section as well as a section where publications on investigative journalism are suggested (books and national and international journalistic reporting.)
Connectas, Colombia	Project of the Nieman Fellow at the Harvard University *Founded in 2012*	Connectas promotes the promotion, exchange, capacity building and diffusion of investigative journalism for the development of the Americas. The organization enhances allies with media organization and act as a logistic hub for technological and logistic support, facilitating training programs. It does so operating in three main areas: production of investigative information regarding core issues for the development of Latin America (infrastructures, energy, telecommunication, technology, environment, organized crime and governance,) often in cooperation with mainstream media; the organization of events and training projects; the creation and study of new technologies in the DigitalLab; the promotion of new opportunities for journalists. ConnectasHub is a space for members to develop their journalistic individual and collaborative work, amplify its impact, build their capacities and develop new projects. The Hub is formed by 200 members from Argentina, Colombia, Chile, Ecuador, El Salvador, United States, Guatemala, Honduras, México, Nicaragua, Panama, Perú, República Dominicana, Paraguay and Venezuela.	The project is financed by donation of foundation and public subsidies.	It is possible to sign to the free newsletter.

		It offers online training courses as well as it awards journalism projects granting part of the fund it raises. https://www.connectas.org/		
Consejo de Redacción, Colombia	Association *Founded in 2008*	The Columbian association of journalists promotes investigative journalism in Colombia to contribute to the democratization of information. It develops collaborative processes mixing training with quality content production, in Colombia and outside the country. Training courses for its members are regularly launched and focused on new tools and techniques to be implemented in their daily activities. What differentiate the Association is the cooperation among journalists its promotes, and the journalistic projects that are carried out after every training session. Its platform Colombiacheck aims to improve the diffusion and the quality investigative reporting and information within the Columbian community, acting also as a fact-checking platform. Events such as the investigative journalism national awards "Investiga!" are annually organized to fulfill the mentioned objectives. https://consejoderedaccion.org/	Beyond the financial support of its members, Consejo de Redacción relies on event and project sponsorships as well as on private donations from single readers and organizations.	In the website section dedicated to the association's laboratiory, CDRLab, members and non-members are provided with documents about investigative journalism and the journalism practice in general (handbooks, scientific articles, booklets etc). Videos of events such as seminars and conference are also available in that section.
El Faro, El Salvador	Non-Profit project of the company Trípode S.A. de C.V. *Founded in 1998*	El Faro promotes and produces investigative journalism focused on different issues (corruption, organized crime, migration, culture, inequality and human rights) and published in different channels, both online and offline such as radio, books, video documentaries and events. Its vocation is to focus on Central America, turning therefore into the main regional investigative journalism reference. https://elfaro.net/	El Faro is currently financed by: - projects with agencies of international cooperation (75%); - selling advertising and event sponsorships (17%); - selling books, documentaries and other journalistic content to other media organizations (3%); - donations from readers though the annual fund raising campaign of "Excavación Ciudadana" (4%.)	Opinion columns and the blog section fuel public debate and the interaction among readers and of the newsroom and its readers. Newsletter subscription available.
Plaza Pública, Guatemala	Project of the Universidad Rafael Landívar *Founded in 2011*	Plaza Pública is a laboratory more than a newsroom, with a narrative identity based on long and in-depth articles which explores transmedia narrative (i.e. info-graphic) and precision journalism (i.e. data journalism), focusing on issues that are ignored by mainstream media (such as child labor, injustices within the sugar industry, transnational justice, the relation between economy and politics as well as human rights violations.) The members of its small newsroom, beyond investigating, participate to a student training program and other educational projects. Scientific investigation is an essential part of PP's work. Training seminars and courses are regularly organized and opened to journalists and other professionals and	Plaza Pública is financed by the Rafael Landívar University as well as by donations of public and private institutions.	In the section "Hierramentas Interactivas" (Interactive Tools) readers are provided with useful investigative and informational interactive content such as ¿Cuánto le toca pagar?, El Congreso en datos and Mapa ideológico del Congreso (How much do you have to pay?; The Congress in data; Ideological Map of the Congress). Readers can subscribe to its newsletter.

		students inside and outside the university. Plaza Pública is one of the founders of the association of online media ALiados, now formed by: Animal Político (México), El Faro (El Salvador), Confidencial (Nicaragua), La Silla Vacía (Colombia), IDL-Reporteros (Perú), CIPER y The Clinic (Chile), El Puercoespín (Argentina) y A Pública (Brasil). PP is part of the Global Investigative Journalism Network. https://www.plazapublica.com.gt/		
Centro de Investigación de la Comunicación (CINCO), Nicaragua *Founded in 1990-1995*	Association	CINCO is an investigation center specialized in political and communicational issues, the only national institution which aims to study the behavior of media organizations and their contribution to the social development of the country. Through the Programa de Investigación (Investigation program) social useful information is produced to meet the needs of civil society on the following issues: democracy, governance, culture and politics. The Association's program Formación y Diálogo (Training and Dialogue) the Center established strategic allies with social actors, media organizations, editors and reporters and political actors (decision-makers), to reinforce Nicaragua's reflexion and action capacities that allow people to participate to the democratization of the country. As a result of its investigations, CINCO annually produces a structural analysis, scientific articles and conjectural analysis brochures on problems of national interest. http://cinco.org.ni/#	The Association entirely relies on contribution from its members, individual and collective donors, such as public institutions and private foundations.	The website proposes a forum section to promote interaction among the center's newsroom and its public. Scientific articles, news and investigative projects are available on CINCO website.
Quinto Elemento, Mexico	Non-Profit Organization	Quinto Elemento is an "Investigative and Innovation" Laboratory which aim is to carry out investigative reporting and develop new methods and technological tools to produce it and divulgate it. Beyond its original investigative work, the Organization offers and promotes training courses, editors, tools, financial support and a creative team to help Mexican investigative journalists to better carry out their work and to maximize the impact of their reporting. To select investigative projects the Organization launches public contests and, afterwards, publishes every investigation on mainstream media platforms. Andrea Vega, reporter of the Organization, elaborated a database to document which companies and people have more mineral concessions in Mexico. Over the years she gathered thousands of documents from the Sistema de Administración Minera and got information around government concession grants from 1990 and 2017. The database is available for free on QE website.	It is mainly financed by the Open Society Foundation and other minor private donations.	Readers can freely download the database on mineral concessions in Mexico.

		https://www.quintoelab.org/		
Institute for Press and Society (Instituto Prensa y Sociedad), Peru	Non-Profit Organization *Founded in 1993*	The IPS is an independent, non-profit organization which promotes investigative journalism, freedom of expression and public information access in Latin America. It aims to defend journalism in danger and ensure the maintenance of the freedom of expression, improving at the same time the information standards of Peru's media organization as well as transparency on public issues in Latin America. It does so organizing events such as investigative journalism awards in Peru and Latin America; republishing most relevant investigative projects that from its own "investigation bank"; publishing national and international informative alerts around the status of freedom of expression, risks and denounces; publishing investigations about freedom of expression; giving people the possibility to denounce freedom of expression abuses on the IPS website and providing them protection and action tools. http://www.ipys.org/	The Organization is financially support by public and private, national and foreign institutions.	Readers are giving the possibility to denounce violations of their freedom of expression and information access on IPS website.

8.5 EASTERN EUROPE

HETQ Investigative Journalists, Armenia	NGO (Network of NGOs) Founded in 2004 (online publication since 2001)	HET is an independent, non-profit online newsroom which seeks to reinforce investigative journalism in Armenia by publishing its own investigative reporting, news about journalism and aims to guarantee the right to access information of the Armenian society. Its content is published in Armenian, Russian and English. HETQ journalistic investigations are often conducted by teams — a new practice in Armenian journalism. These teams also work on investigative documentary films for Hetq which are broadcast on different TV stations in the Republic of Armenia. Students from the Department of Journalism at Yerevan State University also receive practical experience by working with Hetq Online. Starting in 2017, the Investigative Journalists NGO has conducted a program to help develop investigative journalism for reporters working in Central Asia. Reporters from Kyrgyzstan and Tajikistan have already visited the Hetq office in Yerevan, attending two-week training courses given by senior Hetq journalists. Among its many achievements, Hetq Online is the first publication in Armenia to adopt a Code of Ethics. http://hetq.am/eng/	The Organization is funded by donations of private and public institution, single donors contributions and online advertising.	
Balkan Investigative	NGO	The BIRN is a close-knit group of editors and trainers	The Balkan Investigative Reporting Network is	It is possible to sign-in for BIRN

Reporting Network (BIRN), Balkans	*Founded in 2005*	that enables journalists in the region to produce in-depth analytical and investigative journalism on complex political, economic and social themes (in Bosnia, this means training on war crimes reporting; in Serbia, on minority journalism; and in Kosovo, producing televised debates on current affairs. In Macedonia, Bulgaria and Romania the emphasis is on reporting on the process of European Union integration and membership challenges.) It consists of individual member-organizations, registered in Bosnia-Herzegovina, Bulgaria, Kosovo, Macedonia, Romania and Serbia. Together, they pool their resources, connecting their growing teams of local reporters and analysts who are trained and supported to produce top-quality, timely and relevant coverage. The regular output of analyses and reporting, *Balkan Insight*, is frequently backed up with public debates and other events. In addition, BIRN member-organizations engage in relevant local media development projects. The regional activities of the Network, such as editorial, training, operational and development work, are coordinated through the BIRN "Hub", registered in Sarajevo, Bosnia and Herzegovina. Training is a vital component of BIRN's work and it is geared firmly towards building and supporting BIRN's investigative teams throughout the Balkans. Local journalists and analysts are engaged to produce Balkan Insight reports. This is reinforced with occasional training workshops. Debates and Round Tables are also regularly organized to engage engaging key actors from the media, governments and the non-governmental sectors. BIRN also participates in and moderates other organizations' debates. The entire BIRN team gives regular briefings, comments and analyses on the situation in the region to local and international media. Multi-Media Projects such as films and documentaries are also carried out within BIRN. http://birn.eu.com/	financed by public and private single and collective donors and supported by public and private partners (institutional bodies and private foundations).	Newsletter for free. From BIRN website, readers can consult its main online publication the Balkan Insight, which features a blog section as well as the possibility to get a premium subscription and the consequent access to its premium investigative journalistic content.
Agency for Journalistic Investigations at the Belarusian Association of Journalists, Belarus	NGO *Founded in 1995*	The Agency for Journalistic Investigation is an online support center established within the public association "Belarus Journalists Association". The Agency aims to develop investigative journalism in Belarus giving journalists assistance for any project in every outlet. The assistance is giving for every phase of the reporting: technical equipment and special tools are provided together with scientific and practical advice as well as access to the information available in the Agency's databases. http://www.agentura.by/	The Association and its Agency are financed by the BAJ members as well as by private and public donations.	

Czech Centre for Investigative Journalism, Czech Republic	Non-Profit Organization *Founded in 2013*	The Czech Centre for Investigative Journalism is an independent newsroom which aims to raise awareness around high-quality investigative journalism, train investigative reporters and bring new trends and innovative mechanisms and journalistic practices to Eastern and Central Europe. ČCI is the only Czech organization involved in the project of organized crime and identification and reporting in Europe. Its members are professional journalists specialized on human rights and education. Over the last few months, the organization promoted training programs for independent journalists in crisis areas, as well as it established an e-learning project for the representatives of similar non-profit institutions. https://www.investigace.cz/	The Centre is financed by contributions of single donors and foundations. It benefits also from the partnership with public and private institutions. Readers' donations are promoted online.	A significant service promoted by the Center is the mapping of contests and projects financed by the European Union. The same section is used for crowd-sourcing and to monitor how public funds are used.
SCOOP, Eastern Europe/FSU	Non-Profit Organization *Founded in 2002*	SCOOP is a network and support structure for investigative journalists in Eastern Europe, Russia, Caucasus and Central Asia. Presently, SCOOP support programs exist in Northwest Russia, Ukraine/Moldova and in the Caucasus region. SCOOP works on a peer-to-peer basis, enhancing the direct contact between coordinators within the country and the SCOOP volunteers in Scandinavia. The volunteers are senior journalists belonging to the Danish Association for Investigative Journalism. This structure is meant to ensure that the local needs are taken into account and that all decisions are made on an editorially independent basis. It has two main goals: to provide financial and professional support in the form of working grants to investigative journalists; to build networks between investigative journalists in and between the countries. Both individuals, groups and cross-border groups of journalists can apply for grants. The website content is available both in English and in Russian. https://i-scoop.org/	SCOOP is founded and managed by the Danish Association of Investigative Journalism (FUJ) and is run by FUJ in cooperation with International Media Support, a Danish NGO. In SCOOP Russia, FUJ and its Swedish sister organization FGJ (Föreningen for Grävande Journalister) are partners. SCOOP is financially supported also by the Danish, Norwegian and Swedish Foreign ministry and by private foundations such as the Open Society Institute.	In the website section "Journalism Tool Guides" users are provided with books, handbooks, scientific articles and other guides which are considered useful to carry out investigative reporting. Free newsletter subscription service available.
Organized Crime and Corruption Reporting Project, Eastern Europe/Global	NGO *Founded in 2003*	The Organized Crime and Corruption Reporting Project (OCCRP) is an investigative reporting platform formed by 40 non-profit investigative centers, scores of journalists and several major regional news organizations around the globe. It aims to do transnational investigative reporting and to promote technology-based approaches to expose organized crime and corruption worldwide. Generating more than 60 cross-border investigations per year, the OOCRP has become one of the world's largest investigative reporting organizations, which are published also by major mainstream media organization. Additionally, the OCCRP trains reporters and partners in	OCCRP is supported by grants by the Open Society Foundation, Google Digital News Initiative, the Skoll Foundation, the Sigrid Rausing Trust, Google Jigsaw, the National Endowment for Democracy and the Knight Foundation. OCCRP also receives developmental funds for improving journalism from the United States Agency for International Development (USAID) through the International Center for Journalists (ICFJ), the United States Department of State and the Swiss Confederation. Its projects and programs are	Being a network of non-profit media organizations, the OCCR serves as a job center: in the purposed website section journalists are provided with a list of job vacancies all over the world. Free weekly newsletter service.

		advanced journalism techniques, builds practical, high-use tools used to improve the efficiency of reporting and publishing and is actively reinventing investigative journalism to be more interactive, more effective, more impactful and relevant to readers. Besides its regular investigative and daily reporting, OCCRP is regularly involved in a number of projects including: Training & Capacity Building; Scientific Research; Technology Development; Tech Support & Information Security. Award, conferences, debates, seminars and other training events are regularly organized. Website content is available both in English and in Russian. https://www.occrp.org/en/projects	funded in part or done in partnership with other organizations including the International Consortium of Investigative Journalists (ICIJ), the Stockholm School of Economics, In Sight, Arab Reporters for Investigative Journalism (ARIJ), Connectas, and the African Network of Centers for Investigative Reporting (ANCIR). Private online donations are promoted.	
Studio Monitor, Georgia	Non-Profit Organization	Studio Monitor is a Georgian independent, non-for-profit investigative newsrooms which aims to produce and divulgate investigative reporting in Georgia. All investigation are published online and can be divulgated in partnership with other media organizations. Its website content is partially available in English. https://monitori.ge/	Studio Monitor is financed by private, individual and collective donations.	
Atlatszo.hu, Hungary	NGO *Founded in 2011*	Atlatszo.hu is an investigative journalism NGO and online newspaper for accountability journalism to promote transparency, accountability, and freedom of information in Hungary. The Organization produces investigative reports, accepts information from whistleblowers, files freedom of information requests, and commences freedom of information lawsuits in cases where its requests are refused. Atlatszo.hu operates a Tor-based anonymous whistleblowing platform (Magyarleaks), a freedom of information request generator for the general public (Kimittud), a crowdsourced bribe tracker to report everyday corruption anonymously (Fizettem), and an independent blogging platform for other NGOs and independent media. Atlatszo.hu staff are mostly journalists. English abstracts of the most important stories are regularly published on our website. Research on new technology and communication is one of the main activities of the Organization. Beyond the mentioned whistle-blowing services, the Organization developed a fact-checking news-game. https://atlatszo.hu/	Atlatszo.hu is financed by nonpartisan and non-governmental sources and does not accept money from state institutions, political parties and affiliates. Individual donors can contribute on a monthly basis. Crowd-funding appears to be on of the main financial sources, accounting more than 50% of its 2015 and 2016 budget. Institutional donors include various programs of the Open Society Foundations. Atlatszo.hu cooperate with other NGOs and independent media in Hungary and worldwide. Online advertising also represents an important financing source.	The news blog service is available in English and presents i.e. abstracts from the most relevant investigations conducted by its newsroom. It provides its own podcasts and a wide info-graphic material section. Maps of projects financed by the European Union and other regional, national and international institution can also be found on the NGO's website. The websites features an independent blogging platform, a platform for anonym whistle-blowing and a fact-checking news-game (see *Concept*).
Gobolyos Jozsef "Soma" Foundation, Hungary	Non-Profit Organization *Founded in 2001*	The Gőbölyös József "Soma" Foundation seeks to enhance the functioning of democracy in Hungary by providing awards, stipends and legal defense to	The Foundation mainly relies on private donations.	

		investigative journalists working toward greater transparency and accountability in society. The Foundation awards a prize on January 11 of each year to a an author or authors who, in the Foundation's view, wrote the best investigative journalistic work concerning Hungary during the preceding year. The prize, which carries a HUF 1 million cash award, also seeks to redress the shortcomings of the current situation in Hungary, where journalists often cannot afford to undertake the necessary research for a story, and their efforts are met with little or no recognition. http://www.gsoma.hu/	
Direkt36, Hungary	Non-Profit Organization *Founded in 2014*	Direkt36 is a non-profit investigative journalism center in Hungary which aims to expose wrongdoings and abuse of power through fair but tough reporting. It provides the Hungarian and international audience with in-depth - often data-driven - accountability reporting that most of the Hungarian media outlets do not have the resources to pursue. Direkt36 is not part of the competition of news organizations covering daily events, which allows us to focus our resources exclusively on conducting systematic investigations. It has been actively participating in work of the growing international investigative journalism community and publishes all investigations, which often have international implications, in English too. Crowd-sourcing is highly promoted and considered to be fundamental for its investigative activities. http://www.direkt36.hu/en/	Direkt36 is financed by the contribution of private and public donors, individuals and foundations. Donations can be done online.	Readers are given the possibility to act as whistleblowers in the website section "Have a good story?".
Baltic Center for Investigative Journalism, Latvia	Non-Profit Organization *Founded in 2011*	The aim of the Center is to perform long-term, in-depth cross-border investigations on socially important issues, with a primary focus on social equality, fighting corruption and lack of transparency; to inform international audiences about the Baltic political, financial and social environment; to bring new, innovative and often cost-saving journalism practices to the Baltic region as well as to create a network for exchanging information among journalists in the Baltics, Scandinavia, E.U. and Russia. The Organization model centers on pushing content out through a variety of platforms rather than building a new platform and competing for readers. Website content is available in Latvian, English and Russian. https://en.rebaltica.lv/	The Center relies on the financial support of private foundations and public institutions such as international embassies. In addition to the mix of individual donors and crowd-funding via PayPal, a part of its income derives from teaching in universities, moderating of public discussions, researches and scripting of documentaries.	Newsletter subscription is for free.
Kosovo Center for Investigative Journalism (KCIJ),	Non-Profit Organization *Founded in 2005*	The KCIJ, as part of the non-for-profit Organization Cohu, aims to limit the influence and the scope of political corruption of public institutions in Kosovo. It	The KCIJ is financed by the contribution of private and public donors as well as it benefits from the partnership with local mainstream	Free newsletter subscription.

Kosovo		monitors suspicious cases of corruption in courts of Kosovo, it denounces the presence of cases of corruption, it analyses and proposes changes to the legal infrastructure against corruption. Such activities are carried out with the support of a legal bureau. Willing to reach the widest audience the Kosovar Investigative Journalism Centre (QKGH), publishes the magazine "Preportr", where it diffuses vital researches on political patronage, public supply contracts, energy, health, education and business management. http://preportr.cohu.org/sq/Ballina	media outlets.	
Investigative Journalism Center of Moldova, Moldova	NGO *Founded in 2003*	The Investigative Journalism Center of Moldova aims to improve the quality of investigative journalism in Moldova, building the capacity of journalists, promoting best practices and techniques of accountability journalism. To maximize watchdog activities, it also conducts campaign to raise awareness in the public opinion. The Centre serves as a resource centre for media organizations, journalists and the civil society in general, providing them with a complete database of national and international contacts as well as other useful information around journalism. Over the last few years, the Center carried out more than 500 studies that focused around corruption in journalism and organized crime, violation of human rights and child protection. Such articles have been published and distributed by a considerable number of mainstream media organizations such as newspapers, radio and national and local television. Beyond the organization of campaigns to raise awareness, it promoted training courses for students, journalists and public officials. http://www.investigatii.md/ro	The activities of the Center are financed by the Norwegian Ministry for Foreign Affairs, Freedom House, the Soros Foundation in Moldova and the Unicef. It works in partnerships with news organizations and other foundations.	The ICM website features a blog section as well as a page that lists funding opportunities for investigative reporters. Free newsletter available.
RISE Moldova, Moldova	Non-Profit Organization *Founded in 2014*	RISE Moldava is a network of investigative networks, programmers and activists from Moldova and Romania. It focuses on relevant issues such as organized crimes, offshore areas and money-laundrering in East Europe and in Central Asia, corruption, smuggling, tax evasion, arms smuggling and unjust politicians activity. https://www.rise.md/	RISE Moldova's activities are based on volunteering and, therefore, depends on the financial support of its donors. Donations can be done online with the choice of single or monthly contribution.	Beyond publishing its own reporting, on the RISE's website readers can find a blog section with i.e. opinion-based articles.
Romanian Center for Investigative Journalism, Romania	Non-Profit Organization *Founded in 2001*	The RCIJ aims to promote, protect, educate and train investigative journalists to improve the Romanian media landscape. To pursue this objective, the Center carries out the following activities: a) it conducts scientific studies on investigative journalism and develops databases including data gathered during the investigations; b) it denounces infringements to the	The Organization relies on sponsorships as well as on the support of its partners.	The RCIJ provides foreign investigative journalists and experts assistance in various areas (arm trafficking, environmental issues etc). A data base, document resources, local contacts and other resources for the development of a professional investigation. The same service is provided

		journalistic professional ethics; c) it measures and monitors the status of freedom of expression and access to information in Romania; d) it takes part to national and international investigative journalism programs; e) it organizes seminar, conferences, meeting, round tables, forum and campaigns to raise awareness about the risks connected to a limited freedom of information and expression and about investigative journalism; f) it organizes educational activities and training courses; g) it cooperates with private and public institutions, national and international peers offering legal and professional advice services; h) it gives protection to journalists whose life is at risk. http://crji.org/		to journalists from any region of Romania or who need contacts and sources in the country or abroad. The legal bureau of the RCIJ provides a team of professional lawyers to give assistance to investigative journalists fro free. The team is specialized on the defense of journalists right in the Balkans and in countries of the former Yugoslavia.
Foundation for Investigative Journalism, Russia/ Czech Republic	NGO *Founded in 2015*	The aim of the Foundation is to promote, enhance and protect investigative journalism in Russia. To do so, it provides professional, financial and legal assistance to independent Russian journalists in their investigations; it helps investigative reporters and bloggers to develop their professional skills, using new media technologies, putting together professional journalism skills and potential of citizen journalism and social media to achieve high-standard broad investigative reporting; it monitors cases of journalists who are in trouble due to their work, as well as the state of official investigations into crimes against journalists; it monitors assaults against investigative reporters, violations of their rights, cases of prevention journalists from getting information from official institutions; it networks with investigative reporters globally; it promotes and encourages trans-border investigations of corruption and criminal cases. The website is partially available in English. http://foundation19-29.com/index_en.php	The foundation is financially supported by partner foundations, public and private institutions as well as single donors contributions.	
Serbian Center for Investigative Reporting (CINS), Serbia	Non-Profit Organization *Founded in 2007-2012*	The CINS aims to enhance the progress of Serbian investigative journalism, identifying core problems in the country and responding to them. Among its more practical objectives there are: the promotion of independent investigative journalism and the introduction of high standards in the practice; the production and publication of multimedia and research content both in its website and in national mainstream media; the education and training of reporters and editors in Serbia, students and professionals; the cooperation with peer international organizations. Crowd-sourcing is promoted and considered of primary importance for its research and investigative activities. The website is partially available in English. https://www.cins.rs/srpski	The CINS is financially supported by donations of single readers and private organization, which can be done online, and benefits from the support of public foreign and international institutions such as the European Union and other funds. It allows online advertising.	The CINS website provides users with the possibility to access their databases and archives of documents. Readers can contact CINS newsroom when willing to act as whistleblowers.

Slovenian Center for Investigative Journalism, Slovenia	LLC, Limited Liability Company *Founded in 2011*	The aim of the Center is the promotion, maintenance and improvement of investigative journalism in Slovenia, as well as the educational and training status of reporters and editors. Its main activities are the support of national and international journalism, the direction of investigation in Slovenia and cross-borders as well as the cooperation with peer organizations abroad. http://www.cpns.si		A free-to-access database is currently being developed.
Crimean Center for Investigative Reporting, Ukraine	Project of the Crimean NGO "Information Press Centre" *Founded in 2015*	The Center aims to develop and reinforce the practice of investigative journalism in Crimea. It carries out investigations about core issues involving the Peninsula and publishes them on its website. https://investigator.org.ua/	It is financed by donations of private citizens and other public and private organizations. Donors can contribute online, in the purposed website section.	The website features a blog section and a free-to-access archive.
Donetsk Institute of Information, Ukraine	NGO *Founded in 2009*	DII mission is to promote democratic values and protect basic humanitarian and civil rights through the distribution of analytical products about the Donbas among the population of Ukraine and in some regions of Russia and expansion of their influence on decision making. Its activity lines regard: 1) expertise and analysis of the information sphere of the Donbas, 2) monitoring the usage of principles of effective management by authorities in priority activity spheres, 3) reintegration of the Donbas into Ukraine, 4) organizational development. This is done through monitoring and analyzing activities, the organizations of events and advocacy campaigns as well as through the publication of texts and videos. See third column for DII activities. The website content is fully available both in English and in Russian. http://dii.dn.ua/en	No specific information provided.	"Donbas Public TV" (DPTV) is a DII initiative launched in March 2014 to create an independent public internet TV, answering to the urgent need for prompt and free (without any censorship) provision of objective and unbiased information about political, economic and social processes in Donbas. Donbas Media Forum - platform for constructing a dialogue and rejecting hate speech. "Donbas: Full Access" site is a web-storage of data (project of data journalism accessible via DII website) which aims to gather data on the occupied territory of Donbas (by observing, monitoring, taking photographs and making videos), in the zone of armed hostilities and on the neighboring territory.
Kiev Agency for Investigative Reporting, Ukraine	NGO project *Founded in 2012*	The Agency is an investigative journalism project (unit of Hromadske.ua) whose newsroom developed a weekly TV-show broadcasting on channels UA: First, TV-channel "24" as well as on 14 local broadcasters in Ukraine. Its ultimate aim is to promote investigative journalism and to ensure freedom of expression and access to information. Part of the content of its website and some of the investigations are available in English as well. https://www.slidstvo.info/	It benefits from its partnerships with mainstream media outlets and is financially supported by donations of individuals (through its website) and private and public institutions.	

Other relevant non-profit organizations in Ukraine are the Nikolayev Center for Investigative Reporting, the Regional Press Development Institute and the Rivne Agency for Investigative Reporting.

8.6 AFRICA

African Network of Centers for Investigative Reporting, Africa	Non-Profit Organization *Founded in 2014*	The African Network of Centers for Investigative Reporting (ANCIR) includes ten investigative newsrooms across Africa. The South Africa-based ANCIR (pronounced "anchor") seeks to strengthen and help sustain African investigative journalism by improving expertise, insight, and production capacity. Focusing on the "business of news," the network supports training, collaborative projects, and specialized data tools. The Network does not seem to be active since late 2015. https://investigativecenters.org/	Its financial resources and partners are private foundations and similar non-profit journalistic networks.	Mailing list service is available. The Network does not seem to be active since late 2015.
INK Centre for Investigative Journalism, Botswana	Non-Profit Organization *Founded in 2015*	INK Centre for Investigative Journalism is an independent, non-profit newsroom that produces investigative journalism in the public interest. The Centre supports and imparts basic investigative reporting skills to young reporters in newsrooms that have significant budget constraints and are struggling to maintain investigative journalism desks: therefore, training courses and meetings are regularly provided. The Centre has six publishing partners, which includes the Sunday Standard, Botswana Gazette and Business Weekly & Review, and is in negotiations with other publications to offer its services to a diverse audience including radio. Collaborative efforts are believed to be essential to reach greater audience. To achieve this, it also publishes stories in The Namibian and the Mail & Guardian through the M&G Centre for Investigative Journalism (Amabhungane). http://inkjournalism.org/	The Open Society Initiative for Southern Africa made a major, multi-year commitment to fund the Centre at launch. Other philanthropic contributions have been received as well, and more are needed. Donation can also be done on INK website.	Readers have the possibility to act as whistleblowers sending a message to the newsroom using the section "send us a tip off" on INK website.
Africa Uncensored, Kenya	Not provided	Africa Uncensored is an independent media house set up by Kenya's finest investigative journalists. Our goal is to investigate, expose and empower. Investigations are published in various outlooks: video documentaries, photo galleries, written articles and multimedia. Exclusive content is released every week. All Africa Uncensored investigative work is published on its website. Crowd-sourcing is adopted as a prime strategy. http://africauncensored.net/	Not provided	In the section "Your Story" readers are encouraged to act as whistleblowers and actively support the newsroom. Users are furthermore invited to participate to the content production process with the form under the title "Feedback", where opinions and reviews can be sent to the media house. Free newsletter service available.
International Centre for Investigative Reporting, Nigeria	Non-Profit Organization *Founded in 2012*	The International Center for Investigative Reporting, ICIR, is an independent, nonprofit news agency that seeks to promote transparency and accountability through robust and objective investigative reporting. The ICIR's mission is to promote good governance and	The ICIR receives funds from local and international donor agencies, civil society organizations and individuals. The ICIR will also receive funding from some government agencies or departments for specific programs	Sections "Media Opportunities", "Legal Tools" and "Journalism Tools" address journalists and students in specific, providing them with link and resources that are useful to carry out journalistic activities.

		entrench democratic values by reporting, exposing, and combating corruption. The Center is envisioned to be a catalyst in encouraging and fostering a tradition of journalistic excellence through creative investigative reporting, online publishing, and training programs. https://www.icirnigeria.org/	or activities such as training of journalists.	The project "Ileaks" invites readers to act as whistleblowers and actively cooperate with the newsroom. Readers can submit comments under every section of the website. Free newsletter subscription.
Premium Times Centre for Investigative Journalism, Nigeria	NGO *Founded in 2014*	The aim of the Centre is to: promote press freedom, freedom of expression, net neutrality and media plurality (Advocacy program); train journalists, civil society and government institutions on various components of development communication (Capacity Building Program); develop civic tools to track, monitor, report and present information useful for decision making by governments and citizens (Civic Technology program); conduct fact-based and data-driven investigations to hold government and institutions to account at all times; deploy data analysis and its tools to increase access to public and hidden data within government institutions (Open Data program), Crowd-sourcing is used and promoted. http://ptcij.org/	The PTCIJ is financed by international donor agencies, civil society organizations and individuals.	PTCIJ Resource Centre provides the Organization's users with thoroughly selected web pages, documents, multimedia resources from individuals, groups and relevant organizations on critical topics affecting investigative journalists and media industry as a whole. Many of those resources exist on other websites and the links are only provided for easier access.
Wole Soyinka Centre for Investigative Journalism, Nigeria	NGO *Founded in 2005*	The Organization aims to promote social justice in Nigeria by encouraging the practice of Investigative Journalism as a mechanism for exposing corruption, regulatory failures and human rights violation in the country. To do so, the WSCIJ carries out its intervention through: Training, Event Organization (conferences, workshops, awards,) Outreach and Resource Development http://wscij.org/	The Centre continues to partner with civil society organizations, government agencies, private companies and media organizations with related vision and mission.	RWSCIJ Resources section provides the readers with a set of documents, multimedia resources from individuals, groups and relevant organizations on critical topics affecting investigative journalists and media industry. Free newsletter subscription.
Investigative Journalism Workshop, Wits University, South Africa	Branch of the *Journalism Programme of the University of the Witwatersrand*	Journalism.co.za, or jocoza is part of the Journalism Programme of the University of the Witwatersrand, run by staff and students, though many of the contributions come from other journalists and correspondents. The site is intended both as a resource for working journalists in Southern Africa and a teaching tool for the university program (i.e. the Wits Radio Academy). It offers a range of news, views and information, and is updated daily. It also allows media companies to find new talent, to promote services, award programs, training or events in a multitude of ways. http://www.journalism.co.za/	The project is financed by the University of the Witwatersrand and benefits from the support of other national and international journalism institutions.	The web platform serves also as a job centre and resource/data centre for journalism students and professionals. Free newsletter subscription.
AmaBhungane M&G	Non-Profit Company/Public	The aim of the Company is to promote open, accountable	The Centre is financially supported by grants,	Readers are invited to act as whistleblowers

Centre for Investigative Journalism, South Africa	Benefit Organization	and just democracy, and a free press capable and worthy of performing this duty. To do so, the Company develops investigative journalism in the public interest, inter alia by engaging in its best practice, by transferring investigative skills to other journalists, and by helping to secure the information rights investigative journalists need to do their work. AmaBhungane imparts investigative skills to others in the media through fellowships and extramural transfers. http://amabhungane.co.za/	mostly from charitable foundations, and increasingly by donations from members of the public.	sending a message to the newsroom using the section "send us a tip off". Free newsletter subscription.
Oxpeckers Center for Investigative Environmental Journalism, South Africa	Non-Profit Company *Founded in 2013*	The Oxpeckers Center for Investigative Environmental Journalism is Africa's first journalistic investigation unit focusing on environmental issues. The Center combines traditional investigative reporting with data analysis and geo-mapping tools to expose eco-offences and track organized criminal syndicates in southern Africa. To fulfill its mission, the Center provides a home for investigative journalists interested in environmental issues; hosts geo-narrative platforms that use cutting-edge mapping techniques and forensic data tools to improve reportage ;stimulate transnational and trans-cultural investigative reportage through project or research-based Oxpecker Fellowships; shares investigative resources / source documents / data, as well as specialist tools and skills through Oxpeckers manuals and workshops; curate specialist environmental reporting and research projects on behalf of media partners; publishes its own exclusive environmental investigations, in both legacy and new media, as well as through eBooks and other channels. https://oxpeckers.org/	The foundation is financially supported by partner foundations, public and private institutions as well as single donors contributions.	In the Center website "Tools" and "Get the Data" section, documents, data, links and other journalistic sources are provided to readers. Users are also invited to cooperate with its newsrooms in the purposed space "Get Involved". There readers can submit investigative ideas, tips and investigative information as well as donate to financially support the Company.
Programme for African Investigative Reporting (PAIR), West Africa	NGO *Founded in 2009*	PAIR (Programme for African Investigative Reporting) supports and strengthens investigative journalism in Benin, Burkina Faso, Ivory Coast, Ghana and Togo. The Programme offers funding for investigative projects, but PAIR is also a network that facilitates contacts between journalists around the world and makes it possible to share experiences and work together across borders. http://pair-africa.org/en/	No information provided.	The section "Tools" provides the readers with a set of documents, multimedia resources from individuals, groups and relevant organizations on critical topics affecting investigative journalists and media industry.

8.7 ASIA AND THE PACIFIC

Bhutan Media Foundation, Bhutan	Civil Society Organization (CSO) *Founded in 2010*	The Foundation is a network of media organizations which aims to support the media in enhancing skills through scholarships, internships and training, strengthening media executive management and leadership skills. It also supports the sustainability and	The Foundation is financially supported by its own media partners as well as donations of individuals and public and private foundations and institutions.	The Foundations offers job opportunities and internship programs for journalism students. Although it does not have a newsletter,

		growth of newspapers and broadcast stations, journalists associations and press clubs. It further invests in the future readership of the print media by striving to provide subscription grants of all newspapers to the schools and colleges in the country. In addition, it supports the promotion of national language in the media and civic education programs in the media. http://www.bmf.bt/		readers can get further information about programs, tools and grants through the contact form present in every website page.
CobraPost at the Forum for Media and Literature, India	Non-Profit Organization *Founded in 2003, established as Non-Profit Organization in 2013*	CobraPost is a critically acclaimed Indian non-profit news website and television production house, predominantly known for investigative journalism. From politics to corporate corruption, social issues to banking scams, Cobrapost has covered myriads of arenas with their groundbreaking strategies and sophisticated news sense to bring its audience the truth. Although it is steeped in investigative journalism, Cobrapost also covers news from all over India, current headlines and hot topics, latest news on business, sports, international events and entertainment. http://cobrapost.com/	CobraPost is financed by donations made by individuals and public and private foundations and institutions. Part of its income comes also from online advertising.	
India Spend, India	Non-Profit Organization *Founded in 2011*	IndiaSpend is the country's first data journalism initiative. It utilizes open data to analyze a range of issues with the broader objective of fostering better governance, transparency and accountability in the Indian government. IndiaSpend is rapidly growing to become an `agency of record' when it comes to data and facts on the Indian economy, particularly in areas like education and healthcare as well as data on the states of India. In March 2014, the Organization also launched Factchecker.in, a dedicated fact checking initiative that will examine statements and assertions made by those in public life for both accuracy and context. http://www.indiaspend.com/	Independent and Public Spirited Media Foundation has provided financial support to Spending and Policy Research Foundation for the purpose of reporting and publishing stories of public interest. Donations of individuals and private foundations also consist a relevant part of its funding.	In the section "Collaborate with us", IndiaSpend invites readers (expecially journalists, ethnographers, anthropologists, demographers, other social scientists) to submit research proposals or investigative ideas to its newsroom, which might consider funding or could organize a collaboration with wealthier organizations. Stories that resulted from primary data collection are also published on IndiaSpend website.
JARING, Indonesia Network for Investigative Journalism, Indonesia	Non-Profit Organization *Founded in 2015*	The Indonesian Network for Investigative Journalism aims to develop media professionalism and to extend access to information in Indonesia and other countries in Asia. It does so through capacity building programs, establishing new media in isolated locations, emergency assistance for media in disaster areas, and media content production. http://jaring.id/	JARING is financed by international donor agencies, civil society organizations and individuals.	
Centre for Investigative Journalism, Nepal	Non-Profit Organization *Founded in 2013*	The aim of the Centre is to promote quality investigative reporting in the mainstream Nepali media, providing orientation and trained journalists to probe deeper,	The Centre benefits from the support of its national and international partners, and stakeholders in the mainstream media including	

		develop a thorough understanding of the issues at hand and report comprehensively. Considered as a training centre, the Organization works to provide technical, logistical and editorial support. Part of the investigations published in the website is available in English as well. http://cijnepal.org.np/	publishers, editors and reporters.	
New Zealand Centre for Investigative Journalism, New Zealand	Non-Profit Organization *Founded in 2013*	The Centre aims to promote, enhance and maintain investigative journalism practices, bringing together reporters, film makers, authors, editors, students and other professional figures. Collaboration between them is highly promoted. Among its primary goals, the Center aims to train such professionals and enhance skill sharing as well as high professional and ethical standards in the field. The Centre organizes an annual conference. https://cij.org.nz/	Financial support comes from online advertising as well as from its national and international peers and partners.	The website section called "Resources" includes a list of links to websites and documents which the Center considers useful to carry out investigative journalism.
Scoop Foundation for Public Interest Journalism, New Zealand	Not-For-Profit charitable trust *Founded in 2015*	The Foundation aims to promote and support the publication of freely-accessible investigative reporting in New Zealand. It assists other news organization for the transition to a new sustainable public interest media model. Its main activities include: education and training sessions on the business and practice of accountability reporting; It raises funds and invest on investigative journalism; It conducts researches to build a new sustainable business model and publishing operation; it promotes collaboration and skill sharing among practitioners. Scoop Publishing of the Scoop Foundation is the publisher of Scoop.co.nz, an independent New Zealand news site founded in 1999 which features a small newsroom and is experimenting a new sustainable business model (See second and third column.)	The website is mostly financed by subscriptions and licensing revenue: Scoop is developing a new funding model according to which while ensuring open access to the public, organization that use the platform professionally must purchase a Professional Licence to get access to Scoop Pro. Several Government Departments, law firms, universities, corporations and PR firms already got the accreditation.	ScoopPro provides accredited organizations with: a Broadcast service which delivers regular coverage updates about a range of 20 sectors including Economy and Finance, Digital Communications and New Tecnhology, Education and employment, Energy, Health etc (all info has 'human curation' which ensures complete clarity"; Open access to the platform from all the owned internet connected devices; Possibility to use Scoop content for internal reports, storage and downloading; an email service gives access to regular coverage updates; Access to Scoop research news database which features over 800,000 items from over 25,000 sources dating back to 1999.
Center for Investigative Reporting in Pakistan (CIRP), Pakistan	Non-Profit Organization *Founded in 2012*	CIRP aims to steer Pakistani journalism out of crisis and to encourage systematic, in-depth and original investigative reporting, providing accountability journalists with proper direction and strengthening the craft of investigative journalism. It does so publishing its own investigative reporting and making a database freely accessible. Whistle-blowing is considered as highly required. http://cirp.pk/	CIRP is mainly financed by contribution of its members as well as by donations of individuals and public and private foundations and institutions	The website gives users the possibility to act as whistleblowers through the section "Tell Us a Story". CIRP is furthermore building a freely accessible database, already consultable online. The website also features a breaking news broadcast service.
Philippine Center for Investigative Journalism,	Non-Profit Organization *Founded in 1989*	The PCIJ main purpose is to promote and contribute to investigative reporting on relevant issues in Philippine society and on matters of large public interest as well as	The Center is financially supported by its partner media organizations, foundations, public and private international institutions as well as	The PCIJ also publishes www.pcij.org/blog, an institutional news and analysis blog; and Money Politics Online, a citizen's resource,

Philippines		to raise awareness about the importance of accountability reporting within the Philippine press. The PCIJ funds investigative projects for both the print and broadcast media. It publishes books on investigations, produces written articles and video documentaries, and organizes seminars, workshops and other training sessions on journalism practice and public policy issues. Training services is offered to single journalists and news organizations in the Philippines and Southeast Asia. http://pcij.org/	single donors contributions.	research, and analysis tool on elections, public funds, and governance in the Philippines.
Thailand Information Center For Civil Rights and Investigative Journalism, Thailand	Non-Profit Organization *Founded in 2006*	The TCIJ is an independent, non-profit media organization which aims to promote investigative journalism in Thailand. It owns the online investigative journalism newspaper tcijthai.com. Beyond the publication of news and original accountability reporting, the Centers carries out other supporting activities such as the promotion of the forum of journalists and editors, the organization of training sessions and events as well as the publication of books and e-books. http://www.tcijthai.com/news/	The Center is financially supported by foundations, public and private international institutions as well as single donors contributions. It also benefits from public subsidies.	The TCIJ App can be downloaded for iPhone, iPad and Android. The website features a freely access database for conducting investigative journalism researches.

ATTACHMENT 2

Business Plan[101]

Contents

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[101] Based on the Business Plan provided by Business.gov.au, an Australian Government Initiative

Business Plan Summary

The Business
Business name: Valquíria – Investigative Journalism

Business website address: https://valquiria.org

Official business e-mail address(es):

contactos@valquiria.org; denuncias@valquiria.org

Business structure: Non-profit university-based organization | Independent investigative newsroom at the iNOVA Media Lab Digital Innovation Laboratory

Business location: Faculty of Social Sciences and Humanities at the NOVA University of Lisbon | Faculdade de Ciências Sociais e Humana, Universidade NOVA de Lisboa | Avenida de Berna, 26 C, 1069-061 Lisbon, Portugal

Date established: May 2018

Business coordinator(s): Francesca Giachi, FCSH/NOVA M.Sc. Student

Products/services: Investigative Journalism; Training; Narratives & News Visualization; Multiple assistance to journalists; Scientific Research; Technological and Digital Development

The Market
Target market:

Portuguese Citizens – Main Age Groups 18 – 30, 35 - 55

Marketing strategy:

Valquíria's online platform https://valquíria.org; University, iNOVA Media Lab and partners network; Social media promotion; Mainstream media promotion; Events.

Mission statement & Objectives:

Valquíria is a university-based, independent multimedia investigative journalism platform which aims to (I) build, develop and ensure the maintenance of the practice of accountability journalism in Portugal as a fundamental instrument to guarantee the health of the Portuguese democracy; (II) build, develop and ensure the maintenance of the public acknowledgement regarding the practice of accountability journalism as a prime source of personal and collective protection; (III) enhance public democratic participation through the direct involvement of audience in the production of investigations, adopting a vivid crowd-sourcing approach; (IV) contribute to the national and international debate on investigative journalism and sensitive issues related to it; (V) develop new languages, narratives, products and tools strictly related to the most recent technological and digital progress, which can be applied to the practice of investigative journalism in the phases of pre-production, production, post-production and further communication with the public; (VI) increase the interest, set up and improve current training methods in the field of accountability journalism; (VII) involve students in the practice of local, national and global investigative journalism through the development of collaborative networks with professionals, students and scholars; (VIII) build and regularly check on solid, safe and secure physical and virtual structures to guarantee the protection of sources and data related to the journalistic work carried out within its newsroom.

The Finances
Initial financial resources:

Cross-border journalism grants (European and international); European grants in partnership with Portuguese and international civic associations; Sponsorships and workshop participation memberships; Public and privare foundations financial support.

The Business

Business details
Products/services: Investigative Journalism; Training; Narratives & News Visualization; Multiple assistance to journalists; Scientific Research; Technological and digital development

Business name: Valquíria – Investigative Journalism

Registered business platform: https://valquiria.org

Establishment date: April/May 2018

Main location: Faculty of Social Sciences and Humanities at the NOVA University of Lisbon | Faculdade de Ciências Sociais e Humana, Universidade NOVA de Lisboa | Avenida de Berna, 26 C, 1069-061 Lisbon, Portugal

Business structure: Non-profit university-based project | Independent investigative newsroom at the iNOVA Media Lab Digital Innovation Laboratory

Domain name: Valquíria.org

Official e-mail address(es): contactos@valquiria.org; denuncias@valquiria.org

Licences & permits: Creative Commons Attribution-NonCommercial 4.0 International License

Business premises
Business location:

Location: Building disposed by the Faculty of Social Sciences and Humanities at the NOVA University | Faculdade de Ciências Sociais e Humana, Universidade NOVA, Lisbon, Portugal

Minimum initial space requirements: 4 to 5 workstations for journalists; 2 to 3 workstations for graphic designing and video editing; meeting area w/table for at least 10 people (1,2 m^2 per participant)

Workstations technical features: 2 m^2 working space; 1 Chair; WIFI Connection; PC w/ Windows 10, OS minimum RAM, 160GB to 500GB free HD multi-core processor (i5 or i7), DISPLAY 15", 17", 19" to larger widescreen 1280x1024, LAN SPEED 1Gb or faster to switch, SOUND CARD Prosumer or pro sound card, or qualified AoIP with WDM driver (For audio ingest professional multi-channel card(s) or AoIP drivers recommended)

Organisation chart

Figure 1: Valquíria Organisation Chart.
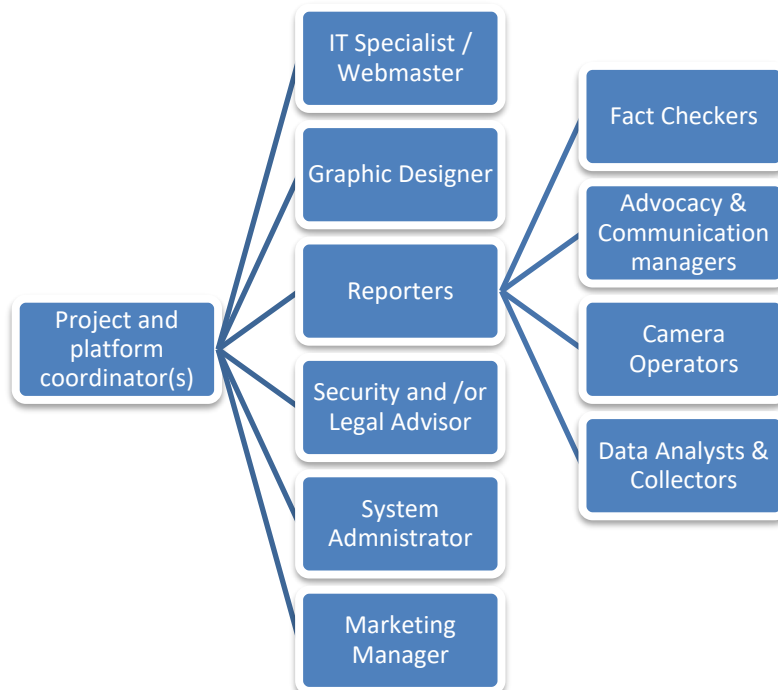
Management & ownership

Names of project coordinator(s): Francesca Giachi, FCSH/NOVA M.Sc. Student

Details of manager(s): Project coordinators or top managers must be involved in any production and research phase and be able to conduct in total autonomy every activity carried out within the project; participate to and chair team meetings; be responsible for the reporting process, published material and events organizations; coordinates internships programs and training initiatives; establish and enter into partnerships agreements.

Key personnel
Required staff

Job Title	Quantity	Expected Experience	Skills	Date required
Project *Manager*	1 - 2	M. Sc. Degree Or 2 to 4 years	Investigative Reporting; Advanced IT and basic programming; Project developing and managing; Team managing; Advanced English speaking and writing	
IT Specialist / Webmaster	1 – 2	M. Sc. Degree Or 2 to 4 years	IT infrastructure development; Daily IT operation management; Encryption system and data storage building and/or management	May 2018

Job Title	Quantity	Expected Experience	Skills	Date required
Graphic Designer	1 – 2	M. Sc. Degree Or 2 to 4 years	Advanced graphic designing applied to web platforms, data visualization and motion graphics; video making and editing; Average emerging visualisation and communication technologies skills	
Reporters	3 – 7	No experience required	Video making; basic video editing; Average IT skills; Fact Checking; Advocacy / Content selection; Data analysis	June 2018
Security and/or Legal Advisor	1	M. Sc. Degree Or 2 to 4 years	Advising and counseling over privacy, security and legal matters	
System Administrator	1	Bachelor Degree Or 2 to 4 years	IT infrastructure management; Web mastering (Valquiria.org and the Globaleaks initiative Ptleaks)	May 2018
Marketing Manager	1	Bachelor Degree Or 2 to 3 years	Advance social networks expertise; IT and web mastering skills; basic graphic designing	

Recruitment for fixed or internship positions

Recruitment and internship candidates' selection does not directly depend on Valquíria or iNOVA Media Lab coordinators but is handled exclusively by the Faculty of Social Sciences and Humanities / NOVA University of Lisbon.

Training programs

Training programs are regularly proposed to the iNOVA Media Lab coordination and to the Faculty's administration. Single events such as conferences and workshop are organized in partnerships with Valquíria's affiliates and can be provided in-house and externally.

Internships programs are launched every semester for a maximum of 2 to 3 students per period.

Skill retention strategies

Procedural documentation signed by project coordinators in regularly provided to ensure skills preservation. Internal processes and meetings the program's equipe allow regularly checks on staff skills and eventual measures will be taken.

Products/services

Product/Service	Description	Price
Investigative reporting	Multimedia investigative coverage on every kind of illicit activities such as corruption, illegal trafficking managed by national and international organized crime, manipulated political and business choices, waste of public resources as well as others social, environmental and political issues.	Initial Free Product Publication (in eventual partnership with traditional media outlets)
Databases development	Data gathered during investigative processes are sorted in databases and made available upon request. Application are examined by the project's equipe and consultation must take place in person, possibly at the newsroom.	Free Product Publication – Team Authorisation Required
Assistance to Portuguese and foreign journalists	Research and initial investigation; Journalistic and creative advice; Access to documents, contacts and other sources; Interviews planning and making; Documents translation and interpreting service (Portuguese, English, Italian, Spanish and German); Access to authorizations and permissions; Production and video/audio editing; Logistic support	Free Service + Material costs of general logistics (transportation, hardware and software)
PTLeaks – a Globaleaks encryption initiative	Free online platform created by Valquíria in cooperation with the Hermes Center for Transparency and Digital Human Rights. It is based on the open-source initiative Globaleaks and it must be used with Tor browser.	Free Service
Training and Events	In-house or external events such as seminars, conferences, workshops and other training sessions are regularly organized in partnership with Valquíria affiliates & friends.	Provider and other material costs
Scientific Research	Scientific articles production in English and Portuguese on relevant journalism controversial issues and new practices in the field.	Free Product Publication

Market position: No direct competitors available. Cooperation with mainstream media outlets to be assessed for each investigation case.

Value to users/public: Necessity | High socio-economical value

Growth potential: Anticipated audience growth expectation of 5 to 20 % per week (on initial participation)

Innovation
Research & development (R&D)/innovation activities

Scientific articles production in English and Portuguese on relevant journalism controversial issues and new practices in the field;

Frequent participation and organization of in-house or external events (meetings, seminars, conferences, workshops and training sessions) on emerging technologies, new investigative and journalistic practices, innovative narratives and storytelling methods;

Intellectual property strategy

Name trademarks registration; logo and design presentation:

Confidentiality agreements on past and ongoing investigation to be set up with every

Operations

Technology (ideal basic hardware and software equipment & indicative prices[102]):

CPUs: Dual Xeon E3-1200 v5 2GHz six-core   137,49€

CPU Cooler: CoolerMaster Hyper T4 (2) 37,99€

Motherboard: Supermicro X11SSL-F Intel C232 LGA 1151 199,65€

GPU: GIGABYTE GeForce GTX 1050 Ti WINDFORCE OC 4 G 4 GB 214,04€

RAM: Kingston 16GB DDR3 1600 ECC (2) 132,70€

Storage: Kingston 240GB HyperX 3K SSD 248,63€

Media Drive: Seagate NAS HDD 2TB Iron Wolf 5900Rpm   63,90€

Operating System: Windows 10

Power Supply: Thermaltake iRGB 1250W 80Plus Titanium 380,46€

Cables & misc.

Graphic Designing, Motion and Video Editing Software: Adobe CC Package or single programmes: Adobe Premiere CC; Adobe Photoshop CC 2018; Adobe After Effects CC 2018; Adobe Illustrator CC 2018; Adobe InDesign CC 2018 | Students and Teachers Creative Cloud experience promotion for US$ 26/month

Credit policy: Creative Commons Attribution-NonCommercial 4.0 International License.

Memberships & affiliations: Formal agreements with iNOVA Media Lab after negotiating meetings or joint initiatives conducted by the team of Valquíria.

Early partnership agreement negotiations & plan (April 2018): Transparency International Portugal (Transparência e Integridade, associação cívica); HERMES Center for Transparency and Digital Human Rights; Global Investigative Journalism Network; FCT, Faculdade de Ciência e Tecnologia da Universidade NOVA de Lisboa; FD, Faculdade de Direito da Universidade NOVA de Lisboa

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[102] Prices retrieved in Amazon.com – April 2018

The Market

Market research

Questionnaires and surveys to be prepared after first market response, twice a year for the first three years and then once a year. Social media statistics analysis to be carried out monthly.

Market targets

First year: three major investigations, 5 to 7 minor reports, 2 to 3 limited follow up stories

Timeframe: 3 to 10 months per major investigation; 3 to 6 weeks per minor reporting

Expected Audience
Estimated audience demographics[103]

Gender: 65% Male | 73% Female

Age: 18-29 71% | 30 - 49 67% | 50 - 64 66% | 65+ 33%

Location: Urban 81% | Suburban and rural 80%

Income: 25K€ 84% | 25K - 34K€ 80% | 35K - 69K€ 75% | +70K€ 77%

Education: High school degree or less 84% | Bachelor or some university education 82% | + M.Sc. degree 85%

Key customers

Younger Portuguese citizens aged 18 – 29 who regularly access internet platforms and social networks to meet their daily news needs.

Audience management

Involvement and audience care through social networks – see Attachment 3 Social Media Plan

Awareness building through official website; Whistleblowing promotions campaign

E-Mail communication (online form, regular contact, PTLeaks): Response within 72 hours

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[103] Percentages estimated on Portuguese citizens who already get informed on Internet platforms, are familiar with investigative journalism (those who can describe the concept and are aware of the production costs)

Strengths	Weaknesses
Academic framework (early credibility and legitimization, agreements set-up facilitation, no rental cost, institutional framework & organized system)	*Academic framework – limited deliberative powers*
Team heterogeneity – iNOVA Media Lab	*Limited budget management*
Equipment availability (fully equipped working positions + emerging technology tools)- iNOVA Media Lab and FCSH Laboratório de Criação Cinematográfica	*No tradition in the market – low public awareness*
iNOVA Media Lab human and material resources effective coordination	*Returns not predictable*
Strong social media presence	*Possible lack of specific professionals*
Strong digital innovation tendency	
High digital security standards & technologies	
Favourable location	
Long term finantial sustainability	

S.W.O.T Analysis

Opportunities	Threats
No competition in the market	*No financial stability ensured*
Develop a national network w/ journalists and partners	*Coercive pressure from University administration*
Build on audience and brand loyalty	*Plagiarism from other journalists/ media outlets*
Awareness building through social networks	
Community building through social networks	
Marketing strategies and innovations from competencies within iNOVA Media Lab	
Favourable location – in-house events organization possibility	
iNOVA Media Lab training opportunities	
Attractive position for talents (students and professionals)	
Scientific research within academy	
International networks memberships	
Cooperation with influential personalities in the media industry (esp. Former FCSH students)	

The Future

Mission statement & objectives

Valquíria is a university-based, independent multimedia investigative journalism platform which aims to (I) build, develop and ensure the maintenance of the practice of accountability journalism in Portugal as a fundamental instrument to guarantee the health of the Portuguese democracy; (II) build, develop and ensure the maintenance of the public acknowledgement regarding the practice of accountability journalism as a prime source of personal and collective protection; (III) enhance public democratic participation through the direct involvement of audience in the production of investigations, adopting a vivid crowd-sourcing approach; (IV) contribute to the national and international debate on investigative journalism and sensitive issues related to it; (V) develop new languages, narratives, products and tools strictly related to the most recent technological and digital progress, which can be applied to the practice of investigative journalism in the phases of pre-production, production, post-production and further communication with the public; (VI) increase the interest, set up and improve current training methods in the field of accountability journalism; (VII) involve students in the practice of local, national and global investigative journalism through the development of collaborative networks with professionals, students and scholars; (VIII) build and regularly check on solid, safe and secure physical and virtual structures to guarantee the protection of sources and data related to the journalistic work carried out within its newsroom.

Action plan

Milestone	Date of completion	Person responsible
Valquíria.org Concept and logo designing; Website programming and platform graphic designing; Hosting and domain acquisition; SSL certificate acquisition; Platform development (in Wordpress); Website content translation (English – Portuguese); Official e-mail addresses set-up; Social network presence preparation	March 2018	Francesca Giachi Work presented as M.Sc. final project
Social network presence building Platform publication & content launch	May 2018	

Milestone	Date of completion	Person responsible
PTLeaks Feasibility study; Collaboration with the HERMES Center for Transparency and Human Rights establishment; Negotiation meetings and planning; Feasibility check; Official proposal presentation to iNOVA Media Lab and FCSH administration; PTLeaks team labour division; 30-days Globaleaks platform trial registration and building; Official PTLeaks platform launch	April 2018 May/June 2018	Francesca Giachi Work presented as M.Sc. final project
Partership[104] Contact establishment w/possible partners; Negotiations and team meetings; Collaborative ground establishment (S.W.O.T. Analysis); Informal partnership set-up; Partnership agreements preparation Formal partnership agreement signing	March 2018 April-June 2018	Francesca Giachi Work presented as M.Sc. final project

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[104] Transparency International Portugal (Transparência e Integridade, associação cívica); HERMES Center for Transparency and Digital Human Rights; Global Investigative Journalism Network; FCT, Faculdade de Ciência e Tecnologia da Universidade NOVA de Lisboa; FD, Faculdade de Direito da Universidade NOVA de Lisboa

Milestone	Date of completion	Person responsible
Golden Visa investigation Initial data gathering, feasibility and social value assessment; Meetings with Transparency International Portugal; Story & approach selection; Partners and relevant sources identification, selection and contact search; Timeframe setting; Investigative procedures (background research, actors identification, contact with national and international journalists, documents searching and critical reading, data storing, dislocation and shoe-leather investigation) Formal and informal meetings with Transparency International Portugal; Informal meeting and mail exchange with relevant sources (esp. MEP Ana Maria Gomes); Interview and meeting requests; Narrative & communicational strategies selection; Equipment selection & requisition (*iNOVA Media Lab and FCSH Laboratorio de Criação Cinematográfica*); Interviews & further investigative procedures; Video making phases; Graphic motion narrative designing; Teaser video editing + graphic motion overlapping; Complete investigation publication	April/May 2018 Expected: Autumn 2018	Francesca Giachi Work presented as M.Sc. final project
Further investigations planning International Press Institute (IPI) and the European Centre for Press and Media Freedom (ECPMF) funds; Other national and international scholarship and grants		Francesca Giachi, Valquíria's project coordinator

Start-up costs analysis model

Licences		**Plant & equipment**	
Permits			
Domain, Hosting, SSL Certificate, E-Mail boxes	30,49	Computer equipment	
Trade marks/designs/patents		Computer software	
Wordpress Enfold Buyer Fees + VAT	11,95	Batteries	12,88
Wordpress Enfold Handling Fee + VAT	1,99		
Wordpress Enfold Regular Licence + VAT	29,25	More…	
Wordpress Enfold 6 months included support + VAT	17,56	Security system	
Internet connection		**Office equipment**	
Computer software	26,99		
Training		More…	
Wages			
Stock/raw materials			
Building & contents			
Public liability			
Professional indemnity			
Product liability			
Workers compensation			
Business assets			
Business revenue			
Printing			
Stationery & office supplies			
Marketing & advertising			
More…			
Total start-up costs	118,23	**Total equipment/capital costs**	12,88

Balance sheet template proposal

EXPECTED CASHFLOW [YEAR]	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
OPENING BALANCE	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00
Cash incoming												
Sales												
Asset sales												
Debtor receipts												
Other income												
Total incoming	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00
Cash outgoing												
Purchases (Stock etc)												
Accountant fees												
Solicitor fees												
Advertising & marketing												
Bank fees & charges												
Interest paid												
Credit card fees												
Utilities (electricity, gas, water)												
Telephone												
Lease/loan payments												
Rent & rates												
Motor vehicle expenses												
Repairs & maintenance												
Stationery & printing												
Membership & affiliation fees												
Licensing												
Insurance												
Superannuation												
Income tax												
Wages (including PAYG)												
More...												
Total outgoing	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00
Monthly cash balance	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00
CLOSING BALANCE	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00

The Business Model Canvas

☒ Primary Canvas

☐ Alternative Canvas

Key Partners	*Key Activities*	*Value Proposition*	*Audience Relationships*	*Audience Segments*
iNOVA Media Lab FCSH/NOVA Transparency International Transparência e Integridade (TI Portuguese Section) HERMES Center for Transparency and Digital Human Rights FCT/NOVA FD/NOVA Portuguese, foreign and international Civic Associations; Universities	Investigative Journalism Production; PTLeaks Encrypted Crowdsourcing; Investigative Journalism Databases Building; Assistance to Journalists; Scientific Research; Training and Events Organization; Professional Network Building; Social Media/Platform Community Building	Investigative Journalism Awareness Building; Audience Engagement Building; Collective Dialogue and Social Responsibility Building; Socio-economical progress; Local Communities Welfare and Wellbeing Enhancement; Investigative Journalism Education and Training Improvement; Data Protection and Personal Safety Guarantee; Crowdsourcing Promotion; Collaboration Among Journalism Promotion; Digital Innovation Promotion and Diffusion (media & tools); Network Building	Crowdsourcing (answer within 72 hours); Interaction Through Feedbacks and Comments on Social Media Profiles; Interaction on Social Networks' Instant Messaging; Social Networks' Debate Moderating; Official Platform E-mail Contact Form; PTLeaks Encrypted Communication; Marketing Campaigns; Training and Events	Estimated audience demographics[105] Gender: 65% Male | 73% Female Age: 18-29 71% | 30 - 49 67% | 50 - 64 66% | 65+ 33% Location: Urban 81% | Suburban and rural 80% Income: 25K€ 84% | 25K - 34K€ 80% | 35K - 69K€ 75% | +70K€ 77% Education: High school degree or less 84% | Bachelor or some university education 82% | + M.Sc. degree 85% Key customers Younger Portuguese citizens aged 18 – 29 who regularly access internet platforms and social networks to meet their daily news needs.
	Key Resources Human Resources; Financial Support (depending on activity); Time Availability (4 to 8 hours/day/team member) Data Elaborator; Video Making & Editing Equipment; Emerging Technologies Equipment; Distribution Channels		*Channels (crosspromoted)* Official Platform: Valquiria.org Encryption Platform: PTLeaks Social Media Profiles: Facebook, Instagram, Youtube, Twitter E-mail addresses: contactos@valquiria.org; denuncias@valquiria.org Training & Events	

Cost Structure	*Revenue Streams*
Equipment Maintenance PTLeaks Server Allocation Valquiria.org Maintenance Team Salaries Basic logistics Software (e.g. database surfer, data analysis, video editing, graphic designing)	International and European Investigative Grants National Grants and Scholarships Private and Public Foundations/Institutions financial support Mainstream Media Outlets Content Selling Crowdfunding Initiatives Event Sponsorships (online advertising)

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[105] Percentages estimated on Portuguese citizens who already get informed on Internet platforms, are familiar with investigative journalism (those who can describe the concept and are aware of the production costs)

ATTACHMENT 3

Social Media Plan[106]

Social Media Planning Checklist

1. **Initial Analysis**

   - Social media tools available analysis
   - Future audience assessment and social media usage evaluation
   - Benchmarking and eventual competitors social media pages analysis

2. **Social media strategy theoretical development**

   - Business plan revision and restatement of business objectives and strategies
   - Social media consequent strategy determination
   - Awareness building, early brand developing, graphic designing visualization, define audience to reach

3. **Policy establishment**

   - Internal policy establishment to select content and cover basic and more advance security and privacy issues
   - Policy establishment for the expected social media public

4. **Social media equipe building (policy makers and managers)**

   - Team and skills/training selection
   - Establishment of specific roles and responsibilities
   - Training on internal policies and procedures

5. **Presence and Network building**

   - Graphic design production and selection (banners and promotion elements)
   - Profile/page creation
   - Early network building
   - Social media theoretical strategies implementation

6. **Review Phases + Mentoring and participation to training events**

   - Monitoring social networks' activities
   - Audience building and involvement strategy development
   - Impact measurement
   - Social media strategy eventual adjustment

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[106] Based on the Social Media Plan provided by Business.gov.au, an Australian Government Initiative

Table of Contents

1. Initial analysis

Social media tools analysis

Social media tools	Purpose/description	Opportunities	Limitations
Facebook Page	Advance content information; audience involvement w/backstage pictures; interaction w/comments; community building; crowd-sourcing platform; debate promotion; content promotion; marketing tool; investigative tool	No or very few competitors; Possibility of engaging/set up partnerships influential people; Rise in the general number of internet users; Social media page with official website connection; target selection; Low designing costs; Advanced statistics instruments available; widely used through application; fast uploading and easy programming possibility	Decrease in FB users' trust due to recent Cambridge Analytics' scandals; Decrease in FB's popularity; New FB algorithm favors personal profiles rather than pages; articles opened directly on the platform
Instagram Profile	Advance content information; Audience involvement w/"backstage" pictures; Interaction w/comments; marketing tool; community building	No or very few competitors; Rise in number of Instagram users; Audience engagement through Instagram Stories; Low designing costs; Advanced statistics instruments available; application only used on mobile devices; Partnership w/influential profiles; hashtags system; fast uploading	Application only used on mobile devices; No links insertion possibility in post; strict characters limitation (stories must be cut short); volatile algorithms; analytics are very limited: follower growth is the only success metric
Youtube Channel	Content presentation and advance information; interaction w/comments; debate promotion;	Rise in Youtube users; Audience engagement and community building; low designing costs;	Greater competition; longer uploading time/ video quality limitation

| | community building | publication programming possibility; perfect content publication tool; possibility to publish 360° videos & audio; easily adaptable to emerging technologies | |
| Twitter profile | debate promotion; content promotion; marketing tool; investigative tool | Immediate communication; no designing & maintenance costs; perfectly suitable for mobile devices | Decrease of Twitter users; Less visibility; very limited publication possibility |

Business analysis

Social media tools	Business goals	Suitability 1 – 10	Main kills/resources needed
Facebook Page	Brand building and promotion; Credibility building; Audience building and widening; Audience involvement; Community building; Crowd-sourcing; Sources identification	9	Content planning – Daily posts and comment interaction Data analysis Campaign building – Graphic design & Marketing skills
Instagram Profile	Brand building and promotion; Credibility building; Audience building and widening; Audience involvement; Community building	8	Content planning – Daily posts, stories and comment interaction Data analysis Campaign building – Graphic design & Marketing skills

Youtube Channel	Brand building and promotion; Credibility building; Audience building and widening; Audience involvement; Community building	10	Content planning – Video once a week Video making & editing - Adobe Premiere Pro CC
Twitter profile	Brand building and promotion; Credibility building; Audience building and widening; Crowd-sourcing;	6	No specific resources needed

Expected online users analysis

Social media tool/website	Expected users demographics	Volume of users	Details of use
Facebook Page	Gender: 75% Male | 83% Female Age: 18-29 88% | 30 - 49 84% | 50 - 64 65% | 65+ 40% Location: Urban 81% | Suburban and rural 80% Income: 25K€ 84% | 25K - 34K€ 80% | 35K - 69K€ 75% | +70K€ 77% Education: High school degree or less 84% | Bachelor or some university education 82% | + M.Sc degree 85%	To be assessed	Page followers: 68% Only post reaction- 79% Average Interaction (1 -2 comment) – 63% High level of interaction (debate participation and tagging) – 38% Sharing – 22% to 57%
Instagram Profile	Gender: 26% Male | 38% Female	To be assessed	Page followers (stories and posts): 84%

	Age: 19 - 29 74% | 30 - 49 37% | 50 - 64 17% | +65 6% Location: 39% Urban | Suburban and Rural 29% Income: 25K€ 35% | 25K - 34K€ 32% | 35K - 69K€ 32% | +70K€ 37% Education: High school degree or less 28% | Bachelor or some university education 39% | + M.Sc degree 36%		Only "like" to posts - 80% Average interaction – 71% High level of interaction ("saving" posts; tagging; hashtags reproduction) – 21 to 44%
Youtube Channel	Gender: 75% Male | 83% Female Age: 18-29 88% | 30 - 49 84% | 50 - 64 65% | 65+ 40% Location: Urban 81% | Suburban and rural 80% Income: 25K€ 84% | 25K - 34K€ 80% | 35K - 69K€ 75% | +70K€ 77% Education: High school degree or less 84% | Bachelor or some university education 82% | + M.Sc degree 85%	To be assessed	Subscribers - 54% Visualization only - 81% Reaction only - 76% Average interaction (1 to 2 comments) – 39% High level of interaction (debate participation and reaction videos) – 4 to 19%
Twitter profile	Gender: 22% Men; 23% Women Age: 18-29 35% | 30-49 24% | 50-64 20% | 65+ 6% Location: Urban 26% | Suburban and rural 24% Income: 25K€ 22% | 25K - 34K€ 20% | 35K - 69K€ 32% | +70K€ 34% Education: High school degree or less 18% | Bachelor or some university	To be assessed	Average interaction, retweets – 28% High level of interaction (debate prosecution) – 4 to 12%

	education 25% | + M.Sc degree 30%			

Sample competitor analysis

[No national competitors have been identified. In this case, the following analysis compares the social media presence of three similar foreign ventures in the business considered relevant examples of best practices in the field]

Social media tool/website	Name and country	Business type	Strengths	Weaknesses
Facebook	Le Iene, Italy https://www.facebook.com/leiene/	Investigative Journalism Television Programme	1 to 6 posts a day; Only teasers are published - for full videos and content link to the official sites are posted; Backstage pictures and anecdotes posted daily; "Very responsive to messages" FB page qualification; Follow-ups and extra content published; Frequent live streaming w/ reporters; Hashtags creation and promotion	Almost no interaction in comments; debates not moderated; negative comments flow
Instagram	Reveal, U.S.	Website, radio program, podcast and social media platform of the Center for Investigative Reporting	Engaging initiatives such as the Instagram investigative series "Bad Plea Deals", unfold in 21 chapters posted three times a day for seven days; constant presence; experimentation with storytelling (graphic journalism and onstage performances); cross-promotion already by mentioning its Instagram account on its podcast and radio show (low-investment promotional tactic)	Strict content selection; High levels and standards of promotion required

| Youtube | Fanpage.it, Italy https://www.youtube.com/user/FanpageMedia/featured | Online media outlet with a strong investigative inclination | Daily short investigative videos publication; 1 – 10 videos per day (also soft-news); diverse narrative and innovative storytelling production (graphic motions, cinematic videos, non elaborated stories); crowd-sourcing approach underlined | Not exclusively investigative; great amount of soft news can threat credibility and investigative journalism might not stand out; short videos (stories must be cut short) |

2. Social media strategy theoretical development

Mission

Goals & objectives

- Audience building and widening: social networks represent a global playing field for reporters. Potentially audience can be build outside geographical boundaries and with nearly no age, gender and social distinction;
- Participation or public involvement : with the promotion of interaction, through comments, feedbacks, debates and whistleblowing initiatives;
- Multilevel reporting: Social media allow conducting both "macro" and "micro" journalistic works thanks to community groups which people tend to form on such platforms. Even in the case of national and cross-borders stories, hyperlocal reporting can play a fundamental role;
- Crowd-sourcing, low-cost journalism production and publication;
- Personal contents: reporters are encouraged to publish individually, spread their work, promote and expand their skills and create their own networks of sources and public. Individual online presence and fame is believed to strengthen and build the brand's credibility.

Market Section

Target market

Portuguese citizens | Age groups: 18-29 | 30-49 | 50-65 | Particular focus on youngest audience 18 - 30

Social Media Strategy

Communication/engagement strategy

Social media tool/site	Dedicated working time (for social media activities)	Communication and marketing strategy	Frequency	Person/Team responsible
Facebook Page	30%	Exclusive content publication; Daily posts; Comment interaction and prompt answer to private messages; "Backstage" pictures and anecdote publication; Crowd-sourcing approach awareness raising; Cross-promotion strategy; Interaction with other influential people;	Daily	Project coordinator(s); reporters, marketing manager
Instagram Profile	20%	Exclusive content publication; Daily pictures and stories; Comment interaction and prompt answer to private messages; "Backstage" pictures and anecdotes publication; Cross-promotion strategy; Interaction with other influential people;	Daily	Project coordinator(s); reporters, marketing manager
Youtube Channel	35%	Exclusive content publication; Investigations' teasers & short videos on less relevant issues;	1 to 3 times a week	Project coordinator(s); reporters, marketing

		Comment interaction; Cross-promotion strategy;		manager
Twitter profile	15%	Breaking news on ongoing investigations; Cross-promotion strategy; "Backstage" anecdotes;	To be assessed	Project coordinator(s); reporters, marketing manager

3. Policy Establishment

Social media content policy

Policy details	Applicable social media tool
Simple language, brief explanatory comment and link to the official platform insertion; Discussion moderation and ban imposition when needed; Answer to constructive private messages within 24 – 72 hours; Encourage the utilization of PTleaks, encrypted email or phone communication for whistleblowing – Discourage open whistleblowing or through private social media contact; Privacy principles made clear; Daily data and network protection check (E.g. virus protection, secure networks & firewalls, secure passwords and data backup procedures) Post only after editorial approval	Facebook Instagram Youtube Twitter

Social media content procedures

Approval process (briefing with entire team/ project manager(s) / reporters in chief) for all content immediately before posting, except form planned content. Every reported can resort to removal procedure for external inappropriate content (comments, instant messages); ban user; accept followers – approval not required. A three-phase fact-checking procedure must be carried out before content publication.

All reporters of the team + Marketing strategist have access to Valquíria social media profiles. Whistleblowing must be monitored everyday and regular meetings will be organized to collectively assess sources and information.

Social media equipe building (policy makers and managers)

Roles & responsibilities

Role	Details of responsibilities	% of working time spent on social media	Person responsible
Social media manager(s) (among reporters if not specialist)	1. Develop & implement social media strategies 2. Develop & implement marketing campaigns 3. Perform regular monitoring & measurement activities 4. Manage social media team 5. Networking.	15%	To be assessed
Social media administrator(s) (among reporters if not specialist)	6. Monitoring daily and responding to comments/enquiries 7. Posting/updating according to set-up policie 8. Approving/removing users 9. Removing inappropriate content 10. Networking.	25%	To be assessed

Key personnel training

In-house and external conferences, seminars and workshops with social media and marketing specialists. Team meetings will be regularly organized to assess ongoing strategies, adjust them, and analyze competitors' tactics and new relevant best practices. Constant scientific research, articles and pertinent news exchange among team members.

Social media budget table

Item	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Marketing/promotion												
Marketing agency												
Online advertising												
In-app advertising												
Branding & artwork												
Events & Campaigns												
Other Initiatives												
Marketing/ promotion total	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00
Other												
Search engine optimisation												
Application development												
Research												
More...												
Other total	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00

ATTACHMENT 4

LOGO AND PLATFORMS OUTLOOK[107]

1.Logo design: standard and horizontal
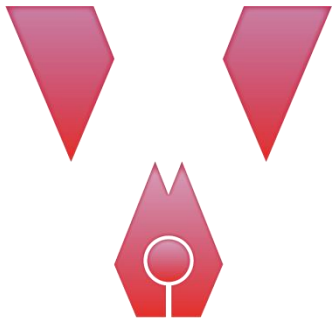
Fig. 1 - Standard logo in colors

Fig. 2 – Standard logo in grayscale

Fig. 3 - Horizontal logo in colors

Fig. 4 - Horizontal logo in grayscale

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[107] The following screenshots have been taken in June 2018 to provide an insight of the platforms' final outcome

2.VALQUIRIA.ORG WEBSITE OUTLOOK – PORTUGUESE VERSION
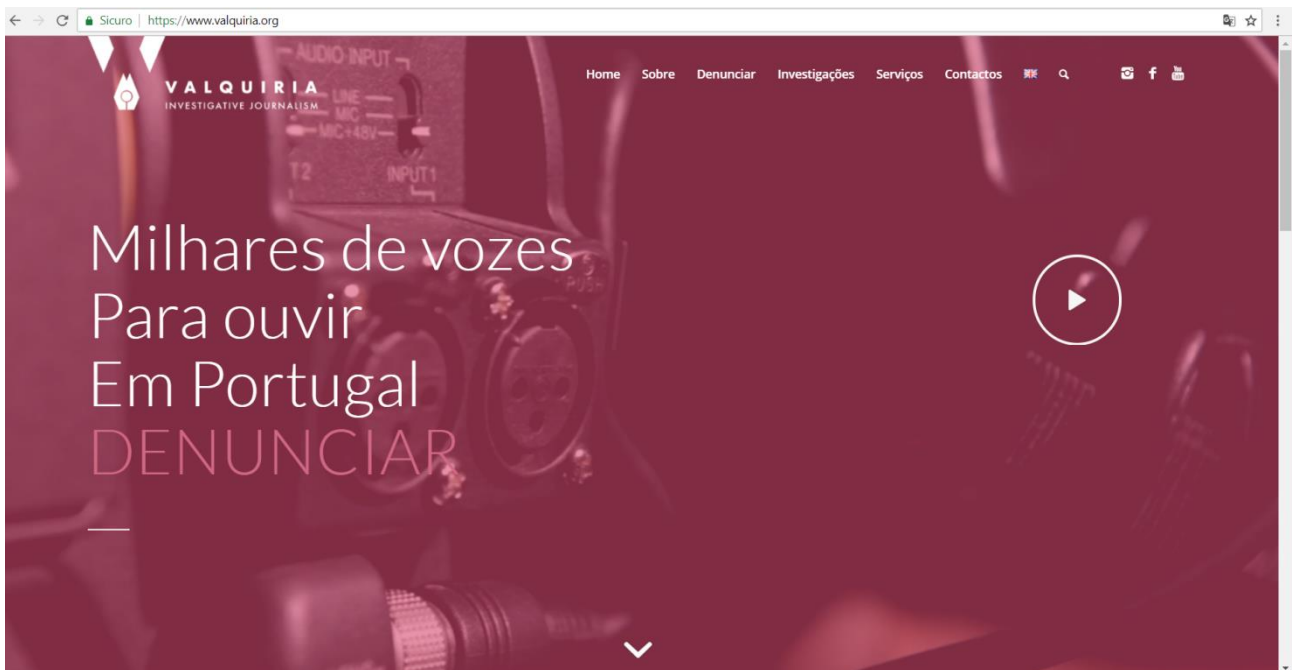
Fig. 5 – Valquiria.org homepage outlook

Fig. 6 – Valquiria.org homepage outlook
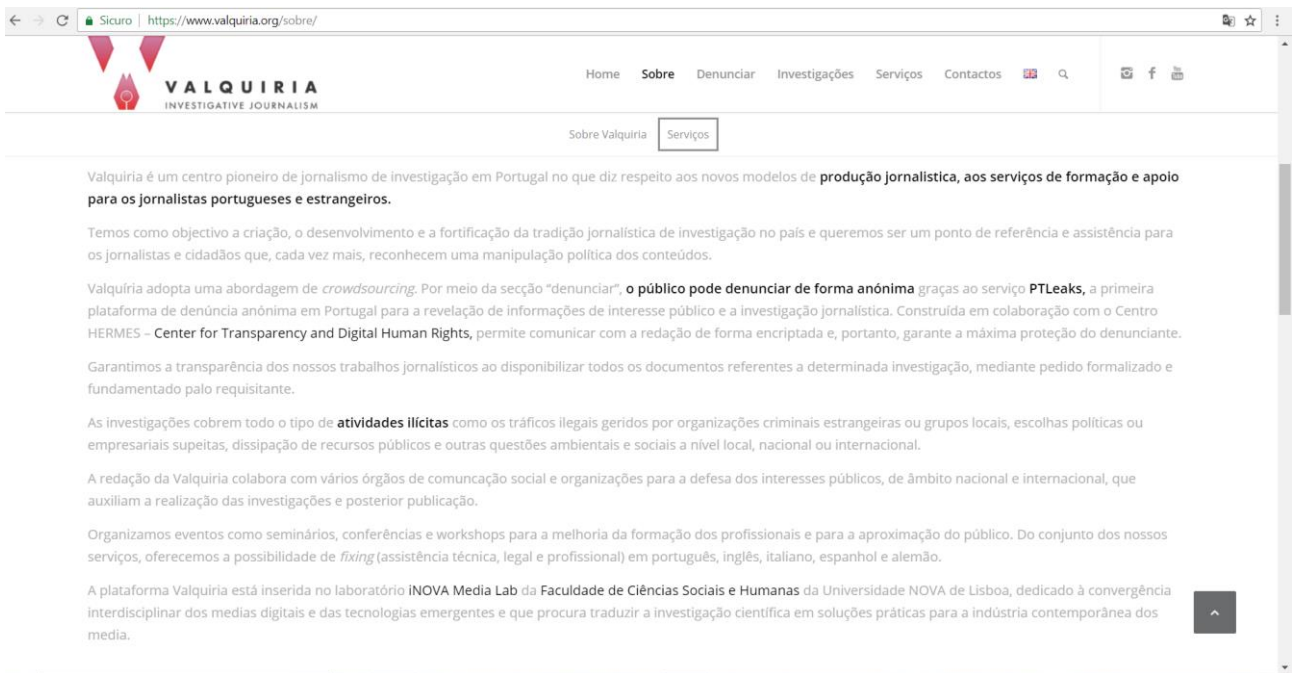
Fig. 7 – Valquiria.org homepage outlook
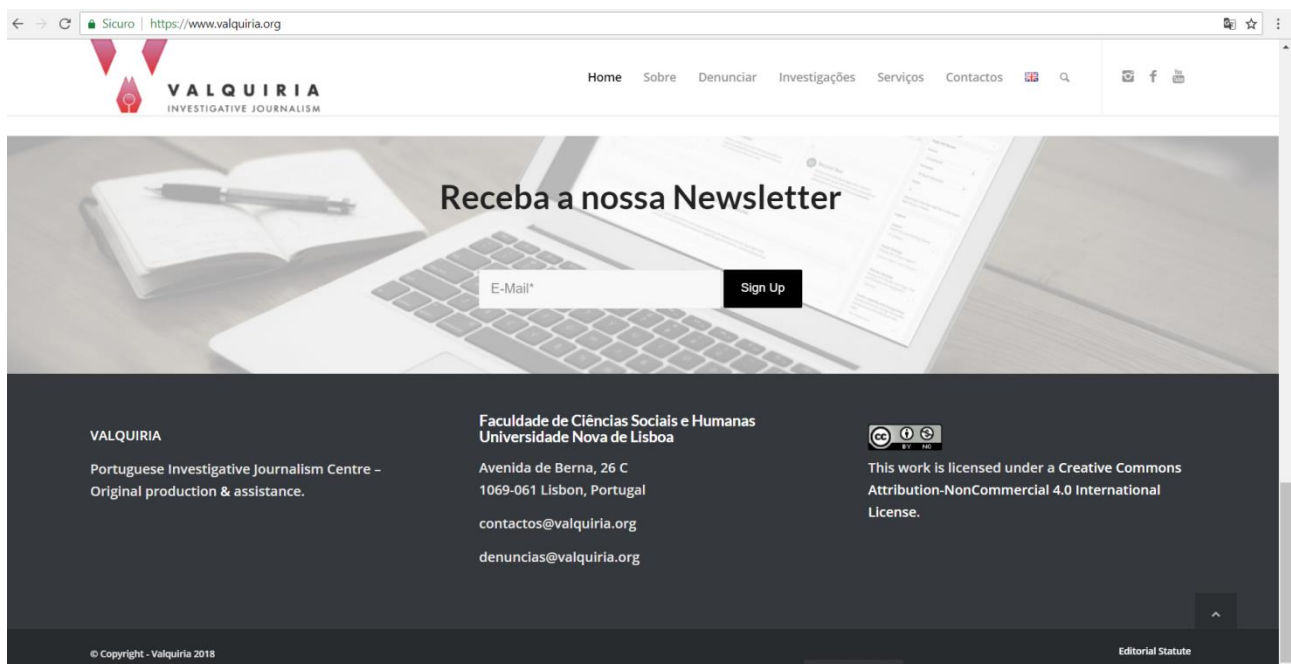
Fig. 8 – Valquiria.org homepage outlook
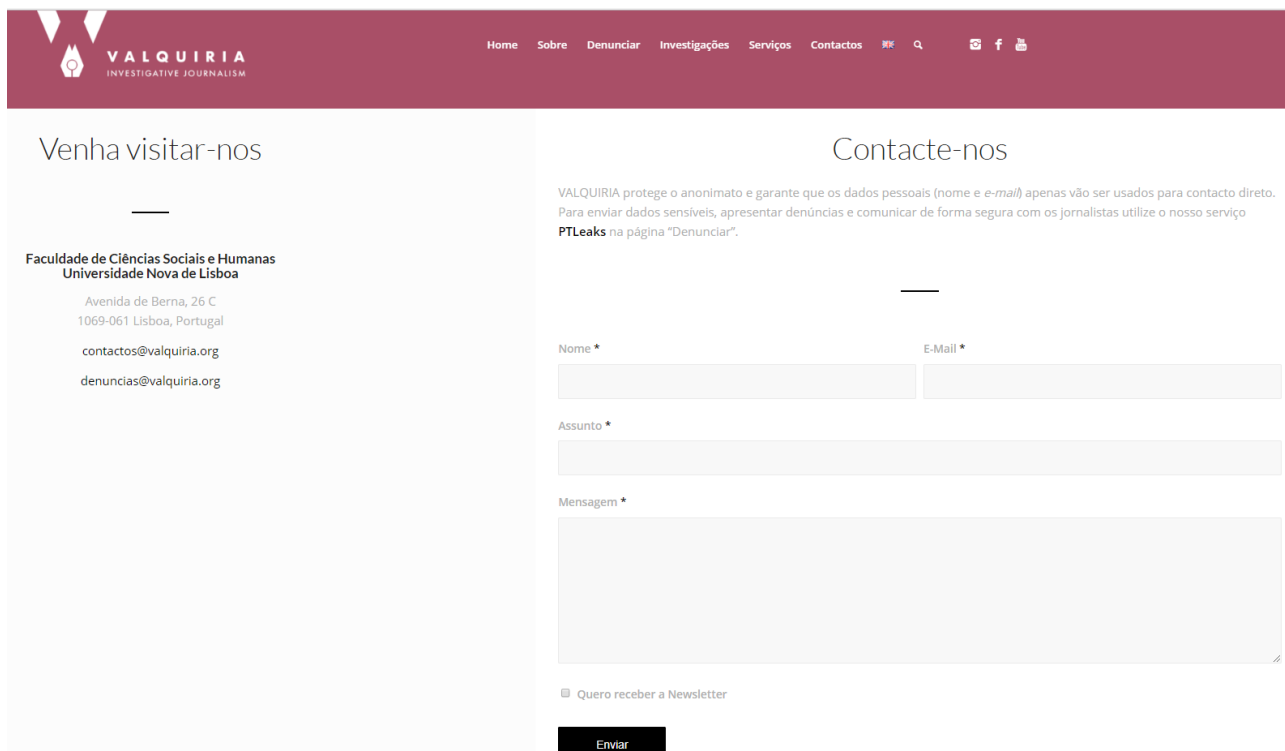
Fig. 9 – Valquiria.org "About" page outlook
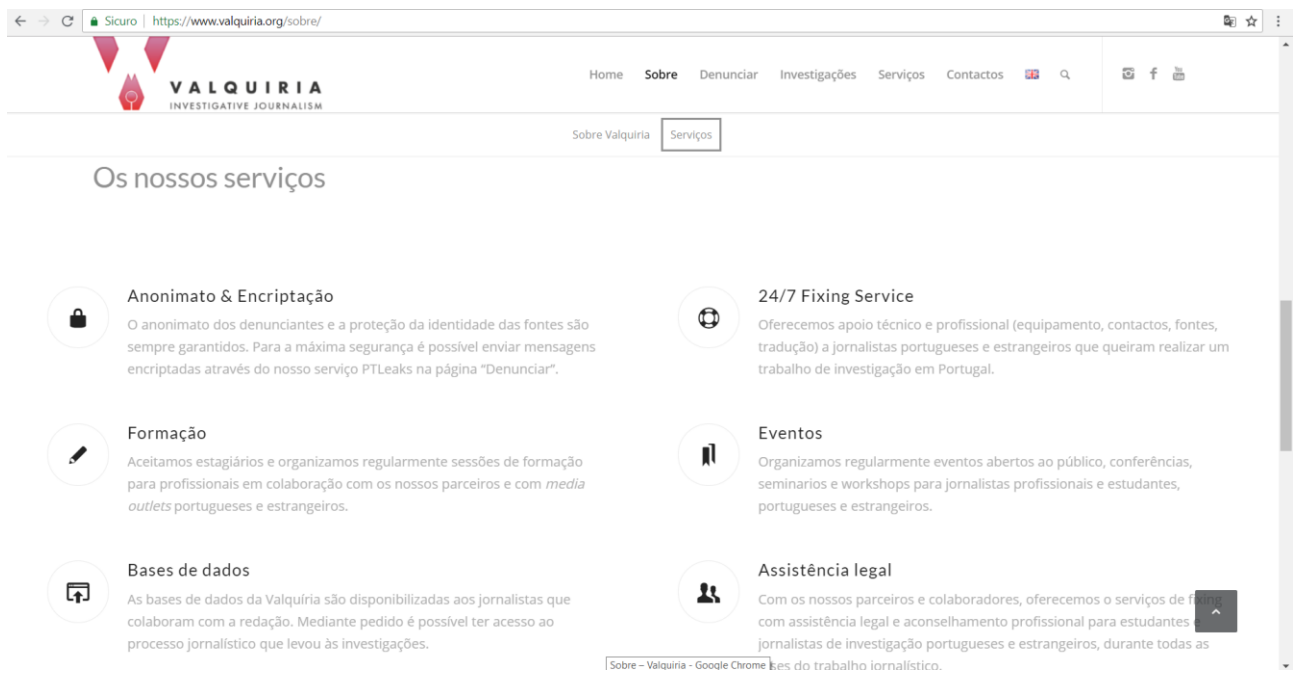
Fig. 10 – Valquiria.org "About" page outlook
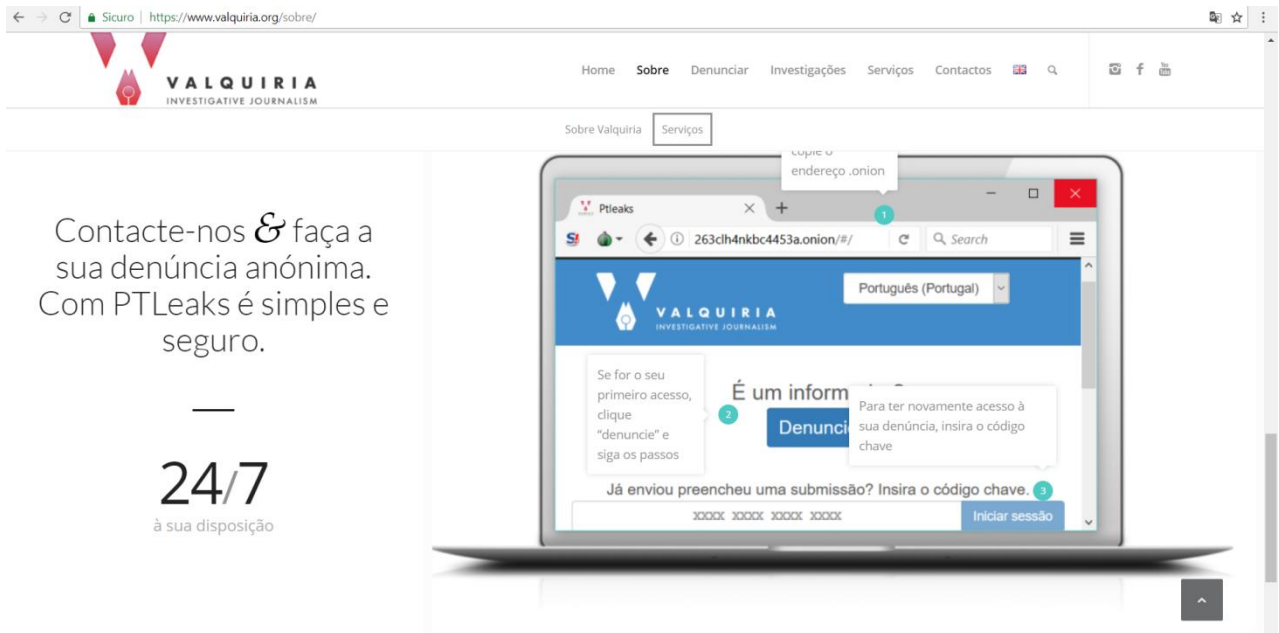
Fig. 11 – Valquiria.org "About" page outlook

Fig. 12 – Valquiria.org "Denounce" page outlook
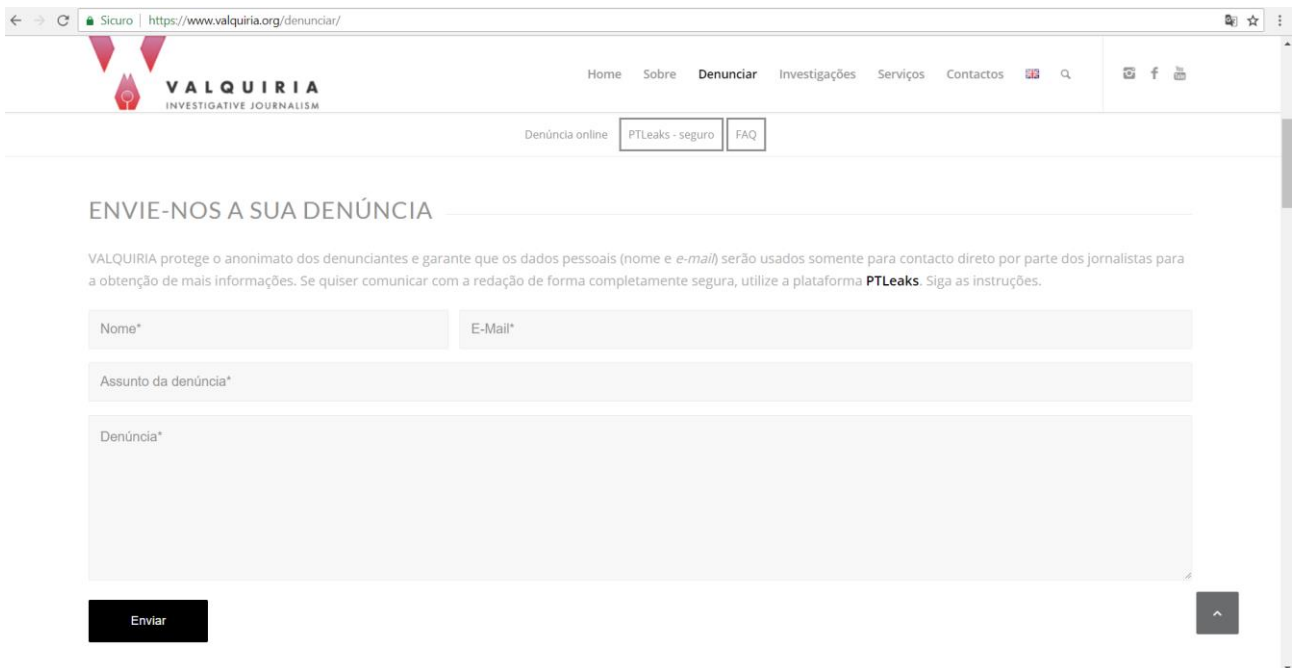
Fig. 13 – Valquiria.org "Denounce" page outlook

Fig. 14 – Valquiria.org "Denounce" page outlook

Fig. 14 – Valquiria.org "Denounce" page outlook

Fig. 15 – Valquiria.org "Services" page outlook
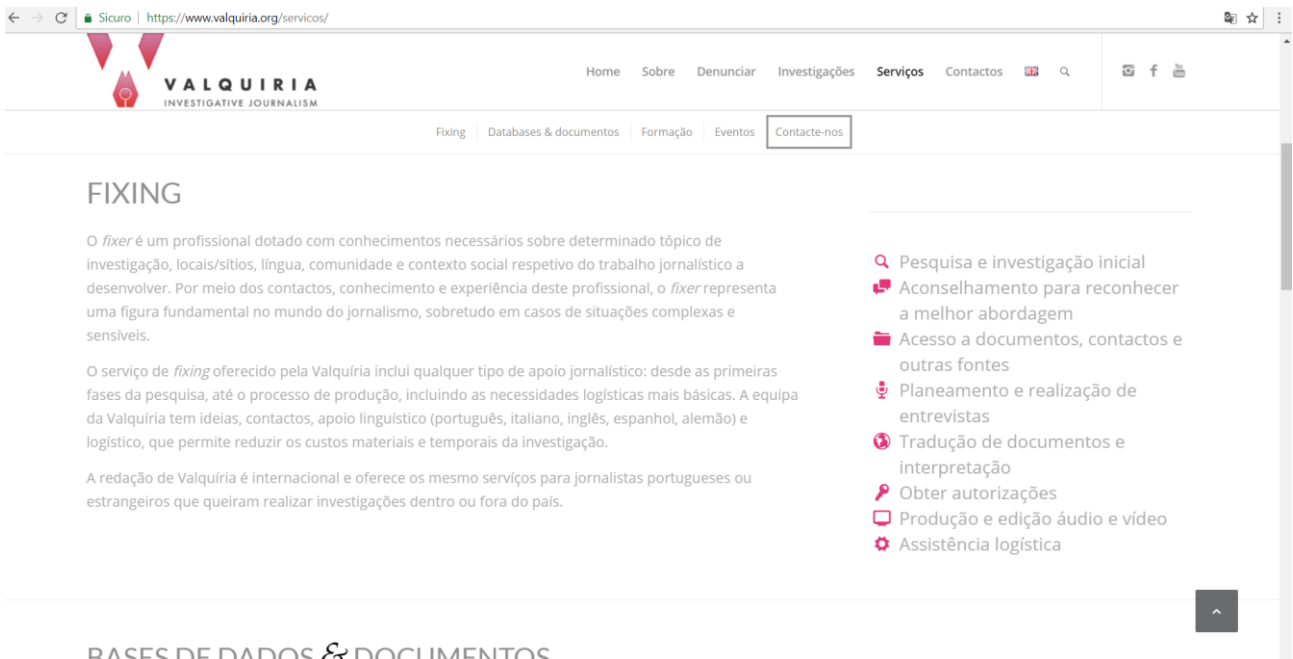
Fig. 16 – Valquiria.org "Services" page outlook

Fig. 17 – Valquiria.org "Services" page outlook
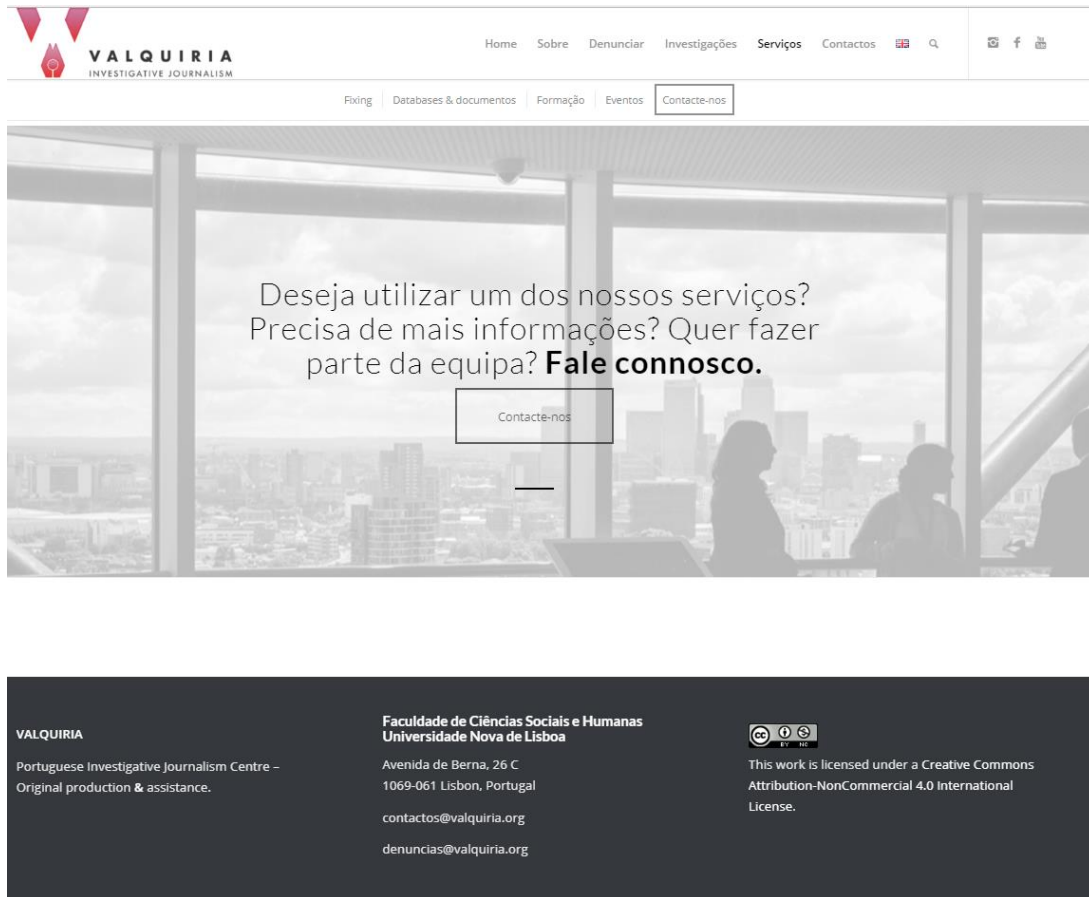
Fig. 18 – Valquiria.org "About" page outlook

Fig. 19 – Valquiria.org "Contacts" page outlook

2. PTLeaks PLATFROM OUTLOOK
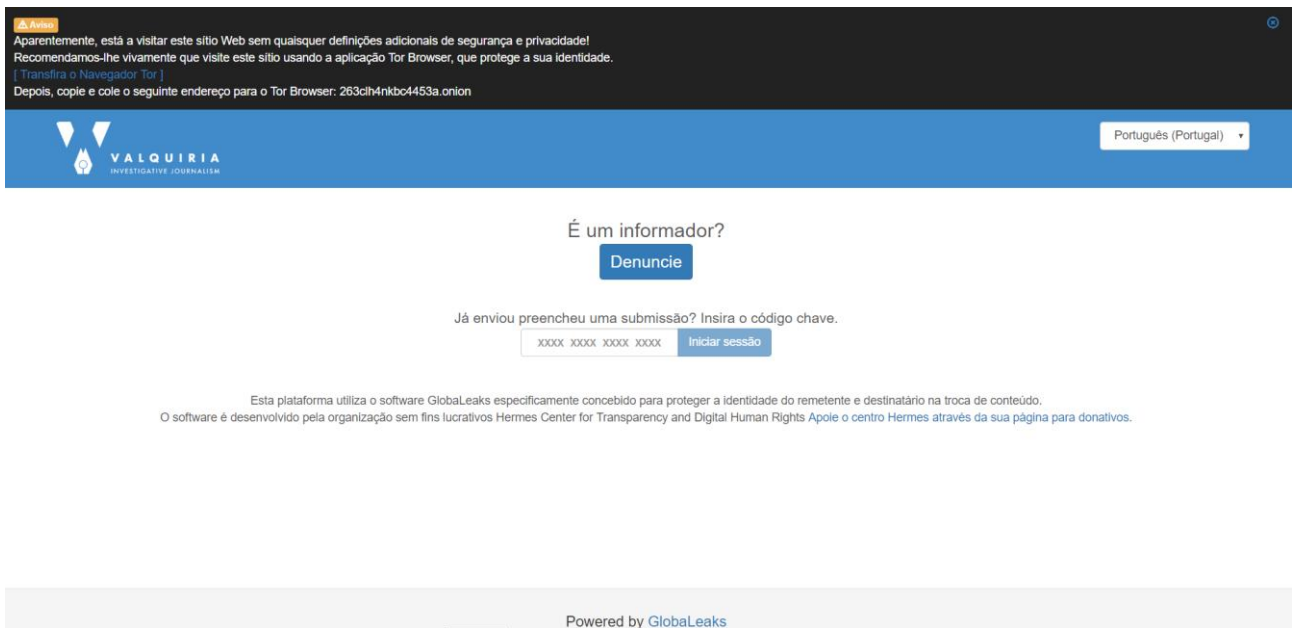
Fig. 20 – PTLeaks homepage outlook, accessed through Google Chrome
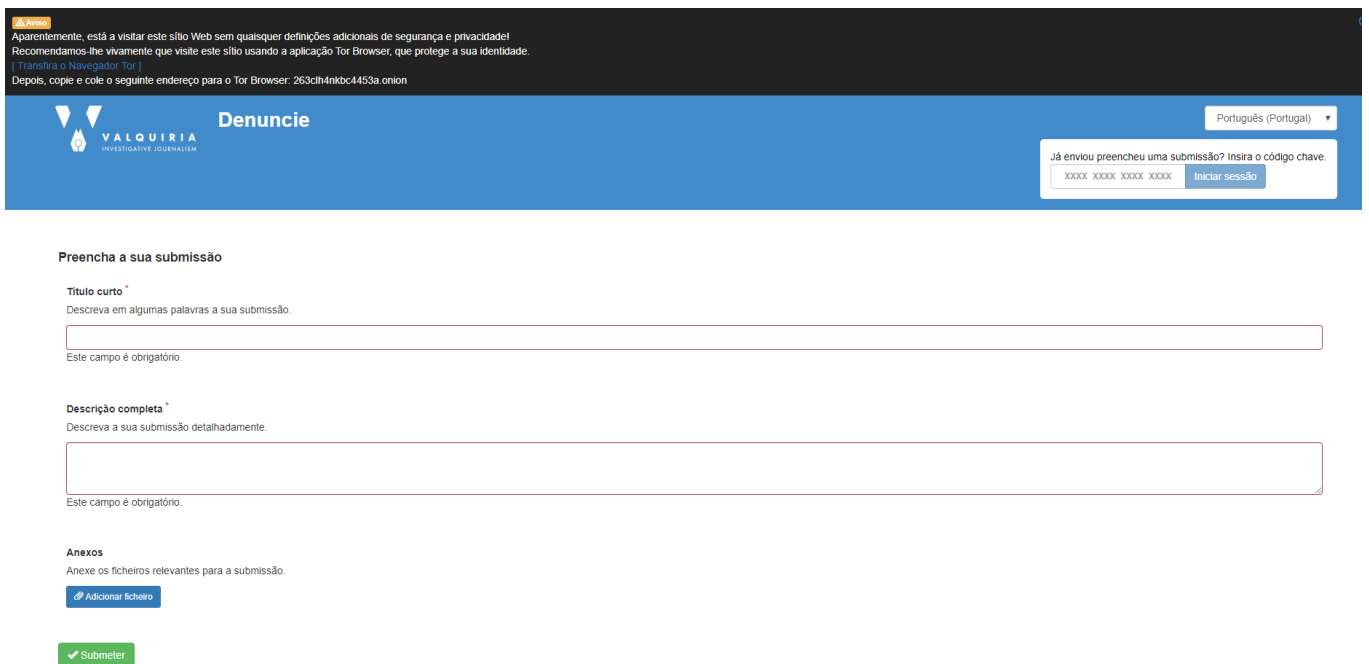
Fig. 21 – PTLeaks "Submit" page outlook, accessed through Google Chrome

ATTACHMENT 5

GLOBALEAKS, THE WHISLEBLOWING FREE OPEN SOURCE SOFTWARE

1. **Whistleblowing: background concepts and global comparative analysis**

Over the last decade the world has witnessed more and more frequently to high-profile fraud and corruption cases, involving national politics and multinational corporations, as well as other immoral scandals. A major role in the prevention and disclosure of such illegal phenomena has been played by the whisleblowing, a type of social interaction which is currently being studied by scholars of different scientific disciplines (ethics, sociology, psychology, jurisprudence, economics and business sciences). While the term is relatively new[108], the practice has been perpetrated for centuries through the publicising of injustices to defend public interests. The most widely shared definition of whistleblowing is: a special informing activity in which a person witnesses a behaviour that is irregular, illegal, immoral, harmful or possibly harmful for a specific community or the general society and, consequently, decides to report it to a recognized authority (administrative, regulatory or judicial) or to the media, in order to stop such behaviour.

In theory and practice there can be identified eight different types of whistleblowing[109], which can be found "mixed" in a single reporting act:
- External/Internal: depending on the position of the whistleblower, he might report the wrongs to bodies and institutions within or outside the organization where such occurrence has happened;
- Authorized/Non authorized: Depending on the whistleblower's possession of a specific reporting authorization issued by the organization where such occurrence has happened;
- Anonymous/Not anonymous: depending on the whistleblower's willing to be identified after or while reporting.

It is easy to believe how importantly whisleblowers can help identify possible fraud and corruption cases, discrimination, inequality treatments and other kind of abuses, improving investigative processes and, ultimately, furthering social justice through the protection of human

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[108] Jubb B. P., Whisleblowing: A Restrictive Definition and Interpretation, Journal of Business Ethics, Vol, 21, 77 - 94, 1999

[109] Bogoni D., Profili informatico-giuridici del whistleblowing e della protezione della fonte, Master Thesis at the Milan University, Faculty of Law, 2015

rights and rule of law. Personal risks related to whistleblowing range from reprisals, threats and persecutions within and outside the working context to legal allegations, court prosecutions and physical abuses. Therefore it is essential to set up, enforce and ensure appropriate protective measures for whistleblowers to prevent any possible kind of reprisal.

Countries under Anglo-Saxon law (United Kingdom, United States, Canada, South Africa, Australia and New Zeeland) have already designed and enacted specific rules to protect such sources.

In the United States, just to mention an example, the Federal Water Pollution Control Act (FWPCA)[110] was the first law for the protection of whisleblowers: covering both public and private sector, it prohibited employers from retailing against employees for "engaging in protected activities pertaining to alleged violations of pollutants being discharged into navigable waters from various point sources"[111]. This means, employers cannot discharge, discriminate or retaliate against employees because of the following behaviours:

- Information providing as regards a violation of the FWPCA to the EPA, Environmental Protection Agency, or to other appropriate Federal Agencies or Departments (or willingness to do so);
- Testifying in proceedings in this matter or under the said statute (or willingness to do so);
- Assisting or actively participating in proceedings in this matter or under the said statute (or willingness to do so);
- Refusing to perform working activities in conditions that are reasonably believed to be unsafe or unhealthy.

In 1989 the US Congress furthermore enacted the Whisleblower Protection Act (WPA), which specifically protects Federal employees and applicants who reveal undisclosed and confidential information which is reasonably believed to be evidence of:

- violation of law, rule, or regulation;
- gross mismanagement;

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[110] Federal Water Pollution Control Act 1912/ 1948 and following Amendments (FWPCA) 33 U.S.C. §1367
[111] Occupational Safety and Health Administration (OSHA) Factsheet, https://www.osha.gov/Publications/OSHA3785.pdf

- a gross waste of funds;
- an abuse of authority;
- a substantial and specific danger to public health or safety[112].

After amendments to the Act in 2012, the Congress passed the Whistleblower Protection Enhancement Act (WPEA), which strengthens previous regulations for the protection of Federal employees who report fraud, waste, corruption and abuse cases. This second act clarifies the scope of the previous and includes specific case scenarios in which the protection still stands such as:

- when the reported wrongdoing/abuse has previously been reported;
- when information is leaked to someone who took part in the wrongdoing/abuse disclosed;
- when disclosures are made while the informant was off duty;
- when a significant amount of time has passed since the occurrence of the disclosed events;
- Information disclosures about believed evidence of censorship related to research, technical analysis or other information that will cause, or already caused, significant government waste, wrongdoing, corruption, mismanagement, authority abuse or other behaviours which could potentially harm citizens.

The Act furthermore extends and hardens penalties for the violation of whistleblowers' protection and sets up the position of Whistleblower Protection Ombudsman.

Following such important legislative process, the Congress enacted in 2013 the National Defense Authorization Act (NDAA), a pilot program made permanent in 2016 which made it illegal for any Federal employee to be discriminated, demoted or even discharged for employing any action for the protection of whistleblowers.

In the United Kingdom, the Public Interest Disclosure Act (PIDA), approved and enforced in 1998, represents the most complete and extended act on the matter. It includes all specific cases provided by the mentioned U.S. act expanding even more the scope and highly encouraging

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[112] Retrieved in United States Consumer Product Safety Commission publication on the Whistleblower Protection Act (WPA) and the Whistleblower Protection Enhancement Act (WPEA)

workers of the public and private sectors to report any case of mismanagement or abuse which creates dangerous condition for the public health, the environment and the security.

Comparing to the mentioned countries, Portugal and other European countries such as Italy and Spain presents some weaknesses in the legislative system applied to whistleblowers and anonymous sources. Impetus for the development and the set up of specific regulations on the matters has been already given by the several international conventions concluded by the countries.

The current legislative systems regulating this matter can be considered partial, inadequate or even disincentive, most of all because those who want to act as whistleblowers are aware of the weak protection measures regarding the anonymity of the disclosing subject.

Furthermore, because of cultural, socio-political and historical reasons there does not exist any translation of the words "whistleblowing" and "whistleblower" in Italian, Portuguese and Spanish (as well as in the majority non English-speaking countries all over the world), most of all because scrupulous attention has not been devoted to the topic (nor significant theoretical public debates have been promoted) until very recent times.

In this vein, effort has in fact been devoted, with more or less questionable results, to find a term to which the same meaning and content of "whistleblowing" and "whistleblower" can be conferred. Denominations and terms must not be considered as a mere superficial condition codifications. Its importance is proven by its multiple natures: linguistic, cultural and juridical. "Terminology affects attitudes", remarkably affirmed Paul Stephenson[113]: translation and denomination choices can affect public acceptance and perception (negative or positive). In the case of the term "whisleblowing" and derivates, the translation must take in consideration the sociological connotation a country relates to the behaviour of who report: while some modern societies praise the act of denouncing and spontaneously defend reporters, some others condemn them fiercely, usually for historical reasons.

In Italy, for example, words traditionally used as translations and synonyms of "whistleblowers" are *spia, delatore, talpa, informatore, soffiatore* (spy, squealer, infiltrator, informer). Such terms, employed most of all by journalists, clearly appear not to be adequate to

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[113]Stephenson P., "Whistleblower protection - a comparative analysis", Study for the commissioner for information of public importance and personal data protection of Serbia, 2012

describe the present concept as they transmit a negative message related to a disloyal anonymity and the secrecy of betrayal.

In the Netherlands on the contrary "whisleblowers" are called *klokkenluiders*, which literally corresponds to the English phrase "those who ring the bells". The positivity of the meaning is evident, associating the concept to a common responsibility and an awakening call for the society. Similarly, French and Romanian legislators and journalists decided to respectively employ the expressions *donneur d'alerte*, *lanceurs d'alerte*[114] and *avertizor*, avoiding any kind of reference to the act of reporting or denouncing to eradicate negative connotations.

As regards international conventions, designed to be signed by a large number of States and, consequently, understood by a large number of cultures and languages, legislators opted for more commonly accepted expressions such as "reporting persons" and "persons who report". The official translation in Portuguese of the 2003 United Nations Convention against Corruption (UNCAC), which represents a relevant example of the country's legislators most used term choice, is *denunciantes* and *pessoas que denunciem*. Such general approach suggests how the issue is still controversial and no significant solution has been found yet. The Portuguese verb *denunciar*, in fact, cannot be considered as free from any negative connotation and, even if a positive meaning is conferred to those who *denunciam* law infractions and violations, the concept behind the term "whistleblower" appears to be much wider.

1.1. Whisleblowing in Portugal: the Portuguese legal framework for the protection of sources

Historically, in Portugal the practice of whisleblowing or, more generally, of reporting illicit or immoral behaviours or situations remains fairly uncommon[115], as happens in countries which assisted to long periods of dictatorship and authoritarian governance and where professionals, personal and familiar network dissuade individuals to report scandal causes. While the existence of cultural ethical values cannot be denied[116], the active exercise of transparency, integrity and responsibility principles and convictions seems to be lacking. Simultaneously little has been done to

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[114] Employed, for example, in the official French translation of the Council of Europe Reccommendation CM/Rec 2014/7

[115] Gomes J., *Um direito de alerta cívico do trabalhador subordinado? (Ou a proteção laboral do whistleblower)*, Universidade Católica Portuguesa, Centro Regional do Porto (Faculdade de Direito), Escola de Direito do Porto EDP - Livros e partes de livros / Books and chapters, 2015; Ferreira M. P., *Whistleblowing: o reporte protegido nos artigos 116°AA e 116° AB do RGICSF*, Governance Lab, Faculdade de Direito da Universidade Nova de Lisboa, 2017

[116] Already early in 2010 the Global Corruption Barometer da Transparency International reported how 82% Portuguese people who responded to the initiatives believed that common citizens have a direct responsibility in the fight against corruption; 87% would support colleagues willing to report corruption cases; and 80% stated the willingness to act as whistleblowers in case he/she witnessed a corrupted behaviour.

raise awareness and inform over the phenomenon and no effort seems to have been devoted to develop effective legislative systems capable of protecting witnesses and reporters, which ends up scaring citizens, discouraging the cultivation of the mentioned civic values and it results in a very low number of reporting acts in the country.

The perception towards whistleblowers in Portugal appears to be neither negative nor positive and reporters can be seen whether as heroes who fulfil their civic duties and make personal sacrifices for a superior good, or as peace-breaker/ public nuisance, depending on the current socio-economic situation the country is going through.

Traditionally, a relevant inhibitory factor in Portugal (as well as in other European countries such as Italy and Spain) is the practice of taking legal actions against whistleblowers appealing to defamation[117]: a "habit" which often resulted in the conviction of several journalists and anonymous whistleblowers who decided to report on the Internet, believing that the virtual space would provide a more protected environment.

Portugal, as mentioned, does not present a sufficiently specific and detailed legal framework as regards the protection of whistleblowers. However, there exist some limited national legislative provisions in this respect which more relevantly include:

- Lei 19/2008 April 21, art. 4.º[118]: set ups a series of guaranties for "reporters" working for the Public Administration and State businesses within a more general anti-corruption and transparency act. Workers of the private sector are thereby not considered, as well as public workers in sectors such as the judiciary. Another relevant limit consists in defining "denúncias" only those reports which subject is a law infraction. Additionally, no specific protection system is set up, turning the act into a mere declaration of intent for a general protection of "reporters" which is however limited to one year.

- Lei 93/99 June 14, for the protection of witnesses and its regulation act Decreto-Lei 190/2003 September 22: they aim to establish protection measures for witnesses (and

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[117] Art. 180. Do CP - Código Penal da República Portuguesa

[118] Art 4. Garantias dos denunciantes 1 - Os trabalhadores da Administração Pública e de empresas do sector empresarial do Estado que denunciem o cometimento de infracções de que tiverem conhecimento no exercício das suas funções ou por causa delas não podem, sob qualquer forma, incluindo a transferência não voluntária, ser prejudicados. 2 - Presume-se abusiva, até prova em contrário, a aplicação de sanção disciplinar aos trabalhadores referidos no número anterior, quando tenha lugar até um ano após a respectiva denúncia. 3 - Os trabalhadores referidos nos números anteriores têm direito a: a) Anonimato, excepto para os investigadores, até à dedução de acusação; b) Transferência a seu pedido, sem faculdade de recusa, após dedução de acusação.

their family members) who report in a criminal procedure when their life, physical integrity, freedom and valuable patrimonial goods are endanger because of their contribution within the procedure[119]. Such witnesses are defined in art. 2.° as " people who, regardless of their status under the law, possess the necessary information and knowledge to report or suspect of facts [...] which can harm them or other people[120]". Limits that can be recognized refer to the requirement for which the witnesses' contribution must have a relevant probative value for the proceeding: a condition which does not exist in any case of whistleblowing (that, on the contrary, is often among the reason why the investigation itself has been started). Furthermore, reprisals can affect other aspects beyond the specified "dangers to life, physical integrity, freedom and valuable patrimonial goods". Frequent consequences, among others, are in fact related to the professional life of witnesses/whistleblowers which are not expressed in the Act.

- Art. 242 of the Portuguese Penal Code (Código de Processo Penal): it forsees and forces administrative officials (public servants) to report to police authorities any crime they become aware of in the exercise of their functions. In case of breaches of such mandatory duty, sanctions can range from disciplinary sanctions to the dismissal of the worker[121].

- Lei 36/94 September 29, on Medidas de Combate à Corrupção e à Criminalidade Económica e Financeira (Counter-corruption provision and against financial and economic crime), art. 9°: it sets up a temporary suspension mechanism for corrupted people who report the crime they were involved in. It differs from the general mechanism for the cooperation with public authorities (foreseen in art. 281° of the CPP) because it substantially removes other requirements such as the lack of previous legal convictions, maintaining the act of reporting as the only prerequisite.

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[119]"1 - A presente lei regula a aplicação de medidas para protecção de testemunhas em processo penal quando a sua vida, integridade física ou psíquica, liberdade ou bens patrimoniais de valor consideravelmente elevado sejam postos em perigo por causa do seu contributo para a prova dos factos que constituem objecto do processo. 2 - As medidas a que se refere o número anterior podem abranger os familiares das testemunhas, as pessoas que com elas vivam em condições análogas às dos cônjuges e outras pessoas que lhes sejam próximas."

[120] "qualquer pessoa que, independentemente do seu estatuto face à lei processual, disponha de informação ou de conhecimento necessários à revelação, perceção ou apreciação de factos que constituam objeto do processo, de cuja utilização resulte um perigo para si ou para outrem".

[121] Art. 9.º to 26.º of the Portuguese "Regime do Contrato de Trabalho em Funções Públicas" approved by the Lei 59/2008 September 11

- Art. 129° of the Portuguese Labour Code (Código do Trabalho) in its last version approved by the Lei 14/2018 March 19: it protects workers against employers' unjustified unequal treatment and includes the civic duty/right to report crimes.
- Art. 38° of the Portuguese Constitution (Constituição da República Portuguesa) which defends journalists' professional secrecy. Values which are underlined and strengthened by the Estatuto do Jornalista (Lei 1/99 January 13) and the Portuguese Journalists' Deontological Code (Código Deontológico dos Jornalistas) established by the Portuguese Journalists Union in 1993.

As evident, Portugal still needs to develop a clear and solid legislative system to protect whisleblowers and, with it, an effective "checks and balances" mechanism to prevent the abuse of such regulations and to counter actions in bad faith (such as false and calumnious accusations, perjury and defamation), one of the principal catalysts which build whisltleblowers' negative perception. The development of such legal framework would eventually and naturally lead to the fulfilment of the ultimate aim of changing the country's cultural mindset as regards ethics in working places and in every social interaction. Benefits that would rise from the implementation of an atequate whistleblowers' and reporters' protection system are in fact evident: a better and more extended monitoring and control of criminal, illegal and immoral behaviours (both in the public and the private sectors) and a more strict cooperation between the civil society, the legislature and the judiciary in all its authorities. As repeatedly reminded and emphasised by several European institutions, a cultural change for which citizens start reporting (to national authorities or the media), aware of the existence of a protection regime that does not fail to protects them, justifies and compensates the effort to promote, approve and implement an effective law system on the matter, turning it into an essential weapon in the fight against crime and corruption.

In this regard, beyond the rare and insufficient institutional attempts to facilitate the practice, the Portuguese section of the international counter-corruption association Transparency International appears to be the only entity willing to improve the legislative framework and make a step forward towards a culture where whisleblowing is seen as positive and vital for the health of the Portuguese society and democracy. A series of recommendations in this vain have been already issued and included in Transparency International Portugal's 2013 Country Report entitled "Uma

Alternativa ao Silêncio: A proteção de denunciantes em Portugal" (An Alternative to Silence: the Protection of Whisleblowers in Portugal)[122]. Among their exhortations there appear noteworthy[123]:

- The creation of an extensive whistleblowers' protection regime through a single legislative act which meticulously regulates both material and judicial aspects, to prevent giving reporters' a mere illusion of protection. Such act must be written clearly, making it easy for every citizen to understand their right and duties on the matter, indicating them and creating the most adequate channels to report as well as educating them on the practice;

- The development of mechanism to ensure the confidentiality of whistleblowers and reporters, providing them always with the possibility of report anonymously before any authority and body as well as through every available channel (including the online communication);

- The implementation of a reward or recompense system for those who report corruption cases, improving the public interest in prosecuting and succeeding in the practice and raising awareness. The principle according to which the social value exceeds the cost of the reward is stressed;

- The creation of a body or central authority for the protection of whisleblowers, reporters and witnesses responsible for the reception, elaborating and processing of denounces;

- The development of periodical and scrupulous monitoring and assessment practices in the field of whishleblowers, reporters and witnesses protection. It is believed to be fundamental for competent authorities to regularly check on involved stakeholders including workers, trade unions, investigative and disciplinary authorities, to ensure citizens the existence of an effective and strict follow up system capable of assessing the proper functioning of the protection measures.

Moreover, as regards the inhibitory practice of taking legal action against whisleblowers and sources, it is important to underline how specific legislative regulations are needed specifically for journalists (most of all investigative reporters), whose work is mainly jeopardized, if not completely sabotaged, by time- and money-consuming civil or administrative proceedings.

In accordance with a recent statement given by the Italian investigative journalist Nello Trocchia during the XII Edition of the International Journalism Festival[124] which refers to a

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[122] Transparência e Integridade, "Uma Alternativa ao Silêncio:A proteção de denunciantes em Portugal", Transparency International Country Report, February 2013
[123] *Ibid.*

legislative bill proposed within the Italian parliamentary assembly, the present papers presents as a possible, though limited solution the introduction of a deposit system for which when someone takes a legal action for defamation and seeks a compensation for the relative damage, such individual deposits, by way of guarantee, a small part of the compensation request (10.000 out of 500.000 Euros, for example). This amount, in case the court confirms the accusation had only been made to threat or sabotage the alleged, would be eventually split between the alleged (real victim of the situation) and the state justice founds or for court expenses.

However, there must be acknowledged a major obstacle posed to the development of such legal system for the protection of journalist: legislators of countries such as Portugal and Italy will not take any step in this direction because the economic and political potentates who sit in the Parliament and Government have significant conflicts of interest with other powerful actors such as banks, corporations, multinational companies and businessmen as well as other "dark" parts of the society like the organized crime. Political figures in chief, therefore, have neither the desire nor the intention to protect, recognize and have in the horizon a free press, capable of question their power and decisions and light up their interests, trafficking and businesses.

There will not be any form of democratic political debate and any legislative step forward on such decisive matters for the freedom of the press and in favour of citizens' right to be informed, if the political power continues carrying those enormous conflicts of interest and concerns.

2. GLOBALEAKS, worldwide investigative and human rights whisleblowing models

2.1 Context and definitions

Globaleaks is a project based on an open-sourced software, initially built by a small community of IT experts, engineers, jurists, scholars and students, mainly Italian, with remarkable skills and experience in the field of online information security, privacy and data protection.

The team, within the legal framework of the Italian association HERMES Center for Transparency and Digital Human Rights, got more diverse and global with the contribution of foreign developers from countries such as Germany, Turkey, France, the US, Egypt and Taiwan, which consequently expanded the scope and ambition of their work.

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[124] Trocchia N., International Journalism Festival XII Edition, debate on "Giornalisti in prima linea e cronisti sotto scrota", 11 April 2018, Perugia, Italy

Globaleaks is designed to be installed, customized and employed by digital media, public and private businesses, public and governmental agencies which provide citizens reporting services and organizations such as NGOs and activist associations. It currently represents a reference point and cutting-edge service in the global field of security and data protection technology.

Inspired by the well-known Wikileaks phenomenon, its ultimate aim is to guarantee transparency and protection over facts that have major public significance and the revealing sources. A relevant feature for which the HERMES' initiative differs from other attempts in the field is the great ease of use combined with major customization options. While no high-level technological skills and knowledge are required, the organization and businesses that take part of the Globaleaks initiative and install their own platform can ensure their public the maximum safety and security level possible.

In fact, the software offers high protection standards thanks to the employment of technologies within the Tor Project, the only browser that has ever permitted citizens of countries such as China, Syria, Turkey and Iran, to overcome the censorship imposed by their governments and ensure the "technological anonymity". Tor, for clarity of information, can be defined as a "cloud" Internet browser composed by more than 5,000 servers (up to 10,000) which are linked by encryption systems allowing, therefore, a complete anonymous online navigation and information exchange. Through the publication of a website within the Tor project and using the technology Tor Hidden Services, which provides users with the possibility of insert a Web server within Tor (so that no person and no computer can track and locate the real server), GlobaLeaks make all connections that reach the service anonymous, as they provide no IP address through which they can be identified.

Additionally and more recently, the HERMES Center's GlobaLeaks team developed a service called Tor2web. This platform works as a sort of a bridge between traditional browsers and search engines for surfing the Deep Web.

It basically allows users who surf the web through a common browser to access, with their own server, contents which were published anonymously without having to use a client Tor. Thanks to Tor2web, for example, every European citizen could access through Google, Opera or Firefox web pages published in Tor by anonymous dissidents in China: the Deep Web is thereby available to everyone and capable to reach a wider public.

To ensure a better level of protection and instruct users over the usage of such services, the platform is able to recognize if websites have been reached through a proxy (for which the user is not anonymous) or if Tor is being used. In the first case, the system would automatically send an alert informing the user on its vulnerability.

Similarly, it is possible to radically prevent users from reporting without using the Tor browser.

Another ground pillar for which GlobaLeaks has gained trust and credibility is its development transparency: the software is free, available for every citizen and initiative. It is furthermore completely independent, based merely on its developers' authoritativeness with no leadership and no hierarchy within it[125]. The Center's developers and team members define it as a civic responsibility instrument, the "framework" or "blank canvas"[126] on which conscious and concerned citizens can paint their fight for transparency and rights.

2.2. Reporting procedure

The first graphical user interface of GlobaLeaks initiative guides the user in the selection of the subjects to which he/she wants to send a report or communicate anonymously. The second phase of the reporting process is the filling out of a form including the reporting subject and its description. More detailed information regarding eventual attachments can be asked in this step. Thirdly, the user must accept the terms of use which inform him/her on the whisleblowing process and conditions. At the end of this final step the user is issued a virtual receipt (which will automatically appear on the interface) made up by a sequence of 16 randomly generated numbers. This provided code will be the only way the user can re-access the platform and the report.

Whistleblowers cannot be tracked, identified or localized by the organization or the individual to which the report is addressed. However, the whistleblower is able to check the number of times the receiver access to the encrypted message. This feature allows the sender to verify that his/her report has been taken over (or not) and, in case he/she selected more than one receivers, such as a few different journalists of the same team, the sender can choose the most responsive among them and decide to continue the conversation just with that person.

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[125] Bogoni D., *GlobaLeaks, piattaforme di Whisleblowing e prime applicazioni in Italia*, Enrico Mucchi editore, n 2, 2015
[126] Di Corinto, o*p. cit.*

The managers of the single GlobaLeaks initiatives have also the possibility to decide how long messages will be stored in the platform. Customization is furthermore provided as regards the interface and form submitted to the user, making the filling of some fields mandatory to successfully send the report: logically, the more mandatory fields there are, the more precise and detailed the report will be - most of all when the source decides to share attachments such as documents or video and audio footage. A major number of compulsory fields may be extremely useful in situations when, for cultural, personal or other specific reasons, whistleblowers decide not to be available or get further contact after reporting.

With regard to the security of communications between the whistleblower and the receiver, the HERMES Center's GlobaLeaks team implemented a mechanism called "end-to-end" encryption, which allows to automatically create a public and a private access key: in the moment when the receiver logs-in, the public key will be automatically available only for the source and the software will employ the encryption exclusively for the receiver. Thereby, every message exchange between the sender and receiver will be decipherable only by the subject the whistleblower decided to report to. This functionality represents the maximum security and safety level that can be guaranteed, because the server itself is not able to read the information that has been sent: only the receiver's browser will be able to decode de data, making them inaccessible to external parties and servers[127].

2.3. GLOBALEAKS initiatives: successful examples

Although it represents a valid instrument that would boost credibility and popularity of public services within governmental administrative institutions, the GlobaLeaks software has been initially installed and used by organized teams of investigative journalism (most od all non-profit newsrooms). The first project in the field has been the Italian IRPILEAKS, developed within the investigative journalism organization IRPI - Investigative Reporting Project Italy.

The very first GlobaLeaks platform helped solving a long-existing question for journalists: the mandatory revealing of sources by law. The journalists of the IRPI newsroom, in fact, thanks to IRPILEAKS, do not know the identity of their sources and cannot be forced to declare who their whistleblowers are[128].

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[127] Bogoni D., *op cit.*

[128] Bogoni D., *op cit.*

Among other investigative and human rights whistleblowing initiatives, it appears noteworthy to mention the following[129]:

- Infodio (http://infodio.com/), in Venezuela, is an initiative created by a South American anti-corruption blogger and activist. In 2014, due to the large number of documents and investigations against local politicians, the platform was censored by Venezuelan authorities.

- Atlaszo, a Venezuelan publication, created and published MagyarLeaks (https://atlatszo.hu/magyarleaks/), the first and only attempt to break down the wall of censorship and violations of freedom of expression. It joints some groups of investigative journalists that simply (more or less successfully) invite possible anonymous sources to blow a protected whistle. In a country where the press and freedom of expression seem to be put at stake, people lack in specific education and find it hard to trust organized platforms such as GlobaLeaks, preferring to send a normal e-mail or social networks.

- Pistaljka (https://pistaljka.rs/) is a Serbian activist anti-corruption organization similar to the previously mentioned initiatives. The main different consists in the fact that report are processed, elaborated and assessed by a team of servants who, if considered relevant, submit the report firstly to the Serbian competent authorities and secondly to local journalists.

- The OCCRP (Organized Crime and Corruption Reporting Project) is an international investigative journalism organization which initiated a GlobaLeaks platform in Sarajevo with nearly 20 media partners in neighbour countries and the whole Balkan area.

- Extremeleaks (https://www.extremeleaks.org/#/) is an international whistleblowing initiative specifically developed to carry on cross border investigative reporting on organized racism.

- Wildleaks (https://wildleaks.org/), initially designed by the association Elephant Action League, aims to gather information on illegal ivory trade and illegal elephant capture and killing.

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[129] Information retrieved and official websites consulted between February and March 2018

- The Ljost project, in Iceland, was set up to gather relevant information after the country's financial collapse. It actually succeeded in receiving several reports and documents which proved significant conflicts of interest of the former Icelandic Minister of Finance.

- Mexicoleaks (https://mexicoleaks.mx/) brings together a close network of media partners in Mexico, where journalism, and investigative journalism in particular, is one of the most dangerous and deadly activities due to the savage reprisals carried out by drug cartels.

- PubLeaks (https://www.publeaks.nl/), in Holland, is a GlobaLeaks initiative which resulted in the creation of the PubLeaks foundation. The project proved an extraordinary success involving 42 media outlets, among which the print and online press, local and national newsrooms. Given the significant number of members, whistleblowers who decide to use the platform can send the report to maximum three newsrooms out of the 42 fellows media outlets. If only one media organization is selected, it will have the exclusive. When more than one media outlet is involved, no conflict of interest arises, as the members of the PubLeaks Foundation must sign an agreement which forces them not to publish any story within two weeks from the report's receipts. The membership contract, additionally, includes a mandatory provision for which journalists of different media outlets who receive the same reports must carry out the investigation in cooperation with each others.

- Filtra.la (https://filtrala.org/), in Spain, is based on PubLeaks and mixes journalism with activism with the ultimate aim to defend and promote democracy and transparency in Spain.

- Sourcesure (https://www.sourcesure.eu/) is a French project similar to Publeaks. Its media leader has been, among the others, the accredited newspaper "Le Monde". It is currently undergoing a significant expansion within the French-speaking world, involving partners in Belgium, Switzerland and Morocco.

- ALAC- Allerta Anti-Corruzione (https://www.transparency.it/alac/), unlike previous examples, is not a journalism-based initiative but represents the first whisleblowing experience carried out by Transparency International, specifically, by TI Italian section. GlobaLeaks is thereby employed to measure Italy's preparation on more active anti-

corruption initiatives. The team of Transparency International Italy helps whisleblowers find the most appropriate channel among the many competent authorities (local public institutions, ministries, police authorities and the Corte dei Conti). Given the success of the initiative, Transparency Interational Italy proposed the employment of similar projects in other foreign TI sections. Transparency International Portugal (Transparência e Integridade, in https://transparencia.pt/) accepted the challenge and activated the platform on its official Portuguese website. The contribution of Portuguese citizens, for cultural and historical reason, has been poor and much more still needs to be done to promote the practice of anti-corruption whistleblowing and to raise awareness on citizens' civic and social responsibility. Beyond Portugal, interest has been tracked only in Philippines and Slovenia.

- Amlea by Amnesty International (https://amlea.org/) is a GlobaLeaks pilot project in Saudi Arabia/ Pakistan for human rights violations reporting.

- The International Criminal Court (ICC) has recently developed a GlobaLeaks-based pilot platform in the Central African Republic (https://www.icc-cpi.int/carII). It is the first of its kind and intended to be used as the court official contact form.

- Bustia Etica (https://bustiaetica.barcelona.cat) is a whisleblowing project designed and promoted by the Barcelona city hall. It works as an anti-corruption mailbox and is run by the Barcelona municipality in collaboration with the Spanish anti-corruption activist organization XNET.

The GlobaLeaks team, before the inception of any other whistleblowing initiative based on the software – especially if it aims to reinforce or perform anti-corruption strategies -, recommends future users to assess their aims and intentions as well as to take a first designing step using a questionnaire draft[130] (development still ongoing) based on the ALAC project.

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[130]Document to be found in https://docs.google.com/document/d/e/2PACX-1vSM9-9bfjPVBHZZDTZaj2Pz9Uk2EnfLezJErFEyYnLDT6mdUdjnRLpZMwqRS8DJqAxyM3oZfqKVZRGI/pub, retrieved and last consulted in March 2018

2.4 GLOBALEAKS penetration tests

In order to assess, verify and improve the security level of the GlobaLeaks software, among other privately performed checks, five independent penetration tests have been carried out in cooperation with the Open Technology Fund.

The following paragraph refers the links to the reports published by the five mentioned independent security audit institutions[131].

Date	Software	Auditor	Goal	Report
2013 Q1	GlobaLeaks	iSecPartners	Architecture Audit	report
2013 Q2	GlobaLeaks	Cure53	Web Security Audit	report
2013 Q4	Tor2web	VeraCode	Overall Audit	report
2014	GlobaLeaks	LeastAuthority	Source Code Audit	report
2018	GlobaLeaks	SubGraph	Overall Audit	report

It is hereby necessary to mention how many of the previously listed users (such as the ICC or the Municipality of Barcelona) performed their own private audits before publishing their GlobaLeaks platform.

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[131] Retrieved in https://github.com/globaleaks/GlobaLeaks/wiki/Penetration-Tests, March 2018

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