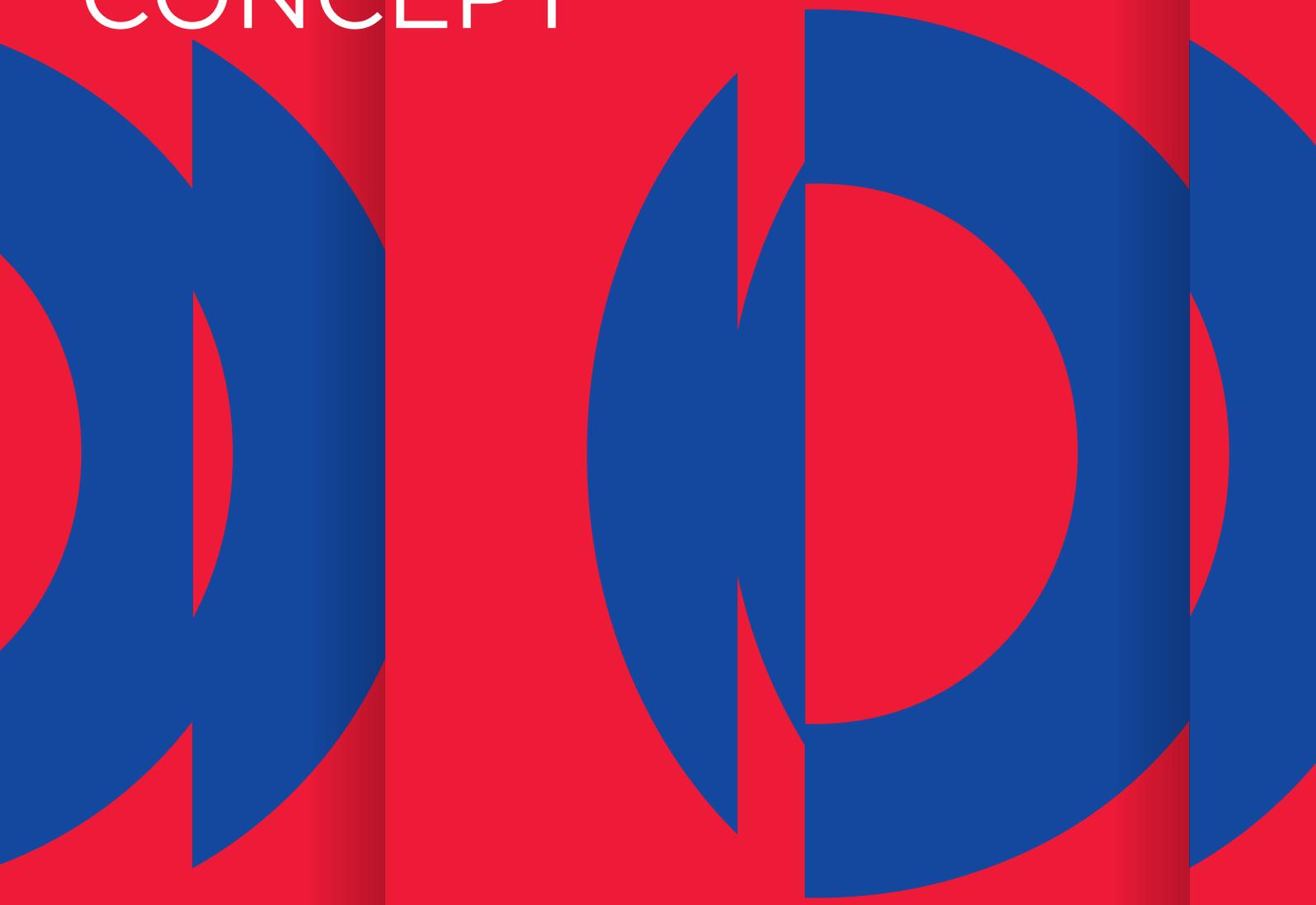


EBU

OPERATING EUROVISION AND EURORADIO

PEER-TO-PEER REVIEW ON PSM VALUES CONCEPT



MARCH 2016

THE CONCEPT

The EBU has launched peer-to-peer reviews to provide Members with dedicated, professional-standard analysis at international level of how they are complying with their public service remit.

The analysis is based on the Public Service Values that EBU Members endorsed in Strasbourg in 2012.

The peer-to-peer review assesses both the organization and the offer put forward by the media corporation from a holistic perspective. It highlights best practices while offering comparisons and suggestions for improvements based on the experiences of other public service media organizations.

The review is conducted by top managers and professionals from

public service media organizations ('peers'), who fully understand the issues and challenges relating to public service and are able to provide a vision that is both broad and effective. This dialogue between peers can be a source of inspiration for both the media organization that is being reviewed and its peers.

EBU oversees this peer-to-peer review and provides quality assurance for the final assessment report.

CONDUCTING THE REVIEW

Participation in the peer-to-peer review is voluntary and available to any Member of the EBU. It is structured in two complementary parts: the self-assessment report and the on-site review.

The self-assessment report sets out the framework and reveals the management's own perception of the media organization.

The on-site review allows peers to observe the internal dynamics within the organization, the corporate culture and realities at grass roots (including best practices), delving deeper than the answers to the self-assessment questionnaire.

Both the analysis and the final peer-to-peer review report are based on the six Public Service Values defined by the EBU. For the purposes of this review, they are developed as follows:

UNIVERSALITY

- Reach
- Accessibility
- Social cohesion

INDEPENDENCE

- Governance
- Funding
- Editorial decision-making
- Contribution to an informed citizenship

EXCELLENCE

- Quality of organization and improvement process
- Quality of content
- Audience research and audience satisfaction
- Technical quality of content and reliability of delivery
- Staff motivation and capacity building

DIVERSITY

- Programming
- Interaction with the audience
- Organization

ACCOUNTABILITY

- Transparency
- Reporting
- Self-regulation
- Asset protection

INNOVATION

- Content
- Technical innovation
- Exploring new perspectives and territories

The review focuses on the key issues that relate to each Public Service Value in order to provide the EBU Members with comparative assessments. For each Public Service Value, the review report describes the current situation and, where relevant, stresses the best practices while also offering suggestions for continuous improvement.

BENEFITS FOR THE MEMBERS

The peer-to-peer review has four main benefits:

1. The review provides the media organization with a professional assessment of its current situation. It puts forward concrete suggestions for improvement and further developments based on the experience of other public service media organizations.
2. The review impacts the internal organization, as it fosters critical self-assessment and forces the media organization to reconsider items that previously were blind spots.
3. The review has strategic value from a political and societal perspective, as it highlights the best practices and the added value of a given media organization in the society/ country – which is especially important in these current times, even as the existence of public service media is being called into question.
4. If the media organization wishes to take matters a step further and address any of the specific issues highlighted by the review, upon request, the EBU can offer professional and customized expertise (in fields such as training, human resources, legal and governance).

TESTIMONIALS

From September 2014 to June 2015, four EBU Members underwent the peer-to-peer review (in chronological order): CTV (Czech Republic), Yle (Finland), RTS (Switzerland) and RTBF (Belgium).

The media organizations that have been through the process acknowledge the accuracy and quality of the review reports.

All published review reports are available on www.ebu.ch.

“Rarely has a report come as timely as the peer-to-peer report. We have a new government and a new government programme. The economy is down and there are a lot of hardships in front of us all. [...] There will be a parliamentary committee looking into the Yle remit and financing. [...] I was very pleased to be able to say we have already done our homework, by taking part in the EBU review [...]. [The review] has been a journey that has given food for thought and actions. We are already working with one of your main findings and suggestions, the one on new societal diversity. We will also present the report to our new Administrative Council and distribute it to various groups of people.”

Lauri Kivinen, Yle Director-General (2015)

“These recommendations are extremely important for us, and although it will not be possible to adapt everything to the Czech environment, which of course is specific, I see them as a strong impulse both for internal changes within Czech Television, and for the debates that will need to be held regarding the planned amendments to the media legislation”.

Petr Dvorak, CTV Director-General (2015)

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IMPROVED PROCESS

Though the first reviews gave satisfactory results, the EBU has decided to restructure and simplify the entire peer-to-peer review process.

From January 2016, media organizations applying for the peer-to-peer review will benefit from the following improved process:

- The self-assessment questionnaire has been entirely revised so that it gets to the point more quickly and directly addresses the challenges faced by public service media organizations.
- The new self-assessment questionnaire includes the questionnaire on transparency designed by the EBU Media Intelligence Service. Both questionnaires are complementary, and it makes perfect sense to roll them into one, providing the media organization under review with a comprehensive analysis of its organization.
- The general methodology has been improved to simplify the task for review participants.
- The follow-up process has been restructured to offer the media organization the expertise it may request and harness the experience of previously reviewed organizations for the benefit of other EBU Members.

HOW TO TAKE PART

Participation in the peer-to-peer review is strictly voluntary.

Any media organization may contact the review secretary, Nathalie Labourdette (labourdette@ebu.ch), or the EBU Media Director Jean Philip De Tender (detender@ebu.ch).

Once the media organization and the EBU have agreed in principle, the timeframe and procedure for the peer-to-peer review will be as follows:

1. The EBU will send the media organization the self-

assessment questionnaire, to be completed and sent back at least six weeks before the peers' on-site visit. The media organization will need at least one month to gather all the data and write the accompanying self-assessment report.

2. The EBU and the media organization will set up a date for the on-site review. The on-site visit lasts two days and takes place at the earliest six weeks after the self-assessment report has been delivered (so count a minimum of three months between application for the peer-to-peer review and the on-site visit).

3. The review secretary drafts the review report based on the peers' analysis and the self-assessment report. The whole writing process takes two months, including liaising with the peers involved in the report.

For more details, please consult the www.ebu.ch.

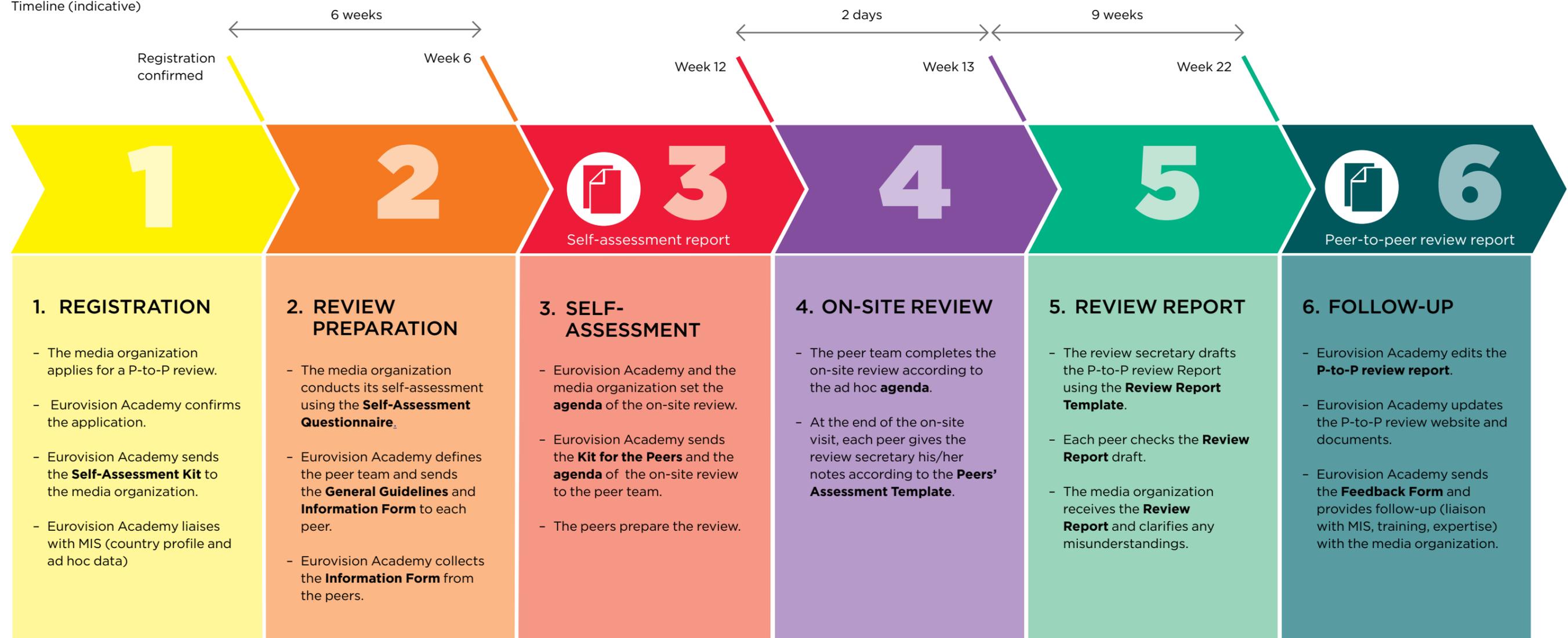


PARTICIPATION IN THE PEER-TO-PEER REVIEW IS STRICTLY VOLUNTARY.

PEER-TO-PEER REVIEW PROCESS

Under the responsibility of the
EBU Media Director

Timeline (indicative)



EMPOWERING SOCIETY DECLARATION ON THE CORE VALUES OF PUBLIC SERVICE MEDIA

UNIVERSALITY

We aim to reach and offer our content to all segments of society, with no one excluded. Everyone, everywhere. We strongly underline the importance of sharing and expressing a plurality of views and ideas. We strive to create a public sphere, in which all citizens can form their own opinions and ideas. We are aiming for inclusion and social cohesion. We are multi-platform, sharing our content in all kinds of ways. We are accessible for everyone, without thresholds. We enable our audiences, and each individual, to engage and participate in a democratic society.

INDEPENDENCE

We want to be trusted programme-makers, trustworthy in all fictional and non-fictional programming, in all genres and formats, from news to entertainment, from science to sport, from culture to education. We make our choices only in the interest of our audiences. We strive to be completely impartial and independent from political, commercial and other influences and ideologies. Free to challenge the powerful, test prevailing assumptions, and contribute to an informed citizenship. We want to be autonomous in all aspects within our remit such as programming, editorial decision-making, staffing. Our commitment to independence needs to be

underpinned by safeguards in law, and our commitment to the safety of journalists needs to be underpinned in all our actions.

EXCELLENCE

We act with high standards of integrity and professionalism and quality; we strive to create benchmarks within the media industries. We foster our talent and train our staff. We want to empower, enable and enrich our audiences. We want our work to result in maximum participation and involvement. We understand that our audiences are also participators in our activities, and even at times contributors of news and programming. This is what we are. This is what we promise.

DIVERSITY

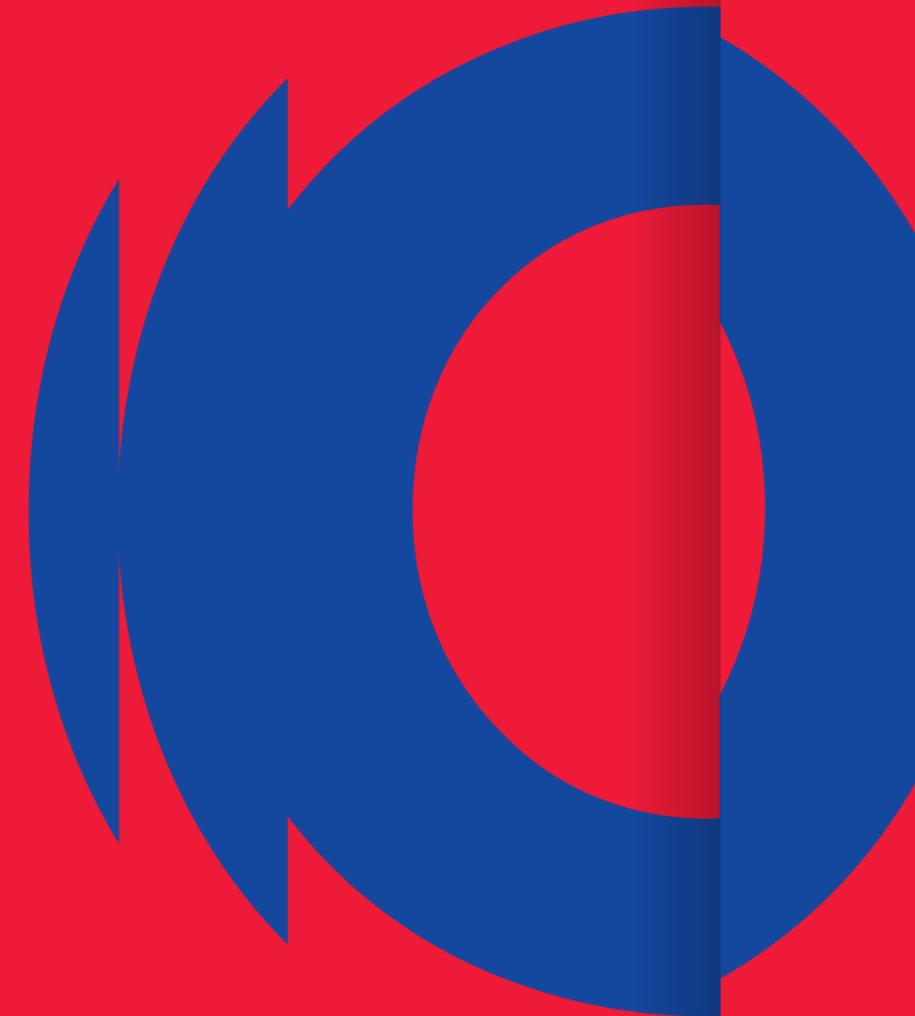
Our audiences consist of a diverse range of interest groups: differing generations, cultures, religions, majorities as well as minorities. So we strive to be diverse and pluralistic in the genres we are programming, the views we are expressing, and the people who work with us. We support and seek to give voice to a plurality of competing views – from those with different backgrounds, histories and stories. Conscious of the creative enrichment that can derive from co-existing diversities, we want to help build a more inclusive, less fragmented society.

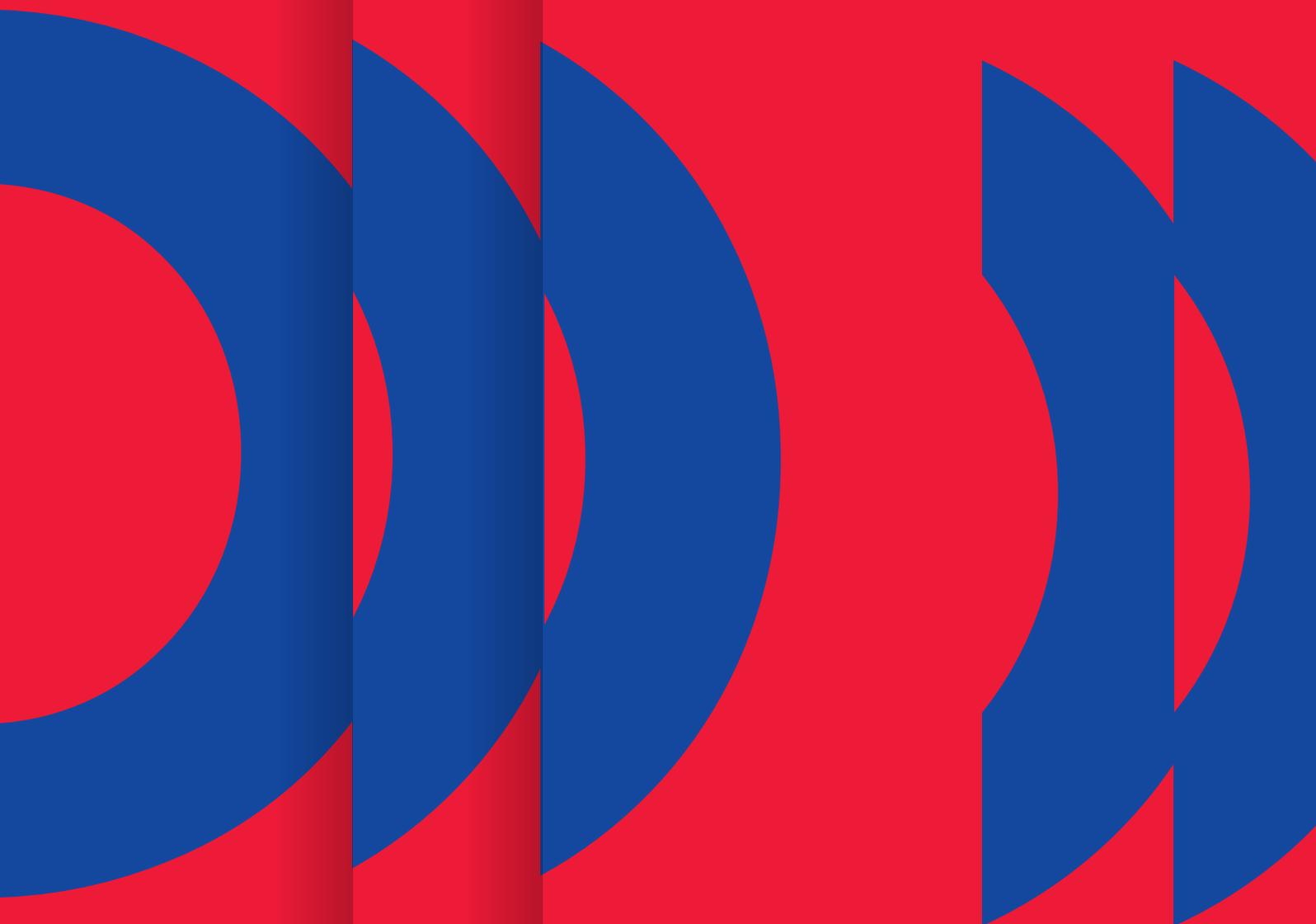
ACCOUNTABILITY

We want to be open. We listen to our audiences and engage in a permanent and meaningful debate. We publish our editorial guidelines. We explain. We correct our mistakes. We strive to report on our policies, budgets, editorial choices. We are transparent and subject to constant public scrutiny. We want our audiences to understand the workings of our media organizations. We strive to be efficient and managed according to the principles of good governance.

INNOVATION

We want to enrich the media environment of the countries and regions we work in. We strive to be a driving force of innovation and creativity. We aim at new formats, new technologies, new ways of connectivity with our audiences. We want to attract, retain and train our staff so that they can participate in and shape the digital future, serving our public.





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