

Practical Management Techniques for Cross-Border Journalism Teams

September 24, 2024

Managing a cross-border project:
challenges and lesson learned

Marzia Minore

“THE WORLD IN A CLASSROOM”- THE PROJECT

<https://www.journalismfund.eu/supported-projects/world-classroom>

TOPIC: How schools deal with migrant teenagers in 5 different European countries

GRANT: JOURNALISMFUND EUROPE, LOCAL
CROSS-BORDER GRANT

PERIOD: SEPTEMBER 2022-AVRIL 2023 (7 MONTHS)

BUDGET: 24.500 euro

THE TEAM

Shirin Abedi (Germany)

Sal Amed (Germany)

Ula Idzikowska (Poland)

Marzia Minore (Italy/UK)

Carolina Rapezzi (Italy/UK)

David Simantov-Levi (France)

Agata Szymanska-Medina (Poland)

MENTOR: CRINA BOROS

Team members

Carolina Rapezzi

Carolina Rapezzi is an Italian freelance photographer based in London.



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Marzia Minore

Marzia Minore is a freelance journalist based in Italy.



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Ula Idzikowska

Ula Idzikowska is a Polish journalist and a reporter.



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Agata Szymanska-Medina

Agata Szymanska-Medina is a Polish photojournalist based in Berlin.



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Shirin Abedi

Born 1996 in Tehran, Shirin migrated to Germany at the age of seven.



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David Simantov-Lévi

David Simantov-Lévi is a French director, investigator and writer.



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Sal Ahmed

Sal Ahmed covers European news and current affairs for a variety of international news outlets.



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Mentor

Crina Boros

Crina Boros is a London-based freelance data-driven investigative reporter and trainer.



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- [Jugendliche und Schwierigkeiten](#) und britischen Schulen June 2023
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THE INVESTIGATION- A BROAD AND AMBITIOUS TOPIC

Some issues:

Are there common national guidelines?

Are there dedicated and sufficient funding and specialized staff?

Do teachers have the necessary training and skills and what would they need more?

What are the best practices for the intercultural dialogue?



Photos by Carolina Rapezzi

THE INVESTIGATION: DEFINING COMMON GUIDELINES AND CRITERIA

Preliminary data research



Common guidelines:

- age target
- interviews to teachers and pupils
- training with a child therapist
- at least 2 sample schools for countries in 2 different cities
- common schema for interviews
- common criteria for photo portraits

Periodical group meetings/ periodical reports to the JF



Photos by Carolina Rapezzi

INTERVIEWS QUESTIONS FOR TEACHERS/OTHER STAFF: information and personal opinions

RECORD INTERVIEWS (AUDIO AND EVENTUALLY VIDEO) to have a comparative picture

Some of these questions can be used for a school director who is not teaching

- Introduction: What do you teach/ general description of the school, age and type of school/ appr. number or percentage of native born and migrants/ example of nationalities in a classroom ecc.

1. What happen when a new student not speaking the language arrive from another country, how is the procedure and what kind of staff and activities are used for her/him? Does this follow a national scheme or not?

2. Can you describe me the main difficulties of migrant students you work with, both emotionally and relative to learning? Could you pick some cases? (also referring to particular cultural groups?)

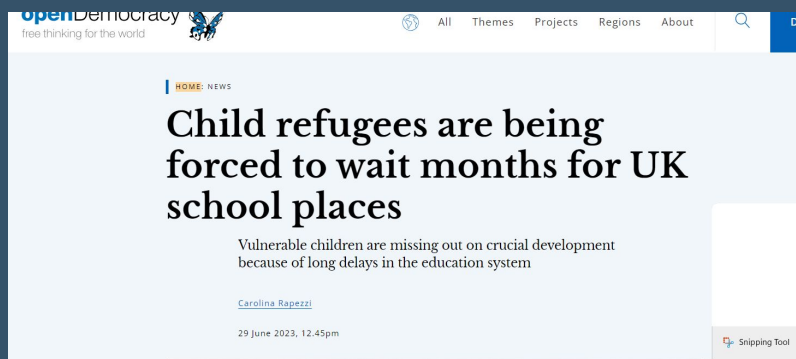
More specific:



Photos by Carolina Rapezzi

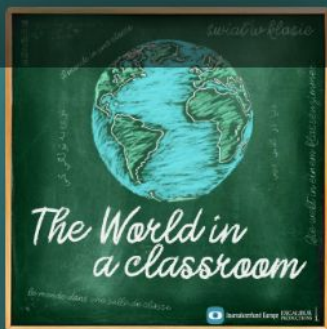
THE INVESTIGATION: OUTPUTS

<https://www.journalismfund.eu/supported-projects/world-classroom>



- More than 400 interviews
- Written, visual and audio material





Podcast

The world in a classroom

Carolina Rapezzi, Marzia Minore

Segui

...

CHALLENGES: SETTING UP AND WORKING IN A GROUP

- problems of a large group
- different views of work
- the “informal” coordinator

THE ROLE OF THE MENTOR

Give a different shape to the group dynamics with “objective”, external supervision and point of view

Support in overcoming blocks and difficulties

Give specific technical advice (ex. support with sources, interview methodology, sharpen the focus of the story)

CHALLENGES: WRITING THE PROJECT

- Time to plan is not a waste time
- Planning the budget
- Structure of the budget: salary (weeks for participant) / expenses
- Unexpected expenses : how to deal with
- Budget /final financial report

1. EXPENSES

detailed description	name applicant responsible for the expense	expected cost (€)	requested amount in Journalismfund.eu grant (€)
accomodation London 3 nights			
urban transport London 3 days			
urban Travel card London (3 visits in 1 school - 6 trips)			
return flight London/Pisa (with hold luggage equipment) x3 visits			
return train ticket Livorno/Bologna (3 visits)			
Professional consultancies for schools (mediators/translators/ ecc)			
Graphic web design (table/charts ecc)			
Podcast trailer production			
SUBTOTAL EXPENSES		0.00	0.00

2A. WORKING TIME APPLICANTS NATURAL PERSONS (FREELANCERS)

name applicant (natural person - freelancer)	weekly income (€)	number of weeks	expected cost (€)	requested amount in Journalismfund.eu grant (€)

CHALLENGES: USING AND COMPARING DATA

Not homogenous data/ databases

Ex. “migrant students” (defined by language/citizenship)

Statistics (UE/ NOT UE)

Need for a specialised data journalist?

CHALLENGES: TIMING AND SCHEDULING

- a balance between personal and group scheduling
- bureaucracy issues in more countries can slow down the process (ex. access to schools/consent form for minors)
- balance between plan and flexibility is needed

CONCLUSION: THE ADDED VALUE OF CROSS-BORDER

- EXCHANGING VIEWS IS INSPIRING
- WIDER PERSPECTIVES FOR LOCAL STORIES
- GREATER CHANCES FOR PUBLICATION
- A MULTIPLIER: NEW IDEAS

CONCLUSIONS: LESSONS LEARNED AND TIPS

BEFORE (PRE-APPLICATION PHASE):

LESS IS BETTER (3-4 members group is ideal – more focused topics)

KNOW BEFORE YOUR COLLEAGUES
(common ground: share clearly goals,
expected times ecc)

CHOOSE WELL YOUR TOPIC:
(expertise/ focus/ impact)

PLAN WITH SOME FLEXIBILITY (ex.
calculate 20%time more and 20% expenses
more then expected)

CONSIDER A MENTORSHIP

TROUGHOUT THE INVESTIGATION

- BE CLEAR ON THE DUTIES AND THE ROLE OF EACH ONE
- WORK ON SHARED FILES ON THE COMMON/MAIN ISSUES
- SET UP PERIODICAL MEETINGS IN ADVANCE
- BE CLEAR ABOUT AUTHORSHIPS/COPYRIGHTS/ EARNINGS

Thanks and good
luck!!!!