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COMMONWEALTH JOURNALISTS ASSOCIATION

Membership Database & Website Enhancement

An Interactive Qualifying Project Report

submitted to the


Commonwealth Journalists Association

and to the Faculty
of the

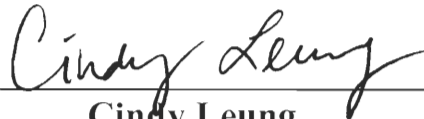
Worcester Polytechnic Institute

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by



Anitra Setchell



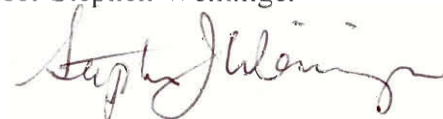
Cindy Leung



Greg Vemis

Project Liaisons: Ian Gillham and Trish Williams

Project Advisors: Professor Laura Menides and Professor Stephen Weininger



Abstract:

The Commonwealth Journalists Association (CJA) is seeking to improve the quality and quantity of information available to its members and its small executive staff. This report, prepared for the CJA in London, England, describes in detail how an enhanced website will improve communication among CJA members and how two databases were created to keep track of membership within the association. Interviews and surveys were utilised in order to determine the desired characteristics of both the website and the membership databases.

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And *Professors Stephen Weininger and Laura Menides* for their guidance throughout the project.

Executive Summary:

We carried out this project in London, England, during March and April of 2002 for the Commonwealth Journalists Association (CJA). The CJA is a non-governmental organisation devoted to the needs of journalists throughout the Commonwealth. The Commonwealth is comprised of 54 nations, most of which are former British possessions.

The CJA believed that its current level of communication with its members needed improvement. It was difficult for the CJA to circulate information in an efficient manner. Another area of concern for the CJA was the state of their membership information, which was disorganised and incomplete. A listing of potential members within the UK was also desired. To solve these problems, we have created a website and two databases.

One of our primary methods for collecting information was interviews. We interviewed ten current members of the CJA, asking them about their opinions of the organisation, what they would like to see on a website, how to locate potential members within the UK, and other relevant issues. From these interviews, we discovered many facets of the organisation. We found that many members were dissatisfied with the current operation of the CJA. The organisation is not collecting on its membership fees, and so does not have enough money to fund programs within the UK for its members. Since it has few programs in the UK, the CJA is having trouble attracting new members to the organisation.

Another method we used to gather information was to survey journalism students at a local school, Thames Valley University. We did this with the help of two CJA

members who are professors of journalism there. The main purpose of this survey was to evaluate services the CJA could potentially provide to a student membership. We found that the service students wanted the most was a job listing; however, this was too difficult to implement in the time we had available. We did implement other suggestions within the website, and informed the organisation of additional suggestions that we thought had merit.

For the database containing current UK members, we obtained a list from the Executive Director of the CJA. This list only had names and addresses of current members, and had been used as a mailing list. We also obtained a list from the UK chairperson, which had a few phone numbers and email addresses, which we then attempted to confirm by calling members. We also gathered additional contact information from phone books in a local library. Again, we confirmed this information by calling each member.

To locate potential members, we targeted Commonwealth embassies, known as High Commissions, within London. Some of these provided us with listings of journalists from their countries who are currently working in the UK. We also obtained contact information from many of the students we surveyed at Thames Valley University, as they were interested in receiving more information about the CJA. We supplemented these lists with additional information provided to us by two members of the CJA.

In the creation of the website, we learned much about the CJA. We structured the site into four main sections, paralleling the work the CJA does: *About*, *News*, *Membership*, and *Training*. We kept the site very simple, because many members of the CJA do not have sophisticated computers or high-speed internet connections. This is

especially true in the under-developed Commonwealth countries the CJA serves, but also occurs within the UK. We also did research before choosing a provider to host the website, as it was important to use a service that would be very inexpensive but also easy to use.

Our recommendations to the CJA involved two main issues: money and services. Subscription fees must be collected more efficiently than the current honour system if the CJA expects to bring in significant amounts of money. In addition, many of the members told us that they feel there are not enough activities being held in the UK. Once the UK branch is receiving more money from its members, it must make an effort to hold more activities and events.

Through the use of technology in this project, we have been able to be of assistance to the CJA. Since it is a non-profit organisation, the level of technology used was low. Moreover, the main staff did not have the knowledge or time required to implement this database and website themselves. The databases we created should help greatly in the collection of membership fees and the recruitment of new members, leaving time for more important matters. The website created in this project can be used as a tool to promote the organisation and attract more members.

Authorship:

1. INTRODUCTION

Written by: Anitra

Edited by: All

2. BACKGROUND

2.1. The CJA and the Commonwealth

Written by: Greg

Edited by: All

2.2. The Problem Stated

Written by: Greg

Edited by: All

2.3. Website Design

Written by: Anitra

Edited by: All

2.4. Database Design

Written by: Cindy

Edited by: All

3. METHODOLOGY

3.1. Interviews

Written by: Cindy

Edited by: All

3.2. Surveys

Written by: Greg

Edited by: All

4. RESULTS AND ANALYSIS

4.1. Survey Results

Written by: Greg and Cindy

Edited by: Anitra

4.2. Databases and Membership Information

Written by: Greg
Edited by: All

4.3. Website
Written by: Cindy, Anitra
Edited by: All

4.4. Training
Written by: All

4.5. Nature and Perception of the CJA
Written by: Anitra
Edited by: All

5. CONCLUSIONS AND RECOMMENDATIONS

5.1. Funding
Written by: Greg
Edited by: All

5.2. Services
Written by: Greg
Edited by: All

5.3. Staffing
Written by: Cindy
Edited by: All

5.4. Membership information
Written by: Cindy
Edited by: All

5.5. Website maintenance and expansion
Written by: Cindy
Edited by: Anitra

5.6. Final Recommendations
Written by: All

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1. Introduction

All over the world, there are journalists who find themselves in need of assistance. In several African and Middle Eastern countries, they have been put in jail or killed for their reporting (Meldrum; Wessels, “Work”). In many countries, there are journalists who need help finding their way, locating contacts, or obtaining training for specialised tasks. If they are working in a Commonwealth country, they may be able to receive this help from the Commonwealth Journalists Association (CJA). The CJA, founded in 1978, has the mission of providing help of various sorts to the journalists and officials who make up its membership. It has branches in 15 countries and an executive office at present based in London.

The UK branch has had difficulty in maintaining a record of its members because of inadequate staffing. In addition, many members have not been paying their yearly membership fees. UK membership is mainly comprised of long standing members, which is a rather small group of people. The administration is seeking to expand the membership in the UK by attracting a younger and more diverse audience. The UK branch sought our help to remedy these problems by creating two databases: one of existing UK members, and one of potential members.

The CJA headquarters was looking for a better way to communicate to its entire membership. Members and executives of the CJA are scattered around the world, and needed an efficient way to obtain information from the CJA headquarters, which, like the UK branch, is based in London. To help fulfil this goal, we created a website.

In Chapter Two we first provide a general description of the CJA as well as the problems they are facing. We continue with a description of website design and database creation. Chapter Three describes the methodology we utilised for this project, including interviews, surveys, and case studies. The report concludes with our results, analysis, and recommendations, followed by appendices containing details of the project and its implementation.

An Interactive Qualifying Project (IQP) is a research project that examines the relationship between technology and society. In this project, the technological aspect includes the creation of a website and membership database. The social aspect concerns what impact our work has on the CJA, and how it is shaped by its needs.

2. Background

In the following sections we will provide a general overview of the CJA and the literature we have reviewed regarding website design and database creation.

2.1 The Commonwealth and the CJA

The Commonwealth is an association of 54 nations from all parts of the globe. It includes small and large states, both underdeveloped and developed, the majority of which are former British possessions or colonies. About 1.7 billion people live in these nations, which account for 23 percent of world trade and about 20 percent of global investment (McKinnon 3). The main goals of the Commonwealth are threefold: maintaining good governance, fostering agreement between nations, and assisting underdeveloped countries (McKinnon 4).

The CJA is a Commonwealth NGO (Non-Governmental Organisation) that seeks to provide assistance to the thousands of journalists throughout the Commonwealth. The goals of the CJA include protection, training, and communication.

The CJA provides assistance and support to Commonwealth journalists in countries such as Zimbabwe who are working under direct pressure from the government. The CJA attempts to alleviate some of this pressure by standing up for the rights of journalists who are often harassed or thrown in jail. For example, a journalist from Bangladesh recently applied for asylum in the United States. He received it primarily because of the work of the CJA (Mulligan).

Training is probably the CJA's most visible work. We interviewed many CJA members who have conducted training courses in areas such as Bangladesh, Pakistan, the Philippines, Mozambique, and Palestine. The training covers such areas as economic and financial reporting in areas that have recently achieved a free market; political reporting, especially to cover newly democratic elections; environmental issues; women's issues; human rights; and making use of newly available technology. The training the CJA provides abroad stimulates the journalists involved to advance and educate themselves.

The last main area of the CJA's work is communication, which has two parts. The first is the conference held by the CJA every three years. The location for each conference is carefully selected as an area with special significance. For example, the last conference was held in Nigeria just as it returned to a democratic government, and Hong Kong in 1997 just before its return to China. The elections for the Executive Committee are held at the conferences. There is also a great emphasis on fundraising and upcoming training.

The second part of the communication work of the CJA is their periodic newsletter. This newsletter is sent out to members throughout the Commonwealth, and includes articles on human rights issues for journalists around the Commonwealth, as well as CJA news.

The CJA headquarters, currently located in London, has two part-time paid staff: Ian Gillham, the Executive Director of the CJA, and Edna Tweedie, the Executive Secretary. Other members, such as Trish Williams, the chairperson of the UK branch, and David Spark, who edits the newsletter, are working journalists and are involved with the CJA on a voluntary basis.

The Executive Committee is currently considering moving the CJA headquarters from London to Trinidad. The UK branch and the main office currently share many responsibilities. However, this move would effectively separate the two entities and give the UK branch the independence enjoyed by other branches.

2.2 The Problem Stated

The CJA headquarters believes that its current level of communication with its members needs improvement. Presently, it is difficult for the CJA to circulate information in an efficient manner. We were asked to create a website for the whole CJA in order to alleviate these problems. The Australian chairman, Pieter Wessels, had already created a website, intended primarily for the Australian branch. We used this site as a template for our more comprehensive one for the main office.

An area of concern for the UK branch of the CJA is the state of their membership information, which is currently disorganised and incomplete. A listing of potential members was also desired. The creation of databases to contain this information should solve these problems.

The implementation of both the website and the databases, as well as their effects on the CJA, is the subject of this project.

2.3 Website Design

The most important consideration in website design is the intended audience for the site. This factor should determine the majority of the design, including layout, format, internationalisation issues, and specifically content (Nielsen 99; Salmons, sec. 2).

The Internet is about connecting to people, not simply trying to sell them something (Mandel 159). Therefore, the most important part of any website is the information it contains. There must be enough content to make the site worthwhile to its visitors, and it needs to be organised in an understandable pattern.

2.3.1 Content

Nielsen identifies three rules for writing content for the web: content must be 1) succinct, 2) scannable, and 3) make appropriate use of hypertext (101). All three of these rules are designed with users in mind. What users want, in most cases, is content they can quickly scan through. If the content seems interesting enough, they may go back and read in greater depth.

The first rule, that content is to be as succinct as possible, was suggested because reading on the Web is more difficult than reading a printed page. It is recommended to use no more than 50 percent of what would have been written for a printed publication (Nielsen 101). Legibility also plays a big part in keeping content succinct and readable. To maintain legibility, high contrast colours should be used for the text and background of a page. In addition, fonts of sufficient size should be used, and the text should not move around (e.g. animation, cursor trailing). Keeping the majority of text justified to the left of the page helps as well. It is also important to avoid the use of all capital letters, although it is a good way to add emphasis.

Scannability, the second rule, means that users should not have to read large blocks of text. Using short paragraphs, subheadings, and lists can all be effective. As a result of time constraints, most readers only skim a page. To accommodate this habit,

pages should be broken up into easily understood chunks. Headings are often used to provide these breaks in text. Each page should have two to three levels of headings or subheadings to set off each section, which should provide meaningful cues as to what the section is about. “Cute” headings are distracting, and generally not useful (Nielsen 106). As a corollary to appropriate headings, each paragraph or “chunk” should contain only one main idea. The most important ideas on a page need to be presented first (Nielsen 111). Bullets and lists help break up text blocks, and should typically be used when a list of items is appropriate. Coloured text, highlighting, and other means of providing emphasis should be used sparingly to make important words stand out within a block of text.

Implied in the third rule is the idea that “chunking” a very large document can also be assisted with hypertext. Since it is important to keep pages short, hypertext can be useful if a large amount of information needs to be presented (Nielsen 112). One way of doing this is to provide separate links to pages related to the main idea of the current page. Another way is to provide links related to specific terms where they are mentioned within the text.

2.3.2 Layout

All of the rules mentioned above govern content. This content must be presented in an understandable pattern. The layout of a site, and of individual pages within the site, provides this pattern. Layout is also largely responsible for a site being “friendly,”

“responsive,” and “reliable” (Wan 17). Guidelines for a working layout of information include navigation tools, proper amount of content, and text equivalents.

Navigation tools should be contained in a site to help users find the information they want (Wan 16). This may include search tools (Nielsen 224-27), menus, or a simple navigation bar at the top or side of the page. However, this short list does not adequately describe how navigation should operate. Nielsen states that good navigation should answer three questions: “Where am I?”, “Where have I been?”, and “Where can I go?” (188).

To answer the “where am I” question, the site should be clearly and consistently identified on each page. It is suggested that the name or logo of the organisation should be prominently displayed in the same place on every page, such as the upper-left corner (Nielsen 178, 189). This name should also be a link back to the home page, so that any user can go back with a single click, instead of having to wade through previous pages.

“Where can I go” is viewed as the standard question for designing navigation tools. A navigation bar of some sort is generally the solution; it can show just the main sections of the site, or may extend to show the hierarchy of sub-sections as well. It is important to remember that the URL, or address, of the site is also an important way of helping the user understand the layout of the site. “Where have I been” can be answered simply enough by using the standard colours for visited and unvisited links, although this may also be provided for in the navigation bar.

Each page of the site also needs to contain enough information so visitors do not have to flip back and forth to look for information (addressed in more detail in “content” above). If any non-text information is part of a page (e.g. audio, graphics, video), then a

text equivalent of the information should be provided (Salmons, sec. 1). The best way to do this is by using an <ALT> attribute in the tag for each piece of non-text content (Niederst 24, 486; Nielsen 303; Fisher 188, 247).

Width of each page on a site must also be taken into consideration. Many users still use monitors with a low resolution, so the maximum width of a web page should not exceed 600 pixels. However, it is preferable to have a variable-width layout that will adjust itself to the size of the window (Nielsen 174). This is especially needed now, because although monitors for computers are becoming larger, the advent of mobile internet devices, such as web cell phones and web-accessible PDAs (Personal Digital Assistants) leads to the need for pages that can be displayed in a small screen area. If minimum widths are small, pages can be accessible to everyone.

2.3.3 Internationalisation

There are additional guidelines that websites serving an international audience should follow. Concepts communicated on a page need to be clear for users from as many countries as possible.

International sites must use unambiguous dates, as 02/03/04 can mean March 4, 2002 in Asia, 2 March 2004 in Europe, and February 3, 2004 in the USA. To prevent this confusion, designers should always use 4 digits instead of 2 to specify the year, and spell out or abbreviate month names (W3C, Internationalization, “Dates and Time”; Nielsen 319). If times are displayed anywhere on the page, a time zone needs to be specified, and the difference from GMT given (Nielsen 318). One must remember to either use the 24-

hour system or specify AM/PM, as an event at 1:30 in the afternoon may still be in the morning for someone else.

Terminology is also important for international sites. It is extremely important to use simple language and terms that everyone can understand (Nielsen 315). If ambiguous terms cannot be avoided, one or more alternative terms should be listed alongside them (example: surname/last name/family name). The third potential problem of international sites that should be addressed is the use of character sets that are not widely recognised. This may include Japanese, Greek, or other languages with non-Roman alphabets. An alternative is to use an internationally recognised set, such as that provided by TrueType Font (W3C, [Fonts](#), “Some Existing Standards”) or the comprehensive set of characters in Unicode (W3C, [Internationalization](#), “Character encodings” and “The work of the W3C”).

After a site is designed to work internationally, it should be tested to ensure it will be understandable to users in as many countries as possible. This can be done by having users from various countries inspect the site and point out what they cannot understand, or by designing formal tests of the site, to be administered to typical users from each country.

2.3.4 Speed

Another important consideration in website design is that most people’s connections to the Internet are slow. Nielsen states that, “users need response times of less than one second when moving from one page to another if they are to navigate

freely” through a site (42). “Variability” of response time should also be kept to a minimum – if a page is sometimes fast to load and sometimes slow, users will be more frustrated when it is slow (Nielsen 44). If a site needs to be responsive even for slow connections, it should be light on graphics and other “fun” additions, such as JavaScript, music, and other external file formats. This does not mean, however, that the site must be plain text. Judicious use of colours and tables can still make a site interesting (Nielsen 46). Optimum page size is in the range of 2-34 KB, in order not to exceed a 10-second download time (Nielsen 48). The top part of a page should also load as quickly as possible, to keep users from having to wait to begin reading the information contained on it. This can be achieved by including <HEIGHT> and <WIDTH> attributes in image tags (Niederst 150) and table columns, and splitting complex tables up into a few simpler tables, if possible (Nielsen 50).

2.3.5 Conclusion

The literature stresses that the most important part of any site is the information it contains. This information always needs to be targeted to what the audience is looking for. If a web site does not contain the information desired, or if the visitors cannot find it, they will simply look somewhere else.

2.4 Database Design

As suggested by Blaha, Premerlani, and Rumbaugh, a high quality database should have four properties: performance, integrity, understandability, and extensibility (414). Performance describes how well the database can serve the users in terms of speed

of response and usefulness of the data that the users receive. For example, it is not very helpful when the user is asking for a list of names if they are not sorted. Integrity of a database means the accuracy of the data before they are entered and after they are retrieved. Our group will help the sponsor create a database meeting a certain level of accuracy. Structure that is easy to understand can improve accuracy, since errors are easier to fix. As an organisation grows, it may want to extend its database. Such capabilities should be provided for in the initial design.

Guidelines to meet these four requirements are described in the following sections.

2.4.1 Performance

To obtain optimum performance for a database, it should be well designed. The structure defines a set of relationships between data entries, and these relationships need to be carefully assigned (Wiederhold 345-377). For example, it makes more sense to have a first name related to a last name, rather than to have a first name related to a country name. The structure of the database must be checked for redundancy and duplicate items. Redundancy can slow down the retrieval speed and accuracy of the data (Wiederhold 547-554). For example, if a person's current residential country is of interest, then it is better to initially find the complete first and last name, and then find the country name, instead of obtaining a list of countries by first name, and then filtering this list by the last name to obtain the result.

2.4.2 Integrity

To maintain integrity, it is necessary to have useful and correct input data, and to have a reasonable structure. Broken information entering into a database is a hazard to its integrity (Winslett 168). “Broken information” means invalid, useless, and incomplete input data. For example, someone may type in his first name without last name, or declare himself to be born in the 18th century. Therefore, we need to have some “forced” fields in our database in order to eliminate ambiguous relationships between data (Winslett 168). Optional fields must be treated with caution. Incorrect values can either be removed or fixed.

2.4.3 Understandability

Understandability is very important for database management since people other than the creator may need to maintain it. When another person takes over the database, that person will need to understand everything about the database. An unambiguous and simple database structure may aid this goal. When outside consultants are used to create a database, they must provide training to the staff of the organisation (Cravens). The user interface of a database plays a very important role in the understandability of that database. Non-programmers may have trouble understanding all the code, so a pictorial user interface will be helpful for them (Miranda, Nsonde 173).

2.4.4 Extendability

When a database does not satisfy the needs of an organisation anymore, it should be extended. For example, in a membership database, size can be increased as members join. There is limited information about members to put into the database we are designing. Therefore, the structure will not change often. For a membership database, it is very important for each person to obtain information easily. A database language that provides a good working environment (e.g. good user interface) and is compatible with other popular applications (such as Microsoft Excel for statistics of members) is desirable.

2.4.5 Security

While it is important that information in a database be accessible, it should not necessarily be open to everyone. Some kinds of information, if obtained, can be used for malicious purposes. Therefore, if sensitive information is stored, it must be protected. Ways of protecting information include requiring a username and password to obtain certain kinds of information and keeping the database behind a firewall to ensure that data can only be accessed from one physical location.

2.4.6 Types of database languages

Different database languages have different strengths and weaknesses which must be considered when designing a database. Some languages are strong at creating a web-accessible database, while others are better for security purposes. For a membership

database, it is desirable to know what kind of information will be stored, how it will be used, who will be using it, approximate size, and estimated growth.

As the database we are designing will have long fields, we need a language that can handle them. Microsoft Access, Microsoft SQL Server, and FileMaker Pro all have this capability.

If membership contact information will be retrieved often, then it is preferable to use a language with email functionality integrated into it. This feature allows users to send information quickly and accurately, using the names and addresses stored in the database.

Not all users are computer experts. They may be wary of using computers and making errors. We need to take this into account. According to Hartson and Hix, a graphical interface with a text description next to each graphic will enhance these users' performance (25-26).

We have identified several popular database languages that could be suitable for the creation of the CJA membership database. A table comparing the characteristics of FileMaker Pro, Microsoft Access 2000/2002, and Microsoft SQL 2000 is provided in Appendix C.

3. Methodology

To achieve our goals, we collected data in two ways: through interviews with CJA members in the UK and surveys for students at Thames Valley University.

3.1 Interviews

Our primary method of collecting information was through interviews with current CJA members. Many of these members are professional or retired journalists with extensive experience in the areas our project is serving. The types of information we wished to gather from these interviews included the following: each member's involvement with the CJA; their individual backgrounds; their views on what the website should include; and on how potential members for the UK branch could be located.

It was also important that we gain information to help us build a database of members for the CJA. Trish Williams, the head of the UK branch, and Ian Gillham, the Executive Director of the CJA, will be the primary users of this database. For this reason, we sought their input regarding database issues.

The format of our interviews was primarily open-ended. We used a general set of questions for all our interviews, but often asked many further questions depending on the answers we received. Our basic questions are listed in Appendix B. We conducted a total of ten interviews over a four week period.

Our interviewees were:

- Jocelyn Mayne, former training coordinator for the CJA

- Martin Mulligan, the European Vice President of the CJA
- Solomon Omollo, a member currently working for the BBC World Service
- Robert MacDonald, a free lance journalist and long time member
- David Spark, the editor of the CJA newsletter
- Kailash Budhwar, the treasurer of the UK branch of the CJA
- Derek Ingram, the founder of the CJA
- Richard Borne, President of The Commonwealth Human Rights Initiative (CHRI)
- Barry Lowe, a journalism professor at Thames Valley University (TVU)
- Juliet Alexander, a journalism professor at TVU

Summaries of these interviews can be found in Appendix H.

We also consulted with Pieter Wessels, the chairman of the Australian branch and maintainer of his own CJA website, and Murray Burt, the president of the CJA, through email.

3.2 Surveys

To assess the kinds of services that would draw a younger audience to the CJA, we decided on a survey. Issues such as target population, sample population, and the sampling method needed to be fully evaluated before creating the survey.

3.2.1 Survey Population and Sample

Ideally, the population for our survey would have consisted of young journalists throughout the Commonwealth. However, disseminating the survey to the entire population would be both time consuming and impractical. As a result we defined a sample population.

We would have preferred to sample journalists from a variety of different cultural and political settings such as South Africa, Canada, and Singapore, but this was not possible due to time and information constraints. As a result, we decided to survey students in the journalism program at Thames Valley University. By doing this, we gained an understanding of how a younger journalist population could be served by the CJA, especially through the use of the new website.

3.2.2 Survey Implementation

To pre-test our survey we gave copies to Professor Weininger, Ian Gillham, Trish Williams, Barry Lowe, and Juliet Alexander. They provided us with useful feedback on how to tailor the survey to a student population.

We distributed surveys to journalism students at Thames Valley University with the help of Barry Lowe. Since the CJA is not a very well-known organisation, we gave a short presentation on its background before handing out the surveys. We used this method in both Barry Lowe's lecture, *Introduction to Journalism*, on Monday 8 April, and Juliet Alexander's lecture, *Magazine Journalism*, on Tuesday 16 April. Barry Lowe's lecture consisted of first year students, whereas Juliet Alexander's lecture consisted mainly of second year students. We handed out a total of 70 surveys and received all of them back.

The purpose of our survey was to gauge students' interest in the CJA, as well as in the types of services the organisation might offer on its website. The services specifically mentioned included: access to articles on Commonwealth issues; an open forum where journalists can communicate; job postings in the UK and the Commonwealth; and listings of older journalists available for a mentoring program. We also asked each student about journalism-related organisations they belonged to or were planning to join, in order to provide us with further resources for case studies. A copy of the survey can be found in Appendix D.

Although originally intended to gather information, the survey also helped us to inform students about the CJA, and stimulate their interest in the organisation. Many of the students provided us with their contact information, and may consider joining the CJA in the near future.

4. Results and Analysis

Through our interviews and surveys, we gained much valuable information. We used this information to create the website and two databases and locate potential members.

4.1 Survey Results

“A membership drive with a particular emphasis on an outreach programme to younger working journalists is already overdue.” - Martin Mulligan, CJA European Vice

President

The central goal of our survey was to inform the students of the existence of the CJA, and to stimulate their interest. We hoped to gain many potential members from this group once our survey was complete. The other goal was to gain data important to the construction of the website.

Most of the students our team surveyed at Thames Valley University were between the ages of 19 and 23 (Fig. 4.1). However, there were a few mature students as well, including an editor for a newspaper in Iraq. These mature students were generally less interested in the prospective job listings offered by the CJA.

Although 70% of the students were of British descent, the remaining 30% represented a diverse makeup of nationalities (Fig 4.2). Of the 16% who were not of European descent, only five students (8%) were from the Commonwealth countries.

Fig 4.1 Age distribution of the students

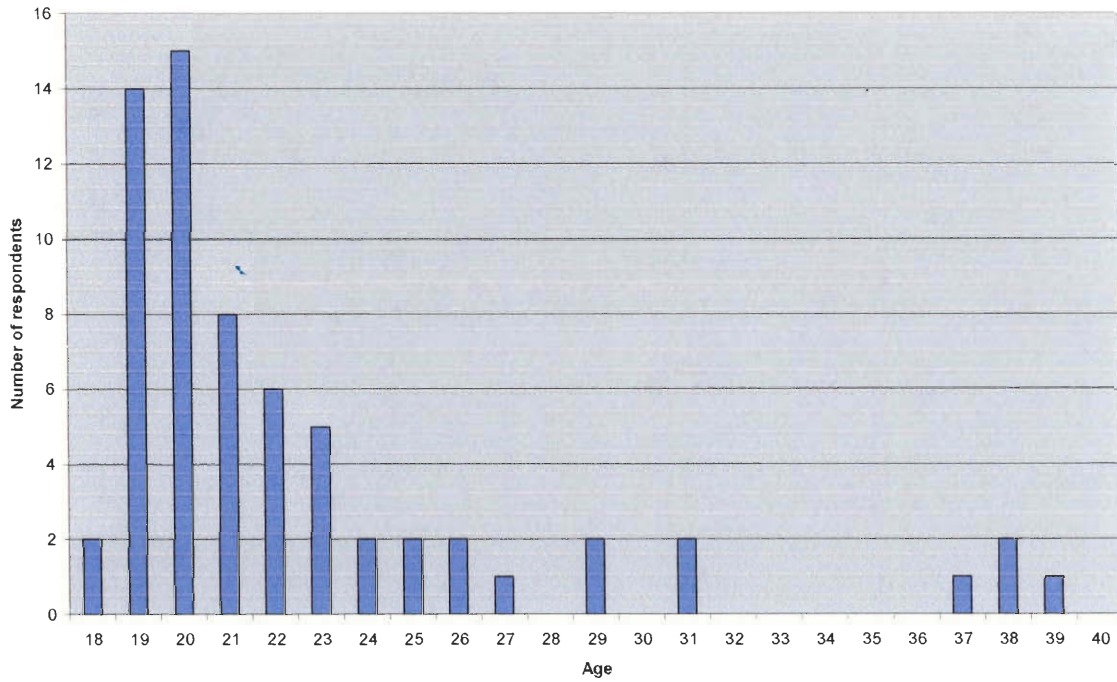
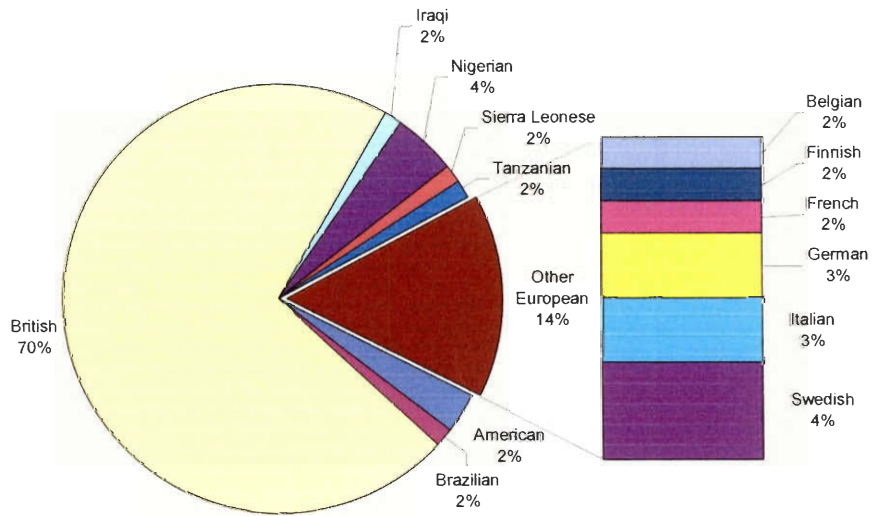


Fig 4.2 Nationality of the Students



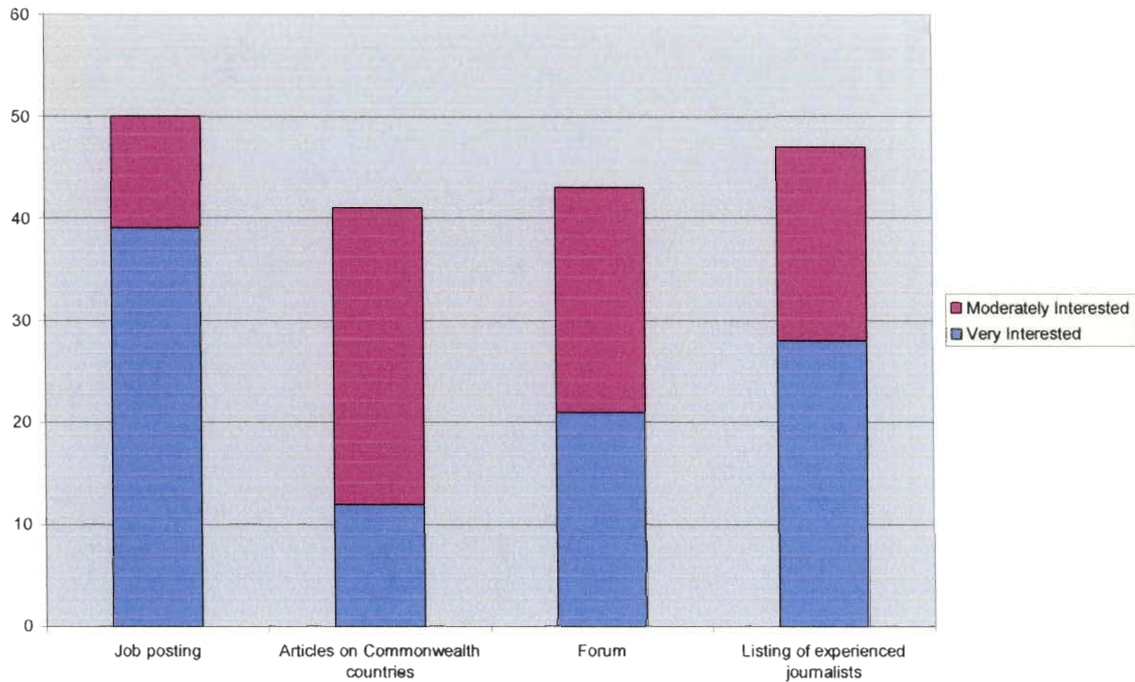
Only six out of the 70 students surveyed knew about the CJA before our presentation. When asked to provide email addresses in order to receive more information about the CJA, 72% of the students left their names and contacts. Two students explicitly stated their intention to join the CJA.

When asked about their future plans, many students seemed uncertain. Nevertheless, the majority plan to pursue professional careers in journalism. The possible career paths the students listed for us include broadcasting, magazines, political reporting, sports reporting, and free-lance journalism.

We listed some services that the CJA could provide for students and asked them to rate their preferences accordingly. The most popular service of the choices we gave was job postings within the UK or the Commonwealth. This was not surprising considering that most students look for jobs after graduation. An open forum for members and a membership listing of older and more experienced journalists with their contact information were also of interest to the students. A listing of articles about the Commonwealth was the least appealing (Fig 4.3).

We asked the students for further input on what services the CJA could offer them. Most of their suggestions seem to line up quite well with the work the CJA does. Many mentioned legal protection or training. Their other input seemed very similar to what we had already suggested, especially with regard to help finding jobs. The CJA might be able to help such students find jobs by giving them work experience through an internship position (discussed in the next chapter), or by connecting them to other journalists who may be able to give them career advice or publication opportunities.

Fig 4.3 Potential CJA services of interest for students



4.2 Databases and Member Information

In our work for the CJA, we needed to fulfil two tasks regarding membership issues. The first was to create a database of existing UK members of the organisation, and update the members' information to reflect their current status. The second task was to locate potential members for the UK branch. We created a second database to organise the information obtained from this search.

4.2.1 Existing UK Member Information

Ian Gillham, Executive Director of the CJA, provided us with a list of UK members in Microsoft Word format that had been used to create mailing labels. After gathering opinions from different people including Murray Burt, the President of the

CJA, it was decided that Microsoft Access would be the best program for organising this list. The form was designed to contain numerous fields tailored for the UK membership of the CJA. Some fields have validation checks (Microsoft, 98) to ensure that reliable information is entered into the database. For example, if a user accidentally enters a date greater than the current date in the “Subscription Paid” field, a pop-up window will ask the user to re-enter the information.

Fields such as *First Name, Middle Name, Last Name, Title, Address, Building Name, Borough, City, Postal Code, and Country* were all necessary to create mailing labels in Microsoft Access (Microsoft, 52). Having fields such as home phone, work phone, mobile phone, fax, affiliated organisation, and email address will give the CJA the capacity to easily contact any of its members by methods other than mail. A *Subscription Category* field was later added since there are two types of membership in the UK: student membership (10) and UK membership (20). Originally the *Subscription Paid* field was a yes/no drop down box. However, we later determined that this system of tracking payment would require a lot of work because it would be difficult to determine if a member was paid up for the current year or a past year. We have therefore changed this field to enable recording of the last date that a member had paid his/her dues. A field designated for notes is placed at the end of the form for the UK branch to write any additional information about a member.

Once the design of the form was finalised, the UK membership information was entered into the database. Unfortunately, this information was lacking in many details. In fact, the UK branch was missing phone numbers and email addresses for well over half of the 102 members. This resulted in many hours spent at Westminster Public Reference

Library, going through various phone books, and attempting to gather the missing phone contacts. We were able to track down 30 additional phone numbers this way. We repeatedly attempted to contact each member for whom we had a phone number. Once we got in touch with a member, we would inquire if they still wanted to be a member of the CJA. If the answer was yes, we asked them to provide us with the necessary information to fill in the missing fields.

Careful consideration was taken in asking for the member on the phone. For example, instead of asking, “May I please speak with John Smith”, we would state, “I am trying to get in contact with John Smith.” The reason for this is that some of the members might have passed away or moved over the years and the later wording would be more appropriate. The remaining members, for whom no additional information could be found, were sent a letter asking for them to provide us with their missing information (Appendix F), which will be entered later by the UK chairperson.

A complete membership database now exists for the UK branch, which can now keep track of its membership and determine if members have paid their dues. A sample form from the membership database is presented in Figure 4.4.

4.2.2 Potential UK Members

We located several High Commissions (embassies) for Commonwealth countries, and asked their press divisions via email or phone to provide us with a list of their journalists currently working in the UK. We focused on wealthier countries that can afford to send more journalists to the UK. The wording in the emails we sent had to be

being read. A table of high commissions that we contacted can be viewed in Appendix G.

CJA		<i>Membership Database</i>	
First Name		Middle Name	Last Name
Juliet			Alexander
Title		Organisation	Address
Miss		Thames Valley University	1, Court House Gardens
Building Name		Borough	City
			London
Postal Code	Country	Home Phone	Work Phone
N3 1PU	United Kingdom	020 8922 6432	020 8231 2756
Mobile Phone		Fax	Email Address
			juliet.alexander@tvu.ac.uk
Subscription Category		Subscription Paid	
U.K member (£20)		24 April 2002	
Notes			
Professor at Thames Valley University PHONE NUMBER INVALID. Email has been sent out.			
Record: 1 of 103			

Figure 4.4 Sample interface from membership database

Solomon Omollo, head of African Productions at the BBC World Service, said he would provide the CJA with a list of colleagues working at the BBC that might be interested in joining the CJA. Trish Williams provided us with a list of potential members. We also collected contact information from many of the students we surveyed at Thames Valley University who were interested in receiving more information about the CJA.

Overall, a list of about 120 potential members had been collected for the UK branch. This list could potentially double the membership for the UK and could substantially increase revenue for the organisation.

Once contact information for all the potential members was collected, we entered them into a database designed for this purpose. The fields for each entry include *First Name*, *Last Name*, *Affiliated Organisation*, and *Email Address*. The number of fields was kept to a minimum in order to keep the database simple. These fields will enable the CJA to email each potential member, delivering information about the organisation. Some potential members may be more promising than others and a *Notes* field has been included to indicate this. A sample form from the database is shown in Figure 4.5.

The screenshot shows a window titled "Potential Members3" with a blue header area containing the "CJA" logo and the text "Potential Members". Below the header is a form with the following fields:

First Name	Middle Name	Last Name
Title	Address	City
Postal Code	Organization	Email Address
Telephone	Fax	
Notes		

At the bottom of the window, there is a record navigation bar showing "Record: 120 of 120" with navigation icons.

Figure 4.5 Sample interface from potential member database

4.2.3 Database Security

Even though the database is not accessible on the web, it will still be vulnerable to hacking if the computer storing the database is connected to the Internet. One technique of dealing with this threat is to keep the database disconnected from the Internet. Unfortunately, this will not be feasible if data need to be entered remotely. However, a firewall and private network could still protect the information. Through the use of physical barriers such as routers, firewalls stop unauthorised access from the outside. The use of usernames and passwords is another method to enhance the security of the database, although it can be cumbersome to remember passwords and have to enter them every time access to the database is desired.

In the end, we decided that the easiest way to keep the database secure was through two simple methods. Firstly, the computer the database is stored on is rarely connected to the Internet, and usually not for a long period of time. This will make it harder for a potential hacker to steal the entire database, as it is reasonably large. Secondly, few people will know about the existence of the database, and even fewer will know where it is stored and how to access it. This is the greatest protection that can be provided for the security of the member information.

4.3 Website

Another goal of this project was to create a website to enhance the communication between the CJA and the members, and amongst the members. During the creation process, our team interviewed the CJA members on their concerns for the

website. Everyone we interviewed generally agreed that having a website would be beneficial to the CJA, but there were many different ideas as to what it should contain. These conflicting ideas probably stem from the fact that there are two separate uses for such a site: to recruit new members, and to connect and inform existing members.

4.3.1 Content

We decided that the content of the site was best split into four main sections: *About*, *News*, *Training*, and *Membership*. The content of each section is discussed below.

To assist in the recruitment of new members, most people we talked to said the site should have basic information about what the CJA is and what it does. We decided to display this information in the (appropriately named) *About* section. It was also suggested that a brief history of the CJA would be useful. Several others told us that the easiest way to present a history of the CJA was through previous newsletters and conference reports, as these comprise most of the written records of what goes on from year to year. It was further pointed out that any history and description of the CJA would also include its Constitution. A few members also suggested that it would be useful to have information on the Commonwealth.

At the early stage of the project, we thought of creating a *History* section for the website which would include a brief description of the history, a list of previous staff, and an archive of old CJA newsletters. However, we found that all of this information could be placed in *About* and *News*. For example, the history of the CJA can go to *About*, while the archive of newsletters can go to *News*. As a result, we decided not to create a *History*

section, and included information that would have belonged to *History* into other sections.

The newsletter that is periodically sent out by the CJA is the established means of communication for reaching the whole membership. We made provision for the most recent copies of the newsletter to be easily accessible in the *News* section of the site, as well as a partial archive of past newsletters for historical purposes. This section of the website could also be used to publish items that come between the appearance of the newsletters, expanding the level of Commonwealth media information currently available to the members. A more radical view expressed by Barry Lowe was that the CJA should stop publishing a hard copy of the newsletter altogether, and simply rely on the website to distribute news to its members. This, however, seems unlikely, as several of the members we talked to expressed appreciation for the current format and distribution of the newsletter, and reluctance to rely solely on the website.

Activities and events could also be published in *News*, in addition to advertising for each upcoming conference. Any person who wants to know what is going on at the CJA in the UK branch or other branches can check this section to get the information desired. This could help increase attendance at events sponsored by or involving the CJA.

Another section that many members wanted to see was a *Training* section. This page contains information on the kinds of courses the CJA has conducted in the past as well as information on the trainers, including brief descriptions of themselves and contact information. Visitors should be able to identify trainers and contact the CJA to request training courses.

For recruitment purposes, the *Membership* section of the website has information on how to join the CJA. This includes the classes of membership (full, associate, and corporate) as well as the subscription fees.

For easy reference, the headquarters address and phone numbers were listed at the bottom of the start page, but are also linked from the *Membership* page. We also provided the contact information for all fifteen existing CJA branches on this page. A few people requested that the website should provide a level of interconnectivity between the branches, but did not clarify how they thought this would work. With the limited resources we had at our disposal, we found a simple list with the contact information to be the best solution. However, the role of individual branches and the website could be expanded in the future, as explained in section 5.5.2 of this report.

In order to facilitate communication amongst members, it had been suggested to us to post a full membership listing including members' names and email addresses on the website. If a member wants to travel to another Commonwealth country, he would be able to access this list from the web and to locate another member of the hosting country. Members could also contact each other to exchange news.

Unfortunately, this list would not only be open to CJA members, but to anyone who views the website. Even though a member's physical location cannot be easily verified by his email address, he would likely receive email spam if this feature was implemented. Due to time constraints, we were unable to create a sophisticated password-protected system such that only members would gain access to such a list. On the other hand, we would need to ask for each member's permission before putting up the information, because it involved privacy issues. This process was both time-consuming

and impractical. As a result, we decided not to include this feature on the website. Those who would like to contact other members should instead get in touch with their local branches directly.

As supported by our survey results, job postings would be an immensely valuable tool to have on the website, especially for a younger audience. In addition, this would be a visible service the CJA could offer to members in developed countries, since currently much of their efforts are concentrated on helping less-developed countries.

Unfortunately, we did not have the resources necessary to make this feature available on the site.

4.3.2 Layout

In the creation of the website, we restricted the use of graphics and external applications because not all visitors have sophisticated computers and networks to view the site. The members we have interviewed had shown their preference for a clean website.

There are ways to make a webpage attractive without using a lot of graphics and programs. We used Cascading Style Sheet (CSS), which allowed us to work with different fonts, text decorations, colours, etc with minimal effort. This technology is text based, so it takes less time to download. Although CSS might not work properly for all browsers, it should be ignored by older browsers that do not understand it. Therefore, functionality of a webpage is not affected.

We assessed the diversity of the CJA's membership and found a large number of members are living in developed countries with good computers and networks. These

members would be able to view websites that use more advanced technologies. Moreover, this website was targeted to a younger audience. These people would expect the CJA's website to look fairly professional, since the CJA is an international organisation. We considered whether two versions of the website should be created: a fancier one that was targeted to users in developed countries, and a text-based version targeted to those with older computers or a slower network. However, synchronising the two versions would be complicated, requiring an additional person to maintain the website. Therefore, our group has decided to keep the original plan of having only one version of it.

We used cyan as the theme colour of the site, as it approximated the official colour of the CJA (teal). Cyan is more universally used, and makes the content stand out better. The CJA logo was placed on the upper left hand side of the screen.

At the beginning we attempted to design a new logo for the CJA. It was a dark blue oval with a cyan "CJA" inside. However, after consulting Pieter Wessels, we decided to use the logo that appears on the newsletter, in order to reduce confusion.

On the upper right of each page, we placed the Commonwealth seal to signify that the CJA is a Commonwealth organisation. Right below the teal title bar there is a menu to allow easy navigation to the four main sections of the website, plus the home page.

The layout of the newsletter was another major issue. Since newsletters come out periodically, the newsletter section of the website has to be archived and updated regularly. As a result, the newsletters should not be arranged in such a way that the update process is difficult. Our group decided to make the whole newsletter appear on a

single page, with links to different articles on the left hand side for easy navigation. This was the same basic design that Pieter Wessels had on his CJA website. Since he would possibly be responsible for maintaining the website, we wanted an update process familiar to him. We had thought of letting each article have its own separate page so that the newsletter page will be shorter. After going over the newsletters, we found that most of the articles were rather short. Those short articles weren't worth the effort required (on the receiving user's end as well as on our end) to have their own separate pages. Updates of this style of newsletter would be a lot more time consuming as well.

4.3.3 Hosting

In choosing a provider for hosting the CJA website, many factors had to be considered. First of all, since the CJA had very little money to spend, the service we chose needed to be as inexpensive as possible. Almost all of the cheaper services we could find were based in the US.

It was also extremely important that whatever hosting service we use must have good customer support. It would be preferable to find a service with a toll-free UK number.

A third area to be considered was the reliability of the service. This falls into two categories. The first is how reliable the actual machines are that the service uses. It is important that the CJA website be accessible at all times, which is not possible if the host server is often offline. The second category of reliability is how likely it is for the service to still be operating in a year or two. This is important since many internet companies go

out of business, many of them with little or no notice to their customers. To find services that were reliable, we used two methods. The first, and most useful method, was to ask people who are involved in internet-based companies what services they could recommend. Secondly, we searched through trusted internet services, such as C|Net (<http://www.cnet.com/>), to find other people's recommendations for inexpensive, reliable hosting.

A comparison of the three top choices we found is in Appendix E. We chose 49pence.com for several reasons. They seem like a very reliable company, and advertise the reliability of their servers. Their service also offers more than twice as much space on their servers as the other two services. Although the most expensive of the three at £38 per year, it is still quite cheap. The best reason to choose them, however, is the fact that they are based in the UK, and have UK phone support. However, the CJA may wish to change the service they use once the headquarters is transferred to Trinidad.

4.3.4 Domain Name

We wanted to choose a domain name that would clearly convey the nature of the website. To do so in the best way possible, we preferred a domain name that ended in .org, instead of others such as .com, .net, or .org.uk. This is because the CJA is not a commercial entity (.com), not an internet service by itself (.net), and is supposed to represent the entire Commonwealth, not simply the UK (.org.uk).

Our other goal for the domain name was that it be easy to remember and easy to type. Shorter titles are easier to type, so our first choice was cja.org. However, this name was already taken by another company. Our next choice was to expand the name out to something containing “commonwealth” and “journalists” and ending in “.org”. Our options for this included running the two words together (commonwealthjournalists.org), or putting a hyphen or an underscore between the words (commonwealth-journalists.org, commonwealth_journalists.org). We could have also used the full name of the CJA, “commonwealthjournalistsassociation.org”, but this is rather long and cumbersome to type. We chose to run the words together, as this is easier to remember and easier to type than putting another symbol in between. Therefore, our final choice for a domain name for the CJA’s new website was “commonwealthjournalists.org”.

4.4 Training

Once our project was completed, we trained CJA staff members how to use the database and update the website. While we were in London, we spent time with local staff, to assess their level of computer literacy. As a result, we were able to tailor our training sessions to their needs.

The staff will need to be able to add new members to the database. They will also need to know how to update information for a current member or delete a member’s information. We also trained them how to use the mailing label feature, and how to perform basic searches on the data.

Pieter Wessels and Ian Gillham must also understand how to update the website. A short user manual was written to describe how to upload pages and pictures to the

website and how to edit existing pages. We also used the manual to explain the layout of the site from an administrative perspective.

4.5 Nature and Perception of the CJA

From our interviews, we discovered that the CJA appears to be whatever a member perceives it to be; however, there were several common threads among our interviews.

First, there was a measure of uncertainty about what the CJA's role was, as well as what they were trying to do in the future. Martin Mulligan, the Vice-President of the CJA in Europe, feels the organisation plays both a formal and an informal role. Formally, it helps journalists in trouble, organises training courses, and holds a conference every three years. While less visible, the informal role is probably more important to many current members of the CJA, providing opportunities to network with journalists from all over the Commonwealth countries. This informal role was readily apparent to us as we conducted interviews. It was clear that everyone we talked to knew everyone else, and they spoke very highly of one another.

The functioning of the CJA is somewhat complicated. At the head is a President, with three vice-presidents and numerous other executives on the Executive Committee. Since the committee members are dispersed all around the world, most work goes through the Management Committee located in London. The Management Committee, although it has little formal power and recognition, is nevertheless charged with the duty of keeping the CJA running. The Executive Director (Ian Gillham) and Executive

Secretary (Edna Tweedie) are on both the Executive and the Management Committees. Trish Williams is the head of the UK branch of the CJA, while Ian and Edna carry out most of the day-to-day work of the CJA as a whole.

We have a list of about 100 members in the database we created. However, David Spark, the editor of the CJA newsletter, estimates that, “there aren't 100 active members, just the Management Committee and a few others.” There are several possible causes of this lack. The most obvious is that the CJA has very few activities to attract members in the UK. Several of the members we talked to were unhappy with the current level of activity, and could only tell us about the newsletter and the conferences. Also, the majority of the current membership is older, often retired or semi-retired. Many of them have been with the CJA since its creation, and stay with it out of a feeling of altruism, wanting to enrich the organisation and less-privileged journalists. Another reason for the low number of active members is the fact that there is very little to remind them that they are members of the CJA; they do not even receive notice when their subscriptions are due every year. Instead, payment is on an honour system, where the members are expected to remember to pay the CJA a fee every year, on the first of July.

Unfortunately, the lack of activity in the UK branch is similar to that of other member branches. Since the branches are autonomous, the CJA has little notification of what they are doing and how they are faring. For example, the Ghana branch has seemed to disappear because they no longer respond to any attempts at communication from the head office.

The advocacy work of the CJA has been expanding in recent years. While they used to adopt a policy of neutrality and disinvolvement, they now take a more active role

in protecting journalists whose rights are being infringed upon. Kailash Budhwar feels that the CJA specifically, and the media in general, must “throw light on the spots where there is darkness and expose the truth”. Many CJA members feel that the organisation should be doing still more to help journalists who are threatened. Even if they cannot stop the injustices faced by journalists in many countries, simply by making the plight of these journalists known to the rest of the world, they are achieving a degree of success.

From our interviews, we also determined that most members in the UK regard the conferences highly. The conferences make visible the work of the CJA to its members in developed countries such as the United Kingdom. David Spark summed it up when he told us that “conferences are most of the work of the CJA.”

Since the CJA’s current membership is not very active (because at present it has limited funding), the organisation is searching for ways to attract new members. Everyone we talked to agreed that having activities would help substantially. There also seemed to be a strong hope that the website would bring in a new, younger breed of members. Three of the members we interviewed stated that the CJA needs to reinvent itself to serve a younger population than it currently does, and hope that the creation of a new website would help.

A sensitive issue raised by many CJA members is the fact that the organisation does not have enough money. It is not actively collecting subscriptions of current members, relying simply on the ones who happen to remember to pay. Much of its funding currently comes from a few Commonwealth and government sources. While there is a trust set up to support the CJA, it would need £250,000 in capital to operate as intended (meaning that the CJA could fund itself simply from the interest generated by

the money in the trust). The combination of not enough money and not enough interested members led a few of the current members to assert that the CJA will no longer be able to exist unless action is taken soon to revitalise it.

Due in part to the monetary issue, the CJA is taking steps to move its main office to Trinidad. In doing so, they will join the trend for Commonwealth NGOs to move their main offices out of Britain and into other Commonwealth countries. During our first interviews, this move seemed only a possibility. However, as the weeks went on, officers of the CJA became more and more certain that this move is going to happen. We now know that the office will be moved sometime next year. This will certainly affect the operations of the CJA greatly. The UK branch must be strong enough to support itself without the help of the headquarters when this happens.

5. Conclusions and Recommendations

The CJA has a membership dedicated to the pursuit of fair journalism and human rights. However, these elements alone will not be the determining factor in the future success of this organisation. There is a reservoir of potential members throughout the Commonwealth that must be tapped into the CJA if it expects to flourish. There are also several aspects of the organisation that should be improved upon.

5.1 Funding

A successful organisation must have the capacity to efficiently collect dues from its membership. This simply has not been the case with the UK branch throughout the years and was a focal point for our project. The membership database will certainly assist the organisation in keeping track of who is paid up.

We recommend that a notice should be sent out each year to remind members that their membership fees are due. These reminders should arrive within a month of 1 July, the collection date. The UK branch should continue to encourage members to pay their fees by direct debit. This will allow the branch to directly debit the members' accounts on a specific date, avoiding any chance of any one of them forgetting to pay his/her dues. This system of payment should not be a requirement of membership since some members, especially students, might not be comfortable with the strain on their bank accounts. It should be offered as a recommended option instead. In any case, the UK branch should continue to devise strategies to efficiently collect dues if it expects to increase revenue.

5.2 Services

There must be incentive to join an organisation if members are to be attracted. In this respect the UK branch needs to be more proactive in the services it provides. We understand that there is limited funding, but there are simply not enough events and activities sponsored in the UK. The organisation needs to provide many networking opportunities for journalists with similar interests. Members have stated that this is a major drawing point for the triennial conferences; it should be repeated on a smaller scale in the UK.

Sponsoring guest speakers is an attraction for students to join the organisation. There are several distinguished members of the CJA who would be willing to speak to a younger audience and hold an open forum where students could ask questions. These events might take place at Thames Valley University at a minimal cost, since two of the CJA members, Juliet Alexander and Barry Lowe, are already teaching there. There could also be luncheons, tours to places of interest such as the BBC World Service and any other events that can provide journalists an opportunity to network.

The CJA main office should also consider investing in an attractive glossy leaflet that promotes the organisation. This leaflet should include information on future events the CJA is planning as well as past events that have been successful.

5.3 Staffing

In order to attract more people to join the CJA, the organisation must invest time and effort to present a positive image to potential members. However, the main office only has two part time staff working two days a week. The staff try to help with the

workload of the UK branch as well, but are often occupied with other important tasks for the CJA. It would be preferable to hire more full-time staff, but this would cause further financial strain on the organisation. However, this may be alleviated when the office moves to Trinidad. Moving away from London will allow the CJA to hire at least one full-time staff member, for the same amount of money they have been using to support the current office.

A lot of effort may be required to keep the website up-to-date. At this time, there are no individuals dedicated to maintaining the current website. Before our website, Pieter Wessels was the webmaster of the CJA website he created. However, he has only maintained it out of devotion to the CJA. After the creation of our website, he may change the role of his original one to concentrate on serving the Australian branch. Our website is more complex than the previous one as we made use of CSS and there are more pages. Therefore, it is crucial to have a person solely responsible for its maintenance. It is not feasible for the CJA to hire a professional webmaster because it will be very costly. We hope that Pieter Wessels will take over the job as webmaster of the new site, otherwise, another volunteer from within the CJA must be found.

The CJA, the UK branch in particular, is trying to draw young journalism students into its membership. This provides an opportunity to set up a student internship to take care of the website and/or the databases. This position could be either paid or unpaid and would be beneficial both to the UK branch and to the student involved. The CJA would have the website maintained, the UK branch would have their databases updated, and the student would gain experience by working for the CJA. The student intern should possess knowledge of the technology used, which will relieve CJA staff and

volunteers of the burden of acquiring it. The intern would be able to meet older and more experienced journalists, gaining valuable experience for a future career in journalism.

5.4 Membership information

While our team was working on the membership data collection process, we realised that a lot of these data were old and inaccurate. If the UK branch is unable to update the membership information frequently, the new database that we created will eventually become useless. It is time consuming to contact the members by phone or mail to make sure their information is current and correct.

There are many ways for the UK branch to encourage its members to keep their contact information up-to-date. There is a CJA membership application form at the end of each newsletter that is sent to the members by mail. The application form fills an entire page, but could be designed to look more compact. A smaller application form would leave some space to place a membership update form for members to fill in and send it back to their respective branches. The form will remind the members to update their information when it has changed.

Another way to keep members' information up-to-date would be to send the CJA newsletters by first-class mail instead of second-class. First-class mail allows newsletters to come back to the CJA office when they are undeliverable. The CJA would then know those addresses are invalid and would be able to notify the appropriate branch. Unfortunately, this would also cause the cost of sending the newsletter to increase substantially.

5.5 Website maintenance and expansion

Once the website is operating, visitors to the site will assume they are getting the newest and most accurate information. People will be able to access this website at any time wherever an internet connection is available. Therefore, it is necessary for the website to be frequently updated and maintained.

The website could be used to advertise the CJA. Using the website, potential members could look up information about the organisation. As internet services are getting faster and more common, the CJA can move some of its services online to serve its members. This can be achieved through the continual expansion of the website.

5.5.1 Keeping the website up-to-date

If a website is not being updated regularly, visitors will think they are viewing a stale site which is unable to give them accurate information. They will visit the website less often, or never again. Continual changes to the website will entice members to visit the site often. An example would be to post news on the site weekly. The news does not have to be CJA-specific. It can be postings that journalists would be interested in, such as news from other Commonwealth countries, or articles from member journalists.

Broken links are hazardous to the functionality of a website. Any links to external sources such as the Commonwealth Secretariat must be periodically checked to see if they are still accurate. Although it is unlikely that many of the related sites will disappear or change their web addresses, it is still essential to check these links regularly.

Since the website is going to serve the entire CJA membership, there could be news from each local branch. It is important for the CJA headquarters to encourage the

local branches to provide news to the website. This will give each branch a sense of involvement and belonging in the organisation.

5.5.2 Expanding the website

One of the goals of the website is to enhance the communication amongst members. The CJA can make use of current technology to create an open forum on the website. Members can post questions or items of information there, and others can reply. Another way to foster communication would be through the use of an email “listserv” or “listbot”, a program that receives email and sends it to a standardised list of email addresses.

Both the forum and the listserv could be programmed into an existing server. However, it would be simpler and less expensive to use an external service instead. There are many free services that offer email lists or electronic bulletin boards with little advertising. By using an external provider, either of these services could be offered to CJA members, with minimal effort required by the webmaster.

If the forum is done successfully, the CJA may want to consider moving the executive meetings online. Under the current system, the officers usually only meet formally at the triennial conferences. They decide what will happen for the next three years, but since they are unable to meet again after that, the work is left up to the interpretation of the London Management Committee. If the executives could meet online as well as at the conferences, they could communicate what needs to be done with much more clarity, while retaining CJA resources for more training and activities.

If young journalism students are expected to join the CJA, it would be wise to provide some services that would be of interest to them. According to the survey results we obtained from the TVU students, they are most interested in job postings on the website (Fig. 4.3). While an excellent idea, this would be rather difficult to implement. A partnership would need to be formed with press organisations to provide a list of job openings.

If a member has made contributions to the organisation, he deserves to be honoured. A section on the website can be developed for this purpose, such as “Member of the Month” or “Featured Member”. This may encourage members to make more contributions to the CJA, because they feel a sense of belonging.

If any of the aforementioned services are implemented for use only by CJA members, these services should be protected from access by the general public through the use of a password system.

As the CJA becomes stronger, more information may be posted on the website. In this case, the role of the site should be changed from that of a news centre for all CJA branches to providing information about the organisation in general with details on major CJA events. Local branches could develop their individual websites to handle their local news and events. These individual websites could be a part of the service the CJA is now using to host its website, with names like <www.commonwealthjournalists.org/ghana> or <zambia.commonwealthjournalists.org>. Links to each of these local branches would be posted within the CJA mother site so that members who are visiting this site can find out what is happening in other branches.

5.6 Final Recommendations

While we feel all the above recommendations are important, we would like to direct attention to two in particular.

We emphasise that the collection of subscription fees is the most important method to bring in money. Simply by sending out a reminder once a year, the UK branch should be able to significantly increase the amount of money it receives from its members.

To address general membership issues, we would like to bring attention to the issue raised by many of the members: they feel there are not enough activities being held to keep the CJA in the UK alive. Once the UK branch is receiving more money from its members, it must make an effort to hold more activities and events. This will be key in attracting more members.

These two items may well determine the future of the CJA in the UK. We urge that efforts be taken to see they are carried out.

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Appendix A: Mission of Agency

Goals of the Commonwealth:

- To be a force for democracy and good governance
- To provide a platform for global consensus-building
- To be a source of practical help for sustainable development

Mission of the Commonwealth Journalists Association:

- To bring Commonwealth journalists closer together
- To improve the quality and quantity of information available to them
- To provide training and to give support to journalists working in difficult situations possibly under pressure from government or commercial interests.

Size:

100 members of the CJA within the UK.

Who is served:

Members of the CJA all over the world.

Organisation:

The CJA is headed by a president, with three regional vice presidents and numerous other executives on the Executive Committee. Since this committee is dispersed all around the world, most work goes through the Management Committee located in London. The Executive Director (Ian Gillham) and Executive Secretary (Edna Tweedie) are on both the Executive and the Management Committees. Trish Williams is the head of the UK branch of the CJA, while Ian and Edna carry out most of the day to day work of the CJA from the headquarters in London.

Appendix B – Questions for Interviewing

Basic Questions:

1. What is your association with the CJA?
2. What is your perception of the functions of the CJA?
3. What do you know about the history of the CJA?
4. What methods can be used to locate potential members for the UK branch?
5. What kind of information do you think is the most important to be presented in a website?

Appendix C – Database software comparison

	FileMaker Pro	Microsoft Access 2000	Microsoft Access 2002	Microsoft SQL Server 2000 Standard Edition
Hardware requirements	- Intel 486 or above - 32MB RAM	- Pentium 75MHz or higher - Amount of RAM varies depending on the Operating System - around 161MB hard disk space	- Pentium 133 MHz minimum - Amount of RAM required varies depending on the Operating System - Hard disk space varies	- Intel Pentium 166 MHz or higher - 64MB RAM minimum - Hard disk space varies
Software requirements	- Windows 95 - Windows 98 - Windows Me - Windows 2000 (Windows 98, NT 4.0, or 2000 required for Web Companion and ODBC features)	- Windows 95 or later versions - Windows NT version 4, service pack 3 or later	- Windows 98 - Windows 98 Second Edition - Windows ME - Windows NT - Windows 2000 Professional - Windows XP Professional or Home Edition	- Microsoft Windows NT Server 4.0 - Windows 2000 Server - Microsoft Windows NT Server Enterprise Edition - Windows 2000 Advanced Server - Windows 2000 Data Center Server.
Knowledge needed to use this database	Very little	Very little	Very little	Need to know SQL to code the database structure
Security	- Allow administrator to choose who can modify and view the content.	- Using Microsoft SQL server's security features	- same as left	- Data encryption - Allow different modes of access
Features	- Able to mass email directly from the database.	- Able to mass email directly from the database	- Customisable user interface. - Support previous versions of MS Access. - SQL Server 7.0 and SQL Server 2000 Compatible - all features in MS Access 2000	- Error structure detection (close-loop detection)
Applicability	Compatible with Microsoft Office	Microsoft Office	Microsoft Office	Microsoft Office 2000
Pricing (converted from USD)	£180	Included in Microsoft Office 2000 Professional. Microsoft Office 2000 is no longer available for retail.	Included in Microsoft Office XP Professional (£408), or can upgrade to XP (£232), or can buy Access alone (£239)	Depends on the number of users that will be using it £1050 for 5 clients £1586 for 10 clients

Data retrieved from www.microsoft.com and www.filemaker.com

Appendix E - Comparison of Hosting Services

	Catalog.com	DirectNIC.com	49pence.com
yearly price, 2002 (GBP)	25	21.4	38
maintenance	web or FTP	FTP	unknown, probably FTP
email (POP3)	1 mailbox	£6.5 1st box	1 mailbox
email forwarding	1 address	unlimited	unlimited
space	20 MB	20 MB	50 MB
traffic	500MB/month	2GB/year	500MB/month
other features:	Graphical traffic reports	SSI	British phone contact
			SSI, DB features
			24.99 hosting, 12.99 domain name

SSI = Server Side Includes

DB = database

Appendix F - Letter to Members

April 2002

Dear member,

We have been asked by the CJA to undertake a project to update its membership information. We would be grateful if you could assist us by completing this form.

First Name:

Middle Name:

Last Name:

Title:

Address:

Home Phone:

Work Phone:

Mobile Phone:

Fax:

Email Address:

Thank you for your time,

Greg Vemis, Cindy Leung, Anitra Setchell
Worcester Polytechnic Institute

17 Nottingham Street, London, W1U 5EW
Tel: (0)20 7486 3822 / Fax: (0)20 7486 3822

Appendix G – Press organisations and High Commissions

Press organisations:

Name of the Press	Result
John Fairfax (UK) Ltd	Two names
Australian Consolidated Press	Claimed they do not have anyone from Australia
News Limited of Australia	Three names
Pacific Publications Pty Ltd (European Bureau)	Updated address and two names
TNT Magazine	Left a voice message, but they had not replied by the time this is written.
Australian Associated Press	Three names

High Commissions:

Country	Result
Bangladesh	Claimed they do not possess such a listing
Canada	Directed us to a website with all the listings
Fiji Islands	They called back and claimed they do not possess this listing
India	Promised to email that list on the day of request, but it had not yet been received at the time of this writing
Jamaica	Claimed they do not possess such a listing
Kenya	Did not get back to us
Malaysia	Claimed they do not possess such a listing
Malta	Claimed they do not possess such a listing
Mauritius	Claimed they do not possess such a listing
New Zealand	Directed us to search from the internet
Nigeria	Did not get back to us
Sierra Leone	Promised to fax that list on the day of request, but it had not yet been received at the time of this writing
Singapore	One journalist's full contact information
South Africa	Did not get back to us
Sri Lanka	Required a formal request
Trinidad & Tobago	Claimed they do not possess such a listing
Uganda	Claimed journalists do not register with the High Commission
Zimbabwe	Required a formal letter mailed to them

Appendix H – Interview Summaries

All the members we talked to requested that we call them by their given names during the interviews; therefore, we have continued to do so in the summaries.

Interviews in chronological order are attached:

- *Jocelyn Mayne*
- *Derek Ingram*
- *Solomon Omollo*
- *Barry Lowe*
- *Juliet Alexander*
- *David Spark*
- *Richard Bourne*
- *Robert McDonald*
- *Kailash Budhwar*
- *Martin Mulligan*

INTERVIEW WITH JOCELYN MAYNE

14 March, 2002

Jocelyn has formerly worked for the BBC and is a long-time member of the CJA. She is the founder of the Radio Guild, to train radio journalists, in partnership with the CJA and the British council. She speaks very highly of the CJA and applauds its dedicated staff. She was formerly in charge of the CJA's training programs for Commonwealth journalists. This training comes in many forms such as production techniques and broadcasting skills and is mainly financed by the Commonwealth Media Development Fund. The courses are mainly held overseas for two reasons: the cost is inexpensive, and the trainer can obtain a better feel of the general environment in which the journalists are working. These courses focus on issues that have been identified by residing journalists, and are tailored to their needs.

A conference is held every three years, many of which Jocelyn has attended. The conferences are held in "special" countries (Barbados, Hong Kong, Nigeria) that have been a focus of interest to the CJA. Jocelyn states that the conferences are a wonderful way in which to recruit people for the CJA as well as identify training needs throughout the Commonwealth. This is also a time for journalists whom are working in difficult situation to share their concerns and speak their mind in front of a receptive audience. High officials usually attend and provide a window of opportunity for the CJA to convince countries to promote freedom of speech.

Jocelyn suggested that we locate U.K journalists that report on Commonwealth countries as potential members for the CJA. She recommended talking with the editorial office of newspapers like "The Guardian". Jocelyn suggested that we have a brief

history of the CJA on the website and recommended David Spark to write for us. She would also like to see all the trainers posted on the website with a picture and a short biography (Pieter Wessels should have this information). A short section on the effects that training has had on developing countries would be useful.

Other Notes:

- Emphasis placed on the difficulty of setting up branches. Phones, money and transportation are limited.
- Strong emphasis that the CJA exists to support the working journalist.

INTERVIEW WITH DEREK INGRAM

20 March, 2002

Derek Ingram is the founder and former president of the CJA. Derek is very familiar with the history of the CJA and is up to date on Commonwealth country affairs. The founder of Gemini News Service, he frequently writes articles for the online publication and has written several books on Commonwealth affairs. He also is heavily involved in the Commonwealth Press Union. When asked what he does for the CJA, he responded, “whatever needs to be done.” He frequently travels to Commonwealth countries for other business, but always takes time to promote the CJA.

Mr Ingram believes that the website should most certainly include the CJA’s history up to the present. A section dedicated to the conferences (held every three years) and training activities would be preferable. He would also like to see a listing of all the chapters within the Commonwealth posted on the website.

Derek also emphasized the importance of posting events for journalists within the UK. Providing activities, conferences, or other events for UK journalists is an aspect which he believes is lacking in the organisation, and would provide an incentive for journalists to belong to the UK branch. He also discussed with us plans to move CJA main office to Trinidad.

The UK membership is rather small and should be expanded. He recommended contacting the Foreign Correspondents Association for a list of journalists from Commonwealth countries staying here in the UK. The Central Office of Information also contains a list of official visitors to the UK, including journalists. A strong emphasis was placed on locating journalists that write for ethnic publications within the UK.

INTERVIEW WITH SOLOMON OMOLLO

26 March, 2002

We met Solomon at Bush House (the headquarters of the BBC World Service). He showed us to many of the different language departments of the BBC World Service. The BBC broadcasts worldwide, in at least 40 languages.

Solomon is from Kenya. His work has included broadcasting (radio and television) experience in Kenya and the Swahili service of the BBC World Service. His current job puts him in charge of the BBC weekly programs “Talk about Africa” and “Postmark Africa”. A colleague introduced him to the CJA while he was still in Kenya.

Regarding the website, Solomon feels it should express what the CJA does – activities available for journalists, not only in London, but also through branches in other countries. It would also be helpful to list the contacts for each branch.

It is important that journalists from the Commonwealth should identify themselves with the CJA. In order to build this connection, the CJA needs to increase its activity, targeting events at the interests of local journalists. The CJA also needs to increase its visibility, which it can do by exploiting the Commonwealth “brand name.”

The most important service Solomon can provide for us is to seek out potential members within the BBC World Service. Many BBC employees are from Commonwealth countries, and many more work to serve these countries. Any of them might be interested in the CJA (as long as there exists a reason for them to want to belong to the organisation). Solomon may assist us in providing a list of these BBC staff who may be interested.

INTERVIEW WITH BARRY LOWE

26 March, 2002

Barry Lowe is currently teaching journalism in Thames Valley University. He has graduated from Australia 26 years ago in journalism. Then he worked in broadcasting and newspaper. The country that he has visited were (in order of visit) Middle East, South-east Asia, Pacific area, Eastern Europe, and Hong Kong.

Barry first heard about CJA was when CJA was having a conference in Hong Kong. He liked the goals of CJA so he kept in touch with them. He then became one of the committees in CJA. He started to do training around the world. His area of training includes financial journalism and e-journalism. He recently went to Philippines to teach a course in financial journalism.

After Barry finished describing his background, we showed our interest in recruiting his journalism students as part of the potential members. We handed our survey to him so that he can assess it before handing it to his students. He suggested that CJA itself is not a really popular organisation, so his students are probably unaware of its existence. We should change our questions about the CJA a little bit, since it would not make sense for the students to answer questions about CJA when they have not even heard of the organisation at all.

After assessing the survey, he suggested that we can go to one of his lectures to hand the students the survey. He suggested that we prepare a short presentation on the CJA for them. This may also help us recruit students to the CJA.

We then asked him for his opinions on the website. He complained that the current newsletter that members are receiving “disgraces” the CJA. He had expected a glossy-cover, magazine like newsletter. On the other hand, he understands that CJA’s financial status is not going to allow them to do this. He expects the website to replace the newsletter, and be even better by being more up-to-date. Another thing that should be included in the website is a detailed list of all the branches.

Barry suggested two ways in which to recruit new members. He recommended us to advertise the finished website to ethnic publications, and to take a look at the European Journalists Association (EJA).

He also complained that the CJA is not doing enough work. A conference every three years, and some random training program is not enough for the members’ needs. In order to attract more members, CJA should hold more events to let its potential members to see what they have to offer for the members. However, not having enough financial support for these activities is holding CJA back. He hopes that after the website is established, it is going to attract corporate funding from multinational companies such as HSBC. There should be fund raising events also.

We asked him what the CJA can do for younger members. He said CJA should offer job postings and mentoring programs for them. An online database of the history of the Commonwealth events would be ideal. Currently Derek Ingram has boxes of the Commonwealth events in his house. There should be a way so that people can have easy access to this information. That could be another potential IQP.

At the end of the meeting, we scheduled the class visit with Barry for April 8th at 4:00pm.

INTERVIEW WITH JULIET ALEXANDER

26 March, 2002

Juliet Alexander has been a journalist all her life and is currently working at Thames University, teaching journalism. She has worked for such prestigious newspapers as The Guardian and The Sunday Times and worked several years for BBC radio. She helped produce the popular TV show, “John Craven’s News Round”, which is a program aimed at a younger audience. For the past seven years she has produced several children’s documentaries and has also run media training sessions for politicians.

Concerning the website, Juliet would like to have a section on various members and their present involvement in the CJA. A list of contact information for important members in various branches would be preferable. She also recommended that a short history of each member country be posted on the site (perhaps a timeline would be useful). A listing of upcoming events and a ‘Member of the Month’ posting would certainly add a nice touch to the site. When asked how to attract a younger audience for the CJA she recommended having a mentoring program where distinguished journalist could talk to students about their first hand experiences as a journalist.

Juliet advised us to contact several organisations for potential members. Many of the contacts she mentioned included several ethnic publications. A more detailed list will be sent to the group via email.

INTERVIEW WITH DAVID SPARK

27 March, 2002

David Spark has been a journalist since 1953 and has worked for several newspapers such as the Lancaster Guardian and the Westminster Press. He had the honour of working for the famous Harold Evans who was the former editor of the Sunday times and New York Daley News. He has been a free lance journalist since 1986.

David was formerly the secretary of the Development Journalist Group, dealing with issues in both Africa and Asia. It was then that he was introduced to the concept of a Commonwealth Journalists Association and was placed on the committee to launch it. He has been editing CJA newspapers since 1986 up to the present.

Concerning the website, David emphasised the minimal use of pictures and tables to improve downloading times. When asked which newsletters should be posted he stated that only the recent ones would be relevant. Pieter Wessels had attempted to post all the newsletters on his website but abandoned the task for reasons unknown. David is mainly in charge of the articles in the newsletters and has someone else insert appropriate pictures. All the writing is done on David's computer and is then sent to Pieter Wessels and Barry Lowe for their release to members. A great emphasis was directed toward a user friendly site that is easy to navigate.

Greg talked to David about adding a short section in the next newsletter asking members to send their contact information. However, David warned us that the response rate would be very low and to not rely on this method for obtaining most of our contact information.

INTERVIEW WITH RICHARD BOURNE

3 April, 2002

Richard Bourne has been a journalist for 20 years and has worked for several prestigious newspapers such as The Guardian and The London Evening Standard. In 1982 he became the deputy director of the Commonwealth Institute and left the post in 1989. He is the founder of the Commonwealth Human Rights Initiative (CHRI), a Commonwealth NGO (what do they do). He is currently the head of the Institute of Commonwealth Policy Studies Unit situated in Russell Square. In the early 90's he became involved with the CJA's management committee and has been a member of the organisation ever since.

Concerning the website, Richard suggested that we post all activities within the CJA as well as information on its tri-annual meetings. Since the newsletter only comes out four times a year he suggested that news updates on Commonwealth countries be posted often on the site. There should also be links to related organisations such as the Commonwealth Press Union, Commonwealth Human Rights Initiative and the Commonwealth Secretariat. A strong emphasis was placed on keeping the website updated after the completion of our project. Richard stated that if the website is not updated it would make the CJA look very bad and it would be better not to have one at all.

When asked about locating potential members within the UK, Richard recommended that we contact local newspapers, radio stations and television. In order to

determine the audience of potential members we need to ask ourselves what the CJA stands for and the services it provides.

Richard also indicated several areas of improvement for the organisation. More activities such as luncheons and conferences for people with similar interests (editors, printers etc.) should be offered in the UK. Guest Speakers would certainly attract a younger audience whom are looking to learn the tricks of the trade. Richard also suggested that the CJA consider organising trips for journalist looking to visit Commonwealth countries that are seeking a story to write. Most of the CJA members, as observed by Richard, are distinguished and of an older generation. He believes that transferring the main office to Trinidad may help revitalise the organisation by an increase in staff as well as funding.

INTERVIEW WITH ROBERT MCDONALD

3 April, 2002

Robert McDonald, a member of the London Management Committee for the CJA, is originally from Vancouver, Canada. He has been a “stringer” for BBC, CBS, ABC, London and the New York Times. Since 1986, he has been doing microeconomic forecasts all over the world. He stated that his work now has moved him “from being a monthly journalist to a quarterly journalist.”

In 1988, he started teaching CJA courses in Southeast Asia. After being a CJA member for a few years, he became the chairman of the management committee.

We asked him what his concerns on the website are. His suggestions included newsletters, things that each CJA branch is doing, interactive activities (open forum), history of the CJA, and a directory of journalists organisations/unions around the world. He would like the website to be clean, not containing a lot of pictures. He also stressed that the website should be updated regularly. There should be a person responsible for this job. The CJA could set up a student internship so that journalism students who are interested in joining the CJA will have a chance to get in touch with the CJA matters, while helping out with work such as maintaining the website. Each branch should also nominate a person who will be responsible to update their current status with the main branch. Since executive meetings are expensive, he suggested that they be moved online.

While Mr. McDonald is not from the UK, he does not have a lot of associations with people here. Therefore, he was unable to give us a clear idea on how to locate potential members for the CJA. However, he suggested that we should go to the

journalism department of a university in Cardiff, and then tell the students about CJA by flyers and other electronic means.

INTERVIEW WITH KAILASH BUDHWAR

4 April, 2002

We began our interview with Kailash by asking about his background. He is originally from India, but has lived in the UK for 32 years. A few years ago, he retired from the BBC World Service, where he was the head of the Hindi and Tamil broadcasting services. He is currently the treasurer of the UK branch of the CJA.

Mr Budhwar gave us a basic history of the Commonwealth:

“The turning point in our history is in 1453, when the Turks occupy Constantinople. For the first time, ‘Asia joins Europe’ as part of the known world, but the trade routes to the east are now blocked. Since Europe cannot do without the goods they are accustomed to receiving from the Far East, and because the likes of Galileo and (someone?) have proven the world is round, explorers begin to search for a sea route to India. With Christopher Columbus’s mistaken discovery of the Americas in 1492, this sets into motion the process of discovery and colonisation that characterises the next several centuries, and results in the rise of the British Empire, on which the sun never sets.

“With more and more areas being colonised by British citizens, and after the revolution which results in the United States of America, it is realised that there must be some way of pacifying the more British of the colonies. Colonies such as Canada and Australia are given their independence and ‘dominion’ status. This means that although their

country is autonomous, with its own government, that they still follow a basically British way of life and pay homage to the English monarch as the ceremonial head of their country. There were other advantages to this status as well.

“In 1947, all that began to change. India and Pakistan gained their independence from the British Empire through a long, hard fight for freedom. They were less willing to have ‘dominion’ status, preferring to be totally independent. Thus we see the rise of the modern Commonwealth of Nations (formerly the British Commonwealth, which included all the protectorates, colonies, and countries with dominion status). This modern Commonwealth is more of a club or a loose federation of the associated nations than a central government. Queen Elizabeth is the head of the Commonwealth as a whole, but is not the head of most of the member nations.

“The Commonwealth and its member nations play an important role in world affairs. The members consist of 54 nations, which make up one quarter of the world’s population. However, there is no written constitution (???) to govern this body; instead, the countries involved simply try to follow a common set of principles. These principles include democracy and good governance, basic human rights, freedom of speech, freedom of religion, and the rule of law. Instead of imposing the will of the majority on everyone, it is a ‘society of consensus agreement’, so that all countries are satisfied with the compromises that are made. Countries

are occasionally suspended from the Commonwealth (Pakistan and Zimbabwe), but often later petition to re-join.

“Why do these countries still want to belong to the Commonwealth? It is because there are many benefits. The countries in the Commonwealth are committed to helping each other, in education, economic, and technical aspects.”

Kailash believes that the Commonwealth seems much stronger in underdeveloped countries – such as those in Asia, Africa, and Caribbean. Many British citizens, on the other hand, know very little about the Commonwealth, or if they know, they don't care. He states that there is not much awareness here on what the Commonwealth is and what it does.

The CJA is important to support journalists throughout the Commonwealth, especially with the idea of promoting the guiding principles of fairness in journalism in every country. Training courses and the triennial conference are the two main ways in which it accomplishes this goal. An example Kailash provided of this was that in Nigeria, which was under a dictatorship for many years, the CJA helped journalists “wage war” against this unfair government through fair reporting. The CJA takes up the cases of journalists who are being harassed and threatened in countries such as this, to ensure freedom of speech. He stated that the media's job, especially in these situations, is to “throw light on the spots where there is darkness,” exposing the truth, and bringing pressure on political and commercial forces that may be trying to steer the press. An example he gave was of the tobacco industry.

When asked of the success rate of helping journalists under so much pressure, he responded that the actual success rate was not high. However, he feels that in airing these stories and making the plight of these journalists known, a degree of success is achieved.

When asked about the CJA locally, he declared that “I am proud to be a member of this organisation,” involved in holding up the ideals of a free press. He had many comments about the state of the local branch, however. Current members of the CJA do not know when their subscriptions are due, and cannot tell if they are paid up. Many members may not even realise they are still members, since there are very few activities and services to catch their attention. He pointed out that the CJA needs to know how many members are active, how many still live in the country, and how many are paid up. He was enthusiastic about the benefits of membership – that there are many official Commonwealth functions to which access can be gained simply by being a member of the CJA.

For the website, Kailash desires that it reach an international audience, and contains: The history of the CJA; the ideals it subscribes to; the constitution; and contact information for the member branches.

INTERVIEW WITH MARTIN MULLIGAN

5 April, 2002

Martin Mulligan, Vice President of the CJA, graduated from the University of Lancaster with a degree in English and a minor in philosophy. He currently works for the Financial Times and his speciality is in developing technology. Martin has taught several training courses for the CJA and has travelled to several countries such as Ghana, Calcutta and Hong Kong on behalf of the organisation. He applauds the CJA for its professional camaraderie and states that its strengths lies in both its formal an informal operations.

Regarding the website, Martin stated that it must be easy to navigate and should be user friendly. A simple website, with minimal graphics would be preferable due to poor downloading times in less developed Commonwealth countries. A section on advocacy for journalists to post their concerns or current tribulations would be a great addition to the website and would uphold the CIA's strong commitment to human rights.

Martin agrees that there are several areas of improvement for the CJA. He stressed the importance of updating the UK membership and maintaining a steady stream of membership fees. An increase in activities within the UK sponsored by the CJA would certainly give incentive for a younger audience to join the organisation. Martin later sent us further thoughts on improving the organisation via email.