



2022-23
Annual Report

**A Year of Impact
and Growth**

 **SEMBRAMEDIA**

01

About SembraMedia



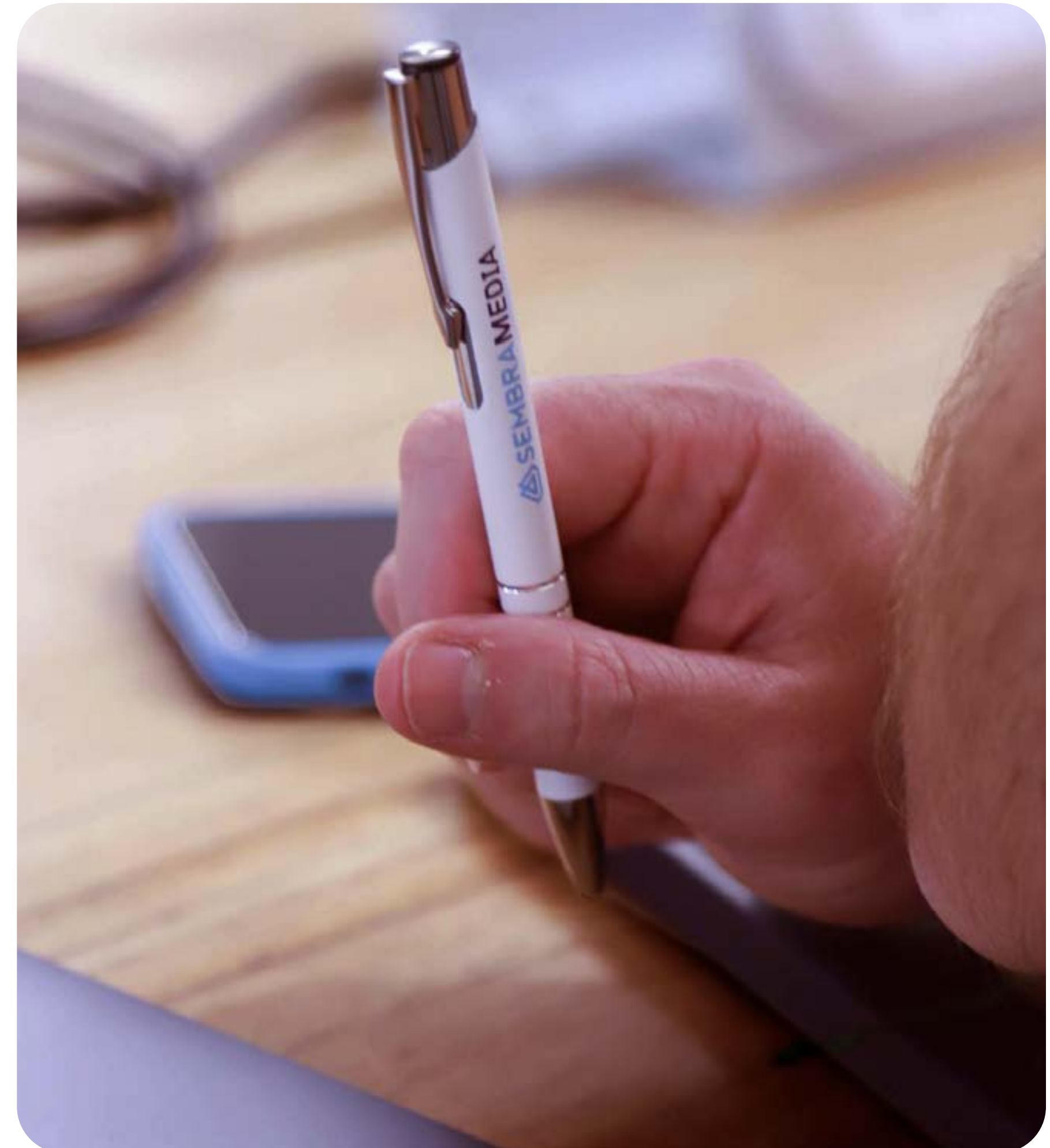
Who we are

Our mission is to **empower digital native media leaders** so that they can publish news and information with independence, journalistic integrity, and a positive impact on the communities they serve.

We conduct research, share market intelligence, provide business training, opportunities for networking, and media acceleration programs that include consulting and financial support.

Our work is driven by a team of entrepreneurial journalists, consultants, and academics with deep knowledge of the political, economic, and media markets we work in. **Our diverse team includes ambassadors** who engage with a regional network of more than 1,100 digital publishers in Latin America, the U.S., and Spain.

SembraMedia is a U.S. 501(c)3 nonprofit organization with offices in the U.S. and Argentina and a diverse team of consultants from more than 60 countries. Since 2015, we have helped journalists and other social entrepreneurs to **build stronger media organizations** with more diversified revenue sources so they can publish news with greater independence.



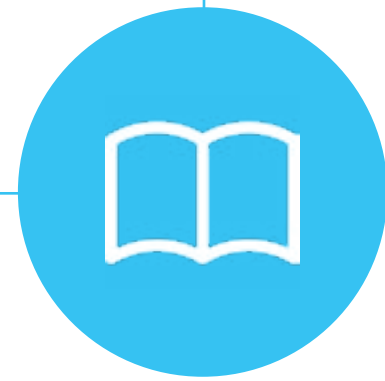
Our areas of focus

SembraMedia's work is grouped into four areas of focus that guide us as we develop and implement our initiatives and projects.



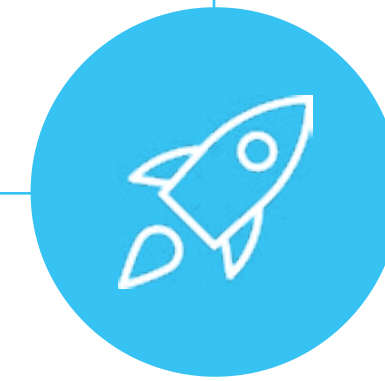
Research and Knowledge

We study the media ecosystem to identify opportunities, challenges, threats, trends, impacts, and best practices. Then, we share what we learn through our initiatives, and use the insights we gain to develop our programs and methodologies.



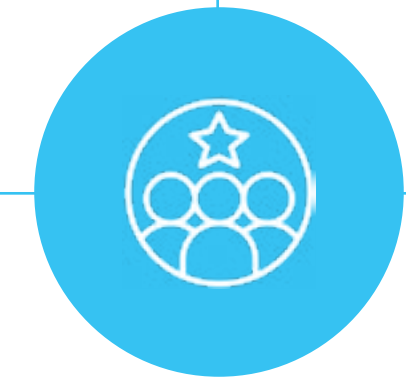
Training and Resources

We offer resources, guides, training programs, and access to SembraMedia Virtual School classes on business and entrepreneurship for students, journalists, and journalism professors.



Acceleration and Mentoring

We design and direct programs that provide direct financial support as well as strategic and tactical consulting services to help media leaders build stronger, more sustainable organizations.



Community and Networking

We promote collaboration among individuals and organizations in the journalism community, and foster the exchange of ideas, taking into consideration the specific needs and contexts of each region.

02

Primary Impacts



1. We developed new initiatives

SembraMedia continues to grow. This report includes highlights of our work from January 2022 to May 2023, a record phase in terms of the number of initiatives and projects we implemented thanks to the support of our partners. We've worked hard to improve the quality and professionalism of our work as we've grown, and to maintain a balance between our local, regional, and international programs.

Expanding the number and variety of initiatives we offer enabled us to address a broader spectrum of the media ecosystem.

For example, in our new Lidershift program, we included managers and directors of newspapers and other traditional media in Latin America, as well as digital native media.



First webinar of the People module of LíderShift, a program to enhance the skills of media leaders in Latin America, an initiative of SembraMedia and Meta.



Growth summary

16 initiatives*

3 International

8 Regional

5 National

*In this period, we have conducted programs in countries with restrictive contexts, so we have at least two confidential initiatives.

*SembraEducativo was implemented in Ecuador and Chile.

Main Initiatives

Click on the icons to learn more:



[GNI Startups Lab Hispanoamérica](#)



2. We expanded our research work to new regions

At **SembraMedia**, our research helps us better understand the needs of the media ecosystem and develop training and acceleration programs tailored to the media we work with. In 2015, we began an on-going research project focused on independent digital media that publish news and information in Spanish in Latin America, the United States, Canada, and Spain. (We also include media that publish in Catalan, and a variety of indigenous languages.)

In 2021, we expanded our research to include media from other regions of the world, conducting interviews with media leaders in 12 countries in Southeast Asia and Africa. We published the results in our [Inflection Point International report](#).

In 2022 and 2023, we expanded our work to Europe and conducted a year-long research and mapping project to create the Project Oasis Digital Media Directory with news organizations from 43 European countries. Working with a diverse team of researchers and partners in the

region, we identified, qualified, and interviewed media leaders, and created 540 media profiles and 43 country summaries. We also published a report with key insights and trends, all of which you can find on the [Project Oasis website](#).

Despite the political, economic and linguistic differences among the digital news media we've studied in all of these regions, what most impresses us are the similarities. From Mexico to Milan, from South Africa to the Philippines, we've found that these mostly journalist-led media organizations share similarities in how they build sustainable media organizations with independence and impact.

The more we investigate other regions of the world, the better we can understand the Spanish-speaking media ecosystem. This expansion also creates new networks among entrepreneurial journalists worldwide who can benefit from the experience of their colleagues, regardless of the distance between them.

Digital Media Directories

Research projects aimed at mapping and studying the ever-changing independent digital media ecosystem.

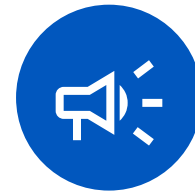
SEMBRAMEDIA DIRECTORY



2015-2022



24
countries from Latin America, the United States, Canada, and Spain



1,122
Spanish-language media outlets*



16
ambassadors

PROJECT OASIS



2022-2023



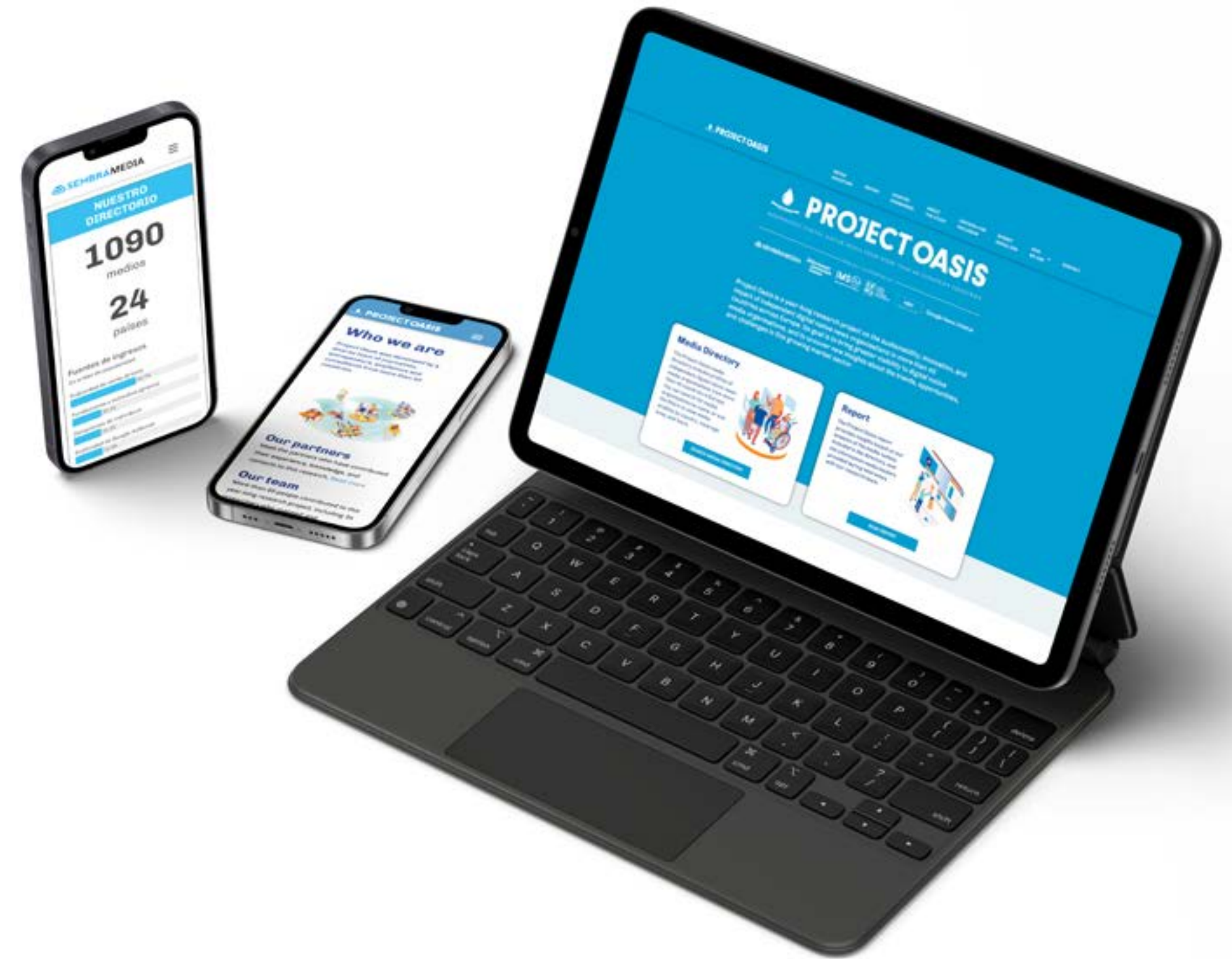
43
European countries



540
media outlets



34
researchers



*The number of media outlets may vary over time as it increases with the addition of new outlets and decreases with the removal of outlets that have not published information for more than six months.

3. Our programs helped media build more sustainable organizations

Among the hundreds of media outlets we worked with in the past year, **38 media organizations from 11 countries** participated in our media acceleration and mentorship programs. The goal: to help them build stronger organizations with more sustainable business models so they can publish more news and information with greater independence.

As part of these programs, 29 strategic and tactical consultants with a wide range of business experience worked closely with media organizations, providing **more than 2,970** hours of support to their team members in leadership, business and product development, accounting and financial planning, audience engagement, and more.

Thanks to our funders, these programs also included US\$367,000 in direct financial support through sub-grants to 28 media outlets.

To support them developing stronger skills in financial planning, and to better track their financial growth, we sent a team of accounting consultants to help them improve their accounting systems, review annual financial reports, and ensure we accurately measure their financial growth during our six-month acceleration programs. The result: we were able to measure their financial performance and show that **participants earned 3.6 times more in revenue than the investment we made in their sub-grants.**

Our work this last year resulted in many significant impacts in these media outlets beyond just financial growth. We work hard to track and measure our results, and include a few of the key impacts we tracked in the boxes included on the right side of this page:



They strategically developed or improved **87 revenue sources and signed over 350 contracts** with clients and funders.



They expanded their networks by forging **40 new alliances** with both entrepreneurial and traditional media.



Participants implemented **386 changes to workflows and processes** and added 104 new technology tools and services.



They won **44 national and international awards** and they reported **29 social impacts** in the public, private, and educational sectors as the result of their news coverage and investigative work while participating in our programs.

We work with a diverse group of media organizations, at different stages of growth on their path to sustainability. In our ongoing effort to better serve the needs of the media we work with, we are using what we've learned from working with 240 media in all of our acceleration and mentorship programs to better assess and select the media outlets in our future programs. This analysis of previous grantees is also helping us to create more effective initiatives, methodologies, and evaluation systems.



Summary of our mentorship and acceleration programs

38 media outlets from **11** countries

29 strategic and tactical consultants

2,971 consulting hours

217 training activities

1,274 impacts detected

US\$367,000 in sub-grants to participants



Members of the Consultants clinic program participating in one of the workshops led by the SembraMedia Education team at the on-site closing event held in Buenos Aires, Argentina.

4. We added more experiential and interactive teaching methods to our training programs

Focusing on audiences is consistently one of the best practices for media. For an organization with an educational focus, such as **SembraMedia**, that also means adjusting our teaching methodology to meet student's needs and characteristics.

At **SembraMedia** we serve a diverse group of students in our training programs: journalists who lead independent media outlets (or are considering launching a news organizations), communication students whose universities don't provide business training, professors eager to find resources for teaching entrepreneurial journalism (and exchanging ideas with colleagues), and professionals who want to become media consultants (or improve their skills).

Between 2022 and 2023, **SembraMedia** trained more than **5,600 people** who attended **1,055 classes** in our Virtual School, took 33 webinars, and participated in the many other initiatives we offer for students, journalists, and professors.

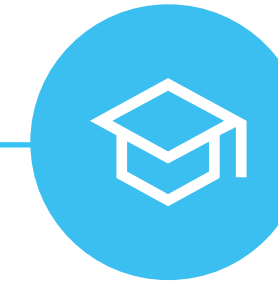
Our goal has always been to provide practical skills that help participants gain specific, relevant knowledge. As we've continued improving and revising our training programs, we've added more interactive exercises, and new ways for our students to practice what they learn, gain knowledge from experience, exchange ideas with others, and learn through trial and error.



Juan Manuel Lucero, Google News Lab Lead, at the on-site event of Clínica de consultores held in Buenos Aires (Argentina)

In 2023-2024, we will expand our research with professors who teach entrepreneurial journalism, by updating our [Starting Point](#) report, which we published in 2018. One of the findings of our first academic research project was that **less than 3% of communications and journalism programs at Latin American universities offer classes related to entrepreneurship.**

Our goal for next year is to interview 100 professors from 19 different countries to update this data, and use what we learn to enhance our training for the professors we work with who are preparing the media leaders of the future.



Summary of teaching through experiences

5,698 journalists, students, and professors trained through our initiatives

1,055 classes taken through our [SembraMedia Virtual School](#)

33 webinars delivered

Exchange and collaboration network of **197** entrepreneurial journalism professors, with an indirect impact on more than **15,000** students from **176** universities



Part of the SembraMedia operational team at Media Party 2022, the most important media innovation conference in Latin America, held in the city of Buenos Aires, Argentina.

5. We resumed in-person events

SembraMedia began as a virtual organization, with a diverse, international team working across multiple time zones.

Our ability to work collaboratively via Zoom, Google Meet, Slack, Email, WhatsApp, and other virtual tools has enabled us to serve media leaders throughout Latin America and beyond, but we also love being able to meet in the real world. In 2022, when COVID-19 travel restrictions were lifted, it was great to be able to resume our participation in conferences and events in person.

SembraMedia organized **61 meetings and events** in the last year, including international online conferences,

seminars, training events, and private meetings, as well as in-person meetings with our international operations team in Buenos Aires, Argentina.

SembraMedia team members were also **invited to present at 49 conferences and events** hosted by our friends and allies where we shared our research and experience. These included: The International Symposium for Online Journalism (ISOJ) conference in Austin, USA; the Journalism Festival in Perugia, Italy; the NGO CSW67 Forum organized by the Commission on the Status of Women of the UN in New York, USA; the LATAM Digital Media and Journalism Festival in Mexico City, Mexico; the World Press Freedom Day in Montevideo, Uruguay and in New York, USA;

Festival Estéreo (podcast) in Rosario, Argentina; Espacio Podcast in Córdoba, Argentina and the Media Party in Buenos Aires, Argentina.



Event summary

61 online and in-person events organized by SembraMedia

49 presentations by SembraMedia team members in conferences and events organized by our partners and allies

+8,500 participants



From left to right, top to bottom: Mijal Iastrebner, co-founder and executive director of SembraMedia, at a UNESCO panel on press freedom. Daniela Fernández, director of innovation of SembraMedia giving a workshop on podcast and sustainability. Maria Eugenia Álvarez, general manager of SembraMedia with panelists at the III World Forum on Human Rights (UNESCO). Naimid Cirelli, director of communications of SembraMedia at the Zarellia Festival. Mijal Iastrebner, co-founder and executive director of SembraMedia with panelist at the CSW event (UN) in New York. Janine Warner, co-founder and executive director of SembraMedia, at a Knight Center ISOJ 2022 panel.

03

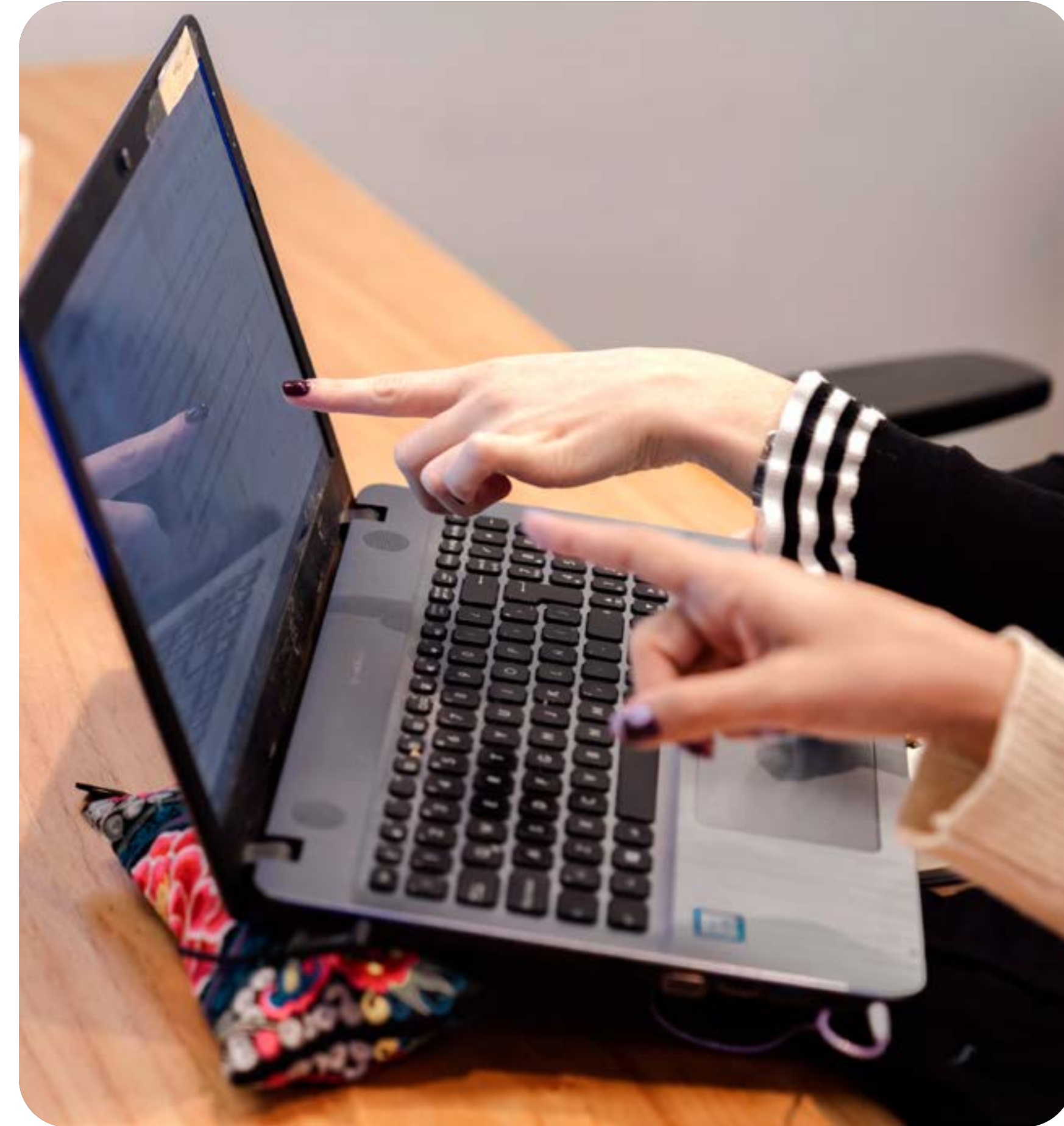
Financial Report



Our finances

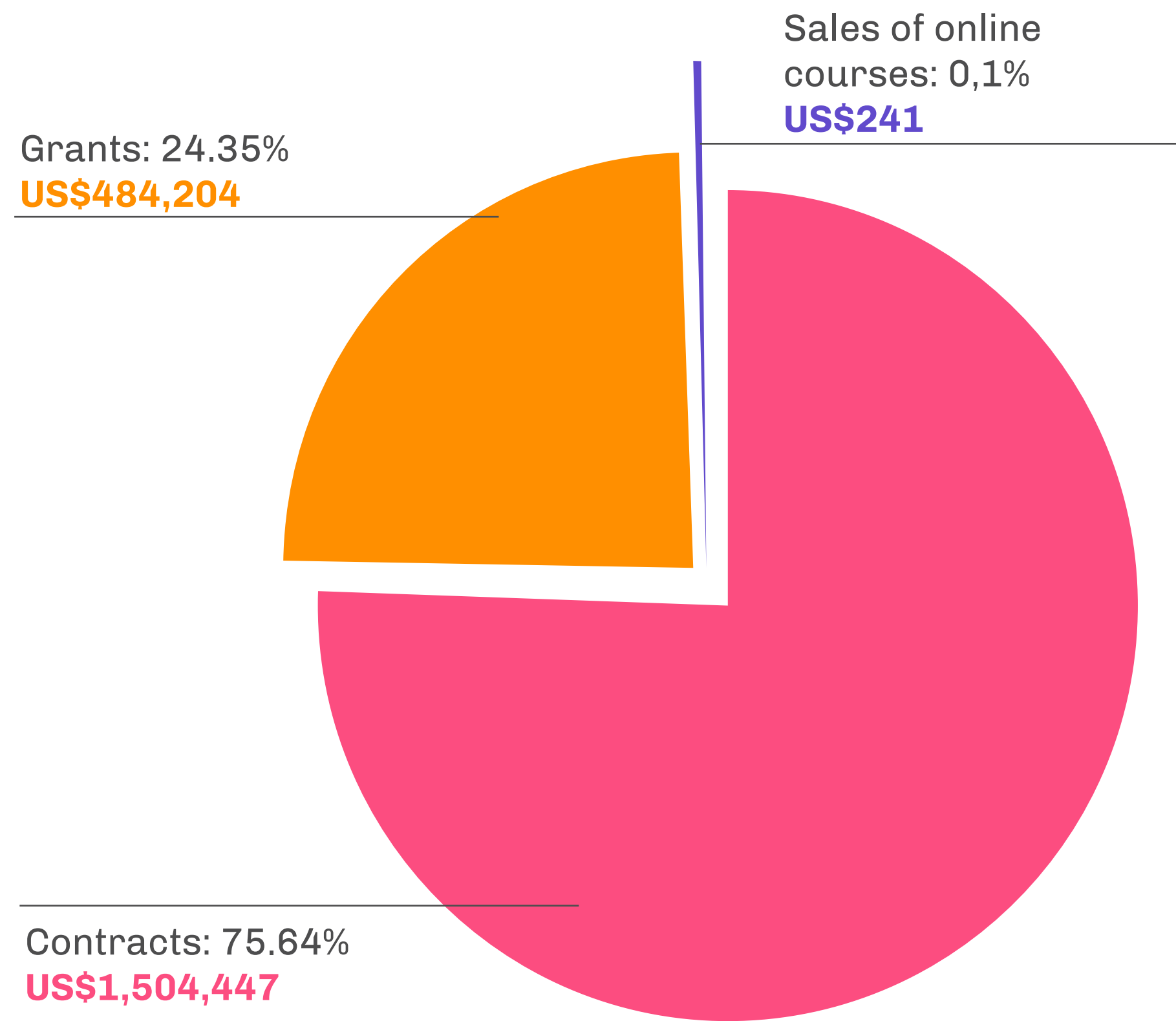
Our three main sources of revenue during 2022 were grants, contracts, and the sale of classes in our SembraMedia Virtual School.

All revenue and expenditures are reported based on the cash method of accounting. The amounts in this section are expressed in US Dollars (US\$).

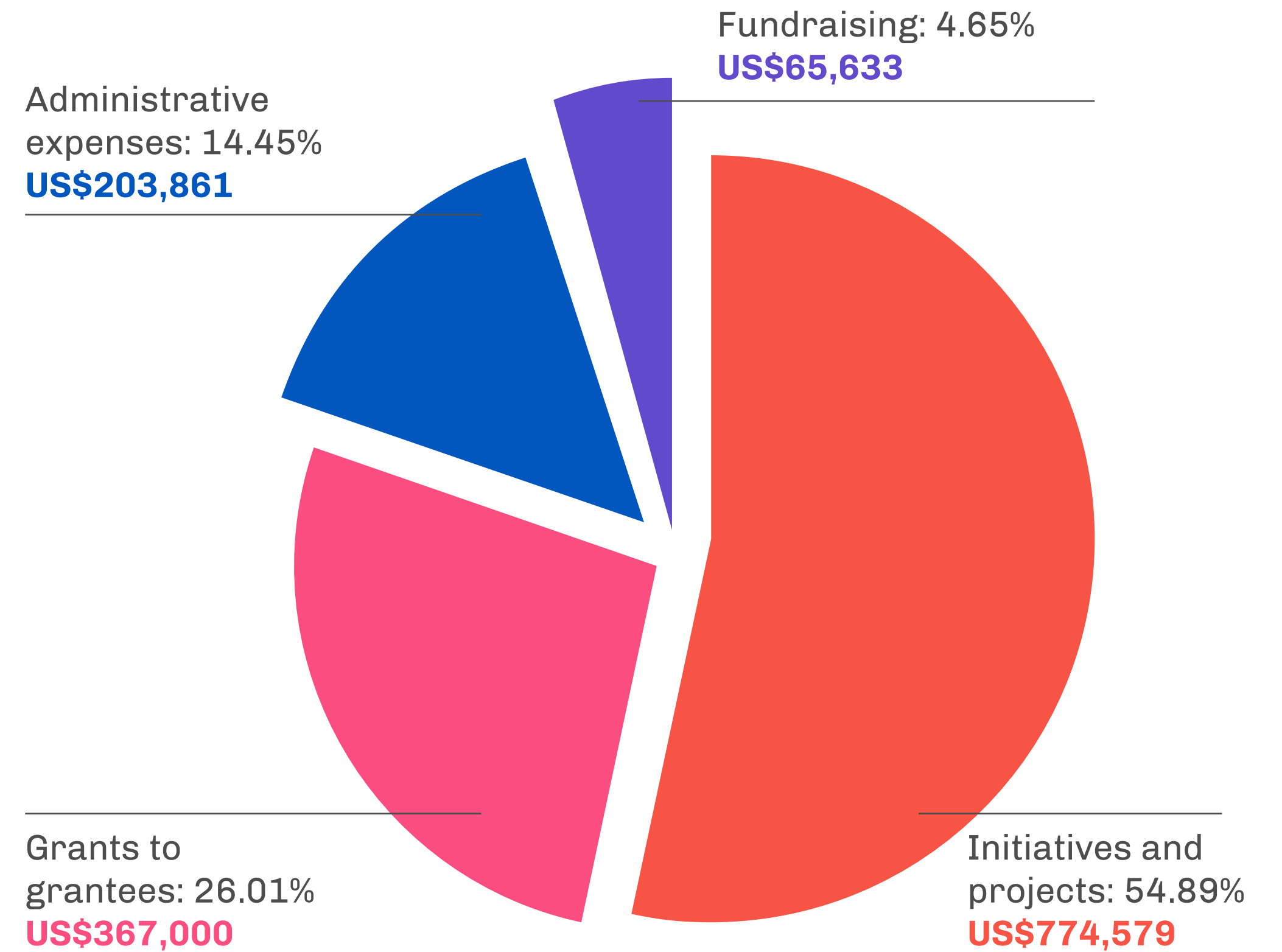


Members of the SembraMedia operational team engaging in collaborative work.

Revenue: US\$1,988,893



Expenditures: US\$1,411,074

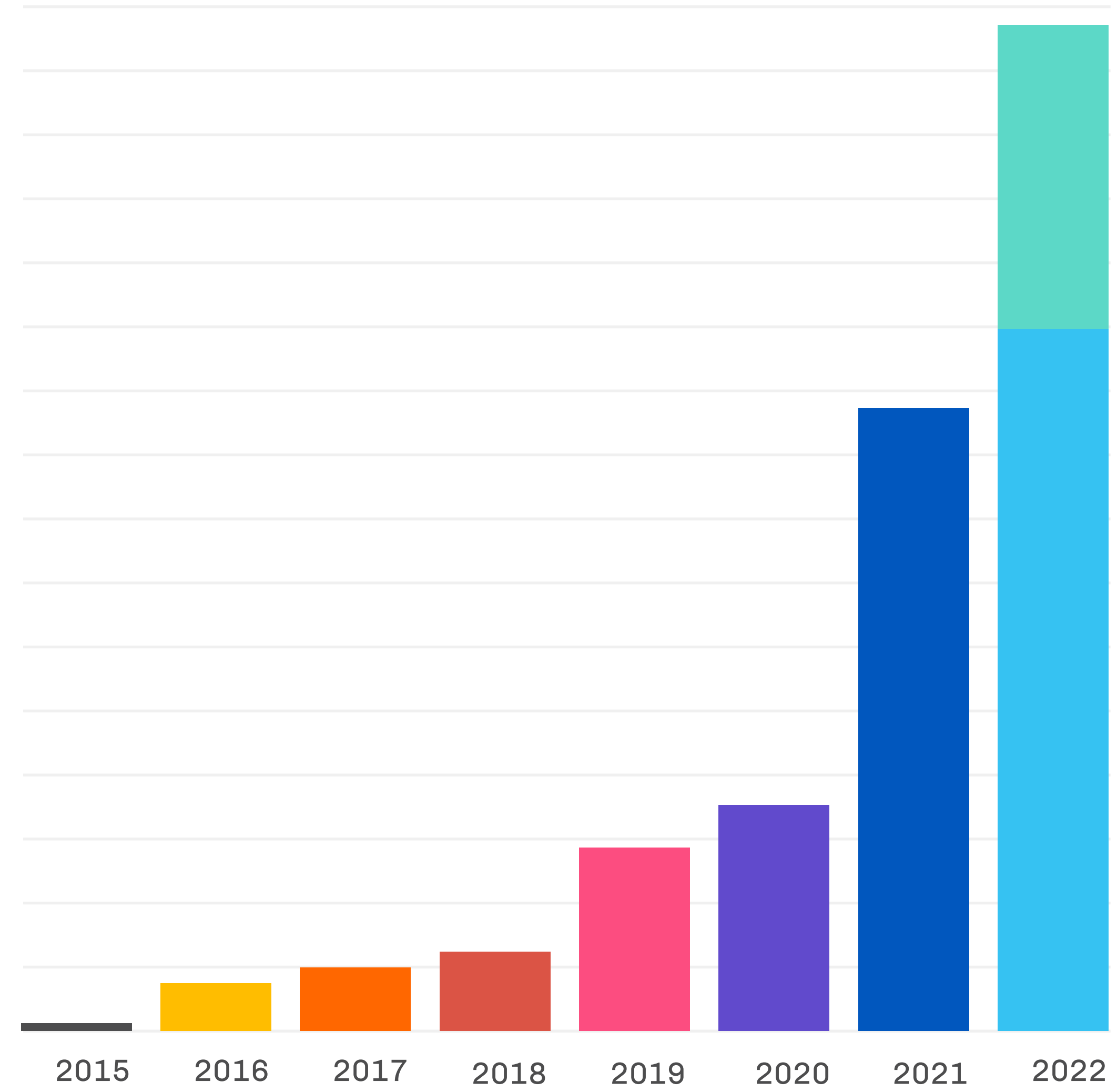


Restricted funds: \$427,942. Funds received in 2022 that were allocated to programs that continued into 2023.

Revenue development

Every year we set a revenue goal. We are proud to have surpassed it in 2022 - by 23.8%, thanks to the contracts and grants received. We expect to continue growing in 2023 to keep delivering on our mission.

Goal achieved year 2015	US\$17,154
Goal achieved year 2016	US\$103,542
Goal achieved year 2017	US\$136,495
Goal achieved year 2018	US\$170,601
Goal achieved year 2019	US\$395,254
Goal achieved year 2020	US\$487,249
Goal achieved year 2021	US\$1,265,782
Goal expected year 2022	US\$1,606,881
Goal achieved year 2022	US\$1,988,893



04

Testimonials



“The support received from **SembraMedia** is considered, both personally and professionally, one of the most enriching experiences due to the knowledge gained through mentoring, webinars, and suggestions received. Now we are entering the execution phase, which will enable our organization to demonstrate what we have learned.”



Manuel Gonzales
founder of Relatos Esmeraldeños and grantee of Clínica de consultores program (Ecuador)

“When it started, I thought, ‘How am I going to manage all of this?’ And the truth is, we were able to make progress on all the issues. We felt supported by both the strategic and tactical consultations; they were essential. I believe that the program was very beneficial for the team and our growth.”



Agustina Gewerc
Product director of Cenital and grantee of the Amuna Digital program (Argentina)

“Each session has helped me navigate the challenges of my day-to-day work. I realized that there is a new way to lead change, to practice journalism: with empathy, aligned with objectives and values, placing the audience at the center. It’s a fearless leadership that embraces failure and celebrates as a team.”



Gerardo Cárdenas
Digital subeditor of RPP Noticias and grantee of the LíderShift training program (Peru)

“It was six months of intense work, learning, and growth. A journey that is helping us transition towards institutional and corporate maturity. Through this entire process, our priorities and conversations have shifted to a more strategic level. We feel happy, fortunate, and committed to the future.”



Patricia Mercado Sánchez
Director of Conexión Migrante and grantee of GNI Startups Lab Hispanoamérica (Mexico)

“The support from Metis has enabled us to build the internal structure of our organization. This assistance is invaluable and would not be accessible to us otherwise.”



Lucía Levy
Founder of La Curva de la Moda and mentee of Metis (Argentina)

“It was crucial to grasp the methodology of **SembraMedia**: an emphasis on connections, a balance between the human aspect and the pursuit of results; strategic and tactical consultations; having an action plan, thinking holistically. All of this leads to sustainability.”



Albor Rodríguez
Journalist, consultant and grantee of the Clínica de consultores program (Venezuela)

05

Our Team



Executive Board



Laura Zommer
President



Ismael Nafría
Vice President



Patrick Butler
Secretary



James Breiner
Treasurer



Teresa Frontado
Director

Founders and Directors



Mijal Iastrebner
Cofounder and Executive
Director, SembraMedia



Janine Warner
Cofounder and Executive
Director, SembraMedia

Advisory Board



**Juanita
León**



**Eduardo
Bertoni**



**Alejandro
Alvarado Bremer**



**Ramón
Salaverría**



**Glenda
Umaña**



**Charo
Henríquez**



**Lindsay
Green-Barber**



**Patricia
Torres-Burd**



**Amy Schmitz
Weiss**



**Luz Mely
Reyes**



**David
LaFontaine**



**Rosental
Calmon Alves**



**Fabiola
Torres**



**Maria Catalina
Colmenares-
Wiss**

Operations Team



**María Eugenia
Álvarez**
General Manager



Naimid Cirelli
Director of
Communications



Daniela Fernández
Director of Innovation



Paulo Baldessari
Organizational
Development



Florencia Aza
Director of Accelerator
Programs and Mentorship



**Sofía Álvarez
Barbeito**
Education Director



Soledad Zavala
Coordinator of
Institutional Development



Miguel Loor
Ambassadors
coordinator



Micaela Fernández
Finance Director



Martina Deutsch
Institutional
Administrator



Ana Minini
Communications
Coordinator



Magalí Domínguez
Data Manager



Daniela Ruiz Blanco
Education Coordinator



Vanessa Knoop
Administrative Assistant

Operations Team



Chiara Finocchiaro
Project manager



Carolina Sotelo
Community manager



Violeta Micheloni
Secretary to Executive
Management



Andrés Guevara
Editorial Consultant



Katherine Stanley
English Editor



Madalina Ciobanu
Project Oasis Research
Director, Europe



Elena Ledda
Project Oasis Research
Manager, Southern Europe



Sanne Breimer
Project Oasis Research
Manager, Northern Europe



Lela Vujanic
Project Oasis Research
Manager, Central and
Eastern Europe

Ambassadors



Ana Paula Valacco
Argentina



Fabiola Gutiérrez
Bolivia



Tomás Martínez
Chile



Sara Trejos
Colombia



Luz Escobar
Cuba



Laura Aguirre
El Salvador, Honduras
and Guatemala



Ana María López
Ecuador



**José Antonio
González Alba**
Spain



Natalie Van Hoozer
Estados Unidos



Abraham Torres
Mexico



María Lilly Delgado
Nicaragua



Desirée Esquivel
Paraguay



Alejandra Garboza
Peru



José Hernández Falcón
Puerto Rico



Indhira Suero
Dominican Republic



Sebastián Auyanet
Uruguay

Consultants and researchers

In the last year, we contracted 99 people from all over the world, including 51 consultants from 12 countries for our acceleration and mentorship programs, 34 researchers in Europe, and 14 guest instructors and presenters for our webinars and events.



From left to right, top to bottom: Nicolás Piccoli, Sebastian Auyanet, Abraham Torres, Agustín Tonet, Yelitza Linares, Manuel Gonzales, Carolina Potocar and Albor Rodríguez, some of our media consultants at the Clínica de consultores on-site event held in Buenos Aires (Argentina)

06

Allies



Allies and funders

Our work is possible thanks to our allies and funders.



THANK YOU

 SEMBRAMEDIA     