Appendices

Appendix 1. The profile of the focus groups' participants

Organization	Professional position	Gender	Age group	Qualification (BA Bachelor, MA master)	Code	Experience (years)	Responsibilities
Organization1 (Ajyal)	News journalist	Female	20-29	BA	FG 1	5-10	Gathering and reporting news
	Administrative journalist	Female	30-39	BA	FG 1	15-20	Managing administrative tasks within the journalism department
	Social media manager	Male	20-29	BA	FG 1	5-10	Social media strategy and content creation
	Podcast presenter	Female	30-39	MA	FG 1	10-15	Hosts and produces podcast content
	Script writer/ journalist	Female	30-39	BA	FG 1	5-10	Writing scripts for news and feature stories,
	Investigative journalist	Male	40-49	MA	FG 1	10-15	Conducting in-depth investigations and reports
Organization 2 (4k Media Production)	CEO and journalist	Female	30-39	MA	FG 2	10-15	Lead the organization and oversees journalistic content
	Media coordinator	Female	20-29	BA	FG 2	5-10	Coordinates media projects and communication strategies
	accountant	Female	30-39	BA	FG 2	10-15	Managing financial operations and budgeting
	Main photographer /journalist	Male	20-29	BA	FG 2	5-10	Capturing and editing photographs for media publications
	Content manager/ Journalist	Female	30-39	MA	FG 2	10-15	Developing content strategies for media projects

	Media coordinator	Male	40-49	BA	FG 2	15-20	Managing media coordination and project planning

Appendix 2. The guiding questions for focus groups

Section	Guiding Questions	Code	Link to Q(s) 1-10
Professional Background	Could each of you briefly introduce yourself and share your role within your organization?	FQ1	Q1 Leadership qualities relate to roles and experiences.
	How long have you been working in your current role and within the journalism industry?	FQ2	Q1, Q5 Experience relates to leadership (Q1) and competence (Q5).
Concepts Understanding	When you hear the term 'organizational resilience,' what comes to mind based on your experiences in the journalism field?	FQ3	Q2, Q7 Exploring perceptions of resilience links to its role in adaptability.
	How do you define effective stakeholder engagement in the context of your work?	FQ4	Q2, Q9 Understanding engagement supports stakeholder practices.
Current Practices	Can you share some examples of current practices your organization employs to enhance resilience?	FQ5	Q3, Q6 Practices reflect resource use (Q3) and resilience-building (Q6).
	What strategies does your organization use to engage stakeholders effectively?	FQ6	Q4, Q9 Strategies link stakeholder engagement and CSR.
Challenges and Opportunities	What are some of the biggest challenges you face in maintaining organizational resilience in your projects?	FQ7	Q6, Q7 Challenges highlight resource needs and adaptability.
	What are the most common disruptions or crises your organization encounters?	FQ8	Q6, Q10 Disruptions emphasize resilience and standardized responses.
Expectations for the Session	What do you hope to gain from today's discussion?	FQ9	Q7, Q8 Expectations may reveal gaps in resilience and learning strategies.
	Are there any specific areas or topics related to resilience and stakeholder engagement you would like us to explore further?	FQ10	Q7, Q8, Q9 Broad topics link to adaptability, learning, and engagement.

Appendix 3: The interviews' questions

Interview Question	Code	Link to Research Model Proposal
What leadership qualities do you believe are essential for ensuring project success and resilience in MOPs, particularly in navigating challenges? With examples if available.	**iQ1**	Leadership under Organizational Resilience
How does your institution manage resources effectively to support project success in MOPs, especially during challenging situations? With examples if available.	**iQ2**	Resource Management under Organizational Resilience
What steps does your organization take to ensure thorough planning and preparedness for MOPs, including anticipating and addressing potential challenges? With examples.	**iQ3**	Preparedness for MOP Execution under Internal Stakeholder Engagement
Can you describe a situation where your team adapted to unexpected changes in a MOP? What factors contributed to these changes? With examples if available.	**iQ4**	Flexibility and Adaptability in Managing MOP Changes under Internal Stakeholder Engagement

How does your organization ensure that staff are adequately trained and competent in their roles for MOPs, particularly in handling unexpected situations?	**iQ5**	Staff Training and Competence for MOP under Internal Stakeholder Engagement
How does your organization foster a culture of innovation and continuous learning among employees involved in MOPs, particularly in responding to past challenges? With examples if available.	**iQ6**	Innovation and Learning under Organizational Resilience
How would you describe your organization's culture? How does it contribute to resilience in MOPs, particularly in overcoming obstacles? With examples if available.	**iQ7**	Organizational Culture under Organizational Resilience
How does your organization apply systematic thinking to manage MOPs and address complex challenges, ensuring smooth operations? With examples if available.	**iQ8**	Flexibility and Adaptability in Managing MOP Changes under Internal Stakeholder Engagement
How does your organization incorporate CSR into its operations and MOPs? Are there challenges related to CSR that your organization must manage? With examples if available.	**iQ9**	Organizational Culture under Organizational Resilience
How are staffing and financial resources allocated to support MOPs in your organization, especially during periods of uncertainty? With examples if available.	**iQ10**	Resource Allocation for MOP under Internal Stakeholder Engagement

Appendix 4: Document Types and Their Roles in Journalism Multi-Organizational Projects (MOPs)

Category	Document Type	Count	Pages	Purpose in Journalism MOPs
Contracts and Agreements	Public Tender Contracts	5	25	Define subcontracting for journalism production tasks, specifying roles for editorial teams, field reporters, and production staff from both organizations.
	Collaborative Agreements	4	18	Establish joint editorial and production responsibilities, detailing workflow coordination between investigative journalists, scriptwriters, and video editors.
	Service-Level Agreements	3	15	Set content quality standards, ethical guidelines, and approval processes for co-produced media, ensuring compliance across teams.
Project Implementation	Project Plans	4	20	Define investigative reporting objectives, newsroom coordination, and fieldwork assignments, integrating multimedia teams for content development.
	Risk Management Protocols	2	10	Document contingency measures to ensure the safety of journalists, technical crews, and production staff in high-risk environments.
	Stakeholder Communication Logs	2	30	Capture internal coordination among project managers, journalists, and production staff, detailing content approvals and engagement with external partners.
Financial and Resource Management	Financial Reports	3	18	Track funding allocations for investigative reports, salaries for journalists, technical crew expenses, and operational costs for media projects.
	Resource Allocation Records	2	12	Document personnel distribution, technical resource deployment, and budget adjustments for joint investigative reporting and content production.

Post-Project Evaluation	Post-Project Evaluation Reports	2	12	Assess content impact, effectiveness of journalistic storytelling, and project execution based on feedback from editorial teams and production crews.
	Crisis Response Protocols	1	6	Outline response strategies for production disruptions, safety incidents, and editorial continuity, ensuring smooth collaboration between journalists and technical teams.

Appendix 5. The profile of debriefing session participants

Role	Gender	Age Group	Code	Education	Experience (Years)
1. Radio Show Coordinator (Ajyal)	Female	30-39	DI 1	MA	10-15
2. News Coordinator (Ajyal)	Male	40-49	DI 2	BA	15-20
3. Main Podcast Presenter/Host (Ajyal)	Female	30-39	DI 3	MA	10-15
4. Content Manager/Journalist (Ajyal)	Female	30-39	DI 4	BA	10-15
5. Journalist (Ajyal)	Male	40-49	DI 5	BA	15-20
6. Producer, journalist (4K)	Female	30-39	DI 6	BA	10-15
7. Coordinator journalist (4K)	Female	20-30	DI 7	BA	5-10

Appendix 6. Questions debriefing sessions

Topic	Question	Code
General	How do you perceive the relevance of the research findings to the current project management practices at Ajyal Radio Network / 4K? Specifically, do these findings align with the realities of managing projects in a volatile environment?	DQ1
Leadership & Resource Management	What aspects of the research findings on leadership and resource management resonate most with your experiences in managing multi-organizational projects? Are there specific examples from your work at Ajyal / 4K where these findings could be particularly applicable?	DQ2
Team Engagement	How can the insights on team engagement and collaboration from the research be incorporated into your current workflows to improve effectiveness? What specific strategies would you recommend enhancing team collaboration at Ajyal / 4K?	DQ3
Innovation & Learning	In what ways do the findings on innovation and continuous learning reflect the needs of Ajyal / 4K? How might these insights be leveraged to enhance resilience and adaptability in your department?	DQ4
Challenges	What challenges do you foresee in implementing these research findings at Ajyal / 4K? How might these challenges be addressed to ensure successful integration of the insights?	DQ5

Appendix 7: Core Dimensions of Multi-Organizational Resilience and Internal Stakeholder Engagement in Journalism MOPs

Theme	Category	Code	Samples of Quotes/Docs/Notes
1. Effective Leadership & Governance	Leadership	Leadership Crises	"Resilience is about staying operational no matter what happens. For us, that means keeping our social media active and relevant, even during unexpected challenges. One important strategy is having a versatile team that can handle different tasks, especially with digital tools." (Social Media Manager).

			"Resolving conflicts among team members is part of these problems. The disagreement may be over implementation, but it remains a problem." (Senior News Journalist)
	Leadership Adaptability	Influence Environment	"Effective leadership means clarifying roles and ensuring swift responses to operational disruptions, which builds trust within the team and beyond." (4K CEO/Journalist). "I consider leadership and management to be the most important features of an institution. Without them, there is no institution at all." (Administrative Journalist)
2. Resource Management Allocation	Human Resource Utilization	Team Cooperation	"By understanding the diverse skills within our team, we can assign tasks that play to each person's strengths, which will improve both efficiency and the overall quality of our scripts." (Script Writer).
	Technological Resource Optimization	Organize Material Retrieval	"Success in any project depends on continuous communication, keeping all team members updated on developments, and working collaboratively. Tools like WhatsApp groups can enhance coordination and ensure everyone stays aligned." (Video Editor).
3. Adaptive and Learning Organization	Workforce Adaptability	Handling Topics	"Organizational resilience, in my view, is about maintaining a continuous creative flow. It's about having the flexibility to adapt our scripts and content without losing the core message or quality." (Script Writer/Journalist). "From my perspective, the most important leadership qualities that ensure a project's success and resilience are, first of all, flexibility and effective communication." (Audio Editor/Journalist)
	Innovation and Learning	Resilience through Continuous Learning	"At Ajyal, we need to be able to adapt quickly to changes without losing the thread of our story. This means having systems in place that allow us to re-prioritize stories, link new developments with ongoing coverage, and keep our audience engaged." (Administrative Journalist).
4. Inter-Organizational Coordination	Team Collaboration	Task Distribution	"Successful project execution requires strong leadership and efficient task distribution. Allocating responsibilities based on team members' expertise enhances productivity." (Senior News Journalist).
	Engagement Strategies	Preparation and Follow-Up	"Gathering sound bites for any project is a significant task that demands considerable effort and coordination, especially when involving external individuals closely connected to the project content." (Audio Editor/Journalist).
5. Resilient Multi-Organizational Structure	Responsibility Management	Responsibility-Sharing	"Clause 5.1 requires the implementation of a structured collaboration framework, including sharing draft scripts for stakeholder feedback, organizing review sessions, and adhering to a predefined approval timeline to ensure coordinated and efficient project delivery." (Ajyal - Contractual Doc CD7).

			"For me, leadership in the context of joint projects, especially in the media sector, starts with strong organizational skills, clear communication, and the ability to motivate the team to overcome challenges." (Podcast Host - Journalist)
	Risk Mitigation	Risk-Sharing	"Clause 7.5 mandates that the Contractor maintain adequate insurance coverage, including worker's compensation, liability for injuries, and general risks, ensuring shared accountability for personnel and operational safety during project execution." (4K - Contractual Doc CD6).
	Collaboration Mechanisms	Collaboration Procedures	"Clause 10.0 stipulates the production of 10 radio spots, each with a duration of 20-45 seconds, to be scripted, recorded, edited, and delivered in adherence to industry-standard formats or as specified by UNICEF and the relevant stakeholders." (Ajyal - Contractual Doc CD3).
6. Internal Stakeholder Engagement & MOP Execution	Preparedness for MOPs	Readiness & Stakeholder Coordination	"We need leadership that understands the frontlines of journalism, not just the numbers. We also need flexibility in our resources, but without sacrificing the quality of our reporting." (Senior News Journalist).
	Resource Allocation	Resource Distribution & Adaptability	"In a country filled with risks, challenges, and high levels of uncertainty, journalism organizations must adopt a leadership-oriented identity. This means being prepared to handle crises by offering alternatives and creating sufficient opportunities for employees to enhance their skills." (Podcast Host).
	Flexibility in MOP Management	Adaptive Strategies for MOP Changes	"Investigative projects require flexible planning to address security challenges and delays. Ensuring team safety is critical, with contingency plans for safer routes or rescheduling." (Investigative Journalist).
	Capacity Building	Staff Training & Competence Development	"As a photographer, the institution helped me develop key skills like teamwork and managing work pressure. These are practical abilities I didn't gain at university but honed through real-world experience and the institution's guidance." (Photographer).