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**Annual Plan**

**Free Press Unlimited  
2020**

**FREE  
PRESS  
UNLIMITED**

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## Colophon

### Text

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# Foreword Annual Plan 2020

Media and journalists face daunting times. All around the world, media freedom is in decline. What's alarming is that this trend is also occurring in countries where democratic values were held high just a few years ago. Press freedom in the United States was classified as "problematic" for the first time ever in the 2019 World Press Freedom Index by Reporters Without Borders (RSF). European Union member state Hungary dropped 14 places in the index as pro-government oligarchs tightened their grip on the country's media. These are just two examples of countries where the promotion of freedom is losing terrain to manipulation and fearmongering. And where strongman leaders tacitly or explicitly support human rights violations, including threats and attacks against the media.

The number of countries still fighting to uphold these human rights is shrinking. Governments turn their heads because other portfolios – like immigration, counterterrorism and international trade – take precedence. This happens in the Netherlands as well. In 2019 the Dutch parliament approved a proposed law that requires journalists to ask permission from the ministry of justice before travelling to areas controlled by terrorist groups. The move was widely criticised by journalists in the Netherlands, who believe it will put them and their reporting at risk.

Looking ahead to 2020, we are facing many challenges. Space for civil society is shrinking, also in European countries. At the same time, we see uprisings all over the globe. From Hong Kong to Santiago de Chile and from Baghdad to London, citizens are taking to the streets in their thousands. They are fed up with being ignored or mistreated by their governments and demand to be heard. We are here to support media that give a voice to these unheard voices and do so in a way that is fair and balanced, preventing further polarisation.

As a small organisation, we do what we can to address such global issues. Simultaneously, we face our own challenges here at Free Press Unlimited. In 2020 the current grant scheme Dialogue and Dissent – a five-year partnership with the Dutch Ministry of Foreign Affairs - will come to an end. We are currently in the midst of preparing our application for the next grant scheme, which will also run for five years. This application is vital for Free Press Unlimited, so we are putting a lot of effort into it. We are also looking back: as Dialogue and Dissent comes to an end, we will undergo a thorough external evaluation of the entire programme. The evaluation is due this summer.

This year, UNESCO announced that the Netherlands will host World Press Freedom Day in 2020. Of course, we as an organisation will be part of that day. Preparations together with UNESCO and the Dutch ministry of foreign affairs are already underway. For the Netherlands, this will be a great opportunity to underline our position as a front-runner in promoting press freedom.

The world is in turmoil and in many places, media freedom is in free fall. People are angry and protesting existing power structures. Amid the unrest, Free Press Unlimited aims to be a strong and reliable ally for our partners and our donors. We thank you for your trust in us.

**Ruth Kronenburg**  
Director of Operations

# A. Why we do what we do

## 1. Our vision

Free Press Unlimited strongly believes that all people are entitled to have access to unbiased, reliable and relevant information. This enables them to assess their own living conditions, influence these and make the right decision.

This vision is captured in our slogan:

**'People deserve to know.'**

## 2. Our mission

Freedom of the Press and Freedom of Information are vital for gathering and spreading reliable, unbiased information. The media play a crucial role in providing people free and unrestricted access to information that can help them develop and monitor the authorities. Free Press Unlimited wants to make and keep objective news and information available to everyone, especially to people in countries without or with limited (press) freedom.

By supporting local media professionals and journalists, Free Press Unlimited wants to help people gain and keep access to the information they need to survive and develop. Our core values are expressed by the following keywords: Independent, Inspiring, Inventive, Dedicated and Tailored Approach.

## 3. Our goal

Free Press Unlimited has defined the following common goal for all of our projects and activities:

**Media and journalists, as independent players in civil society, constitute a diverse and professional information landscape and function as catalysts for change**

We believe that Civil Society Organisations (CSOs) can only perform their role as advocates for inclusive and sustainable growth and development if they operate in an enabling environment. Access to information, independent media, and Freedom of Expression are essential in this context. Our activities and projects to promote access to information therefore also serve to support any development policy that aims to foster the strength of civil society and increase people's participation in achieving poverty reduction and more equitable societies.

# B. Making **change happen**

## 4. **Our strategy**

To reach this long-term objective, we have developed several intervention strategies (or activities) which together form our overall strategy. Of course, the effectiveness of any activity depends on the context of a country or area. That is why Free Press Unlimited always develops its intervention strategies in close consultation with partners or local actors. Because they understand the local context better than we do. Their insights allow us to come up with the best strategy based on our expertise and experience.



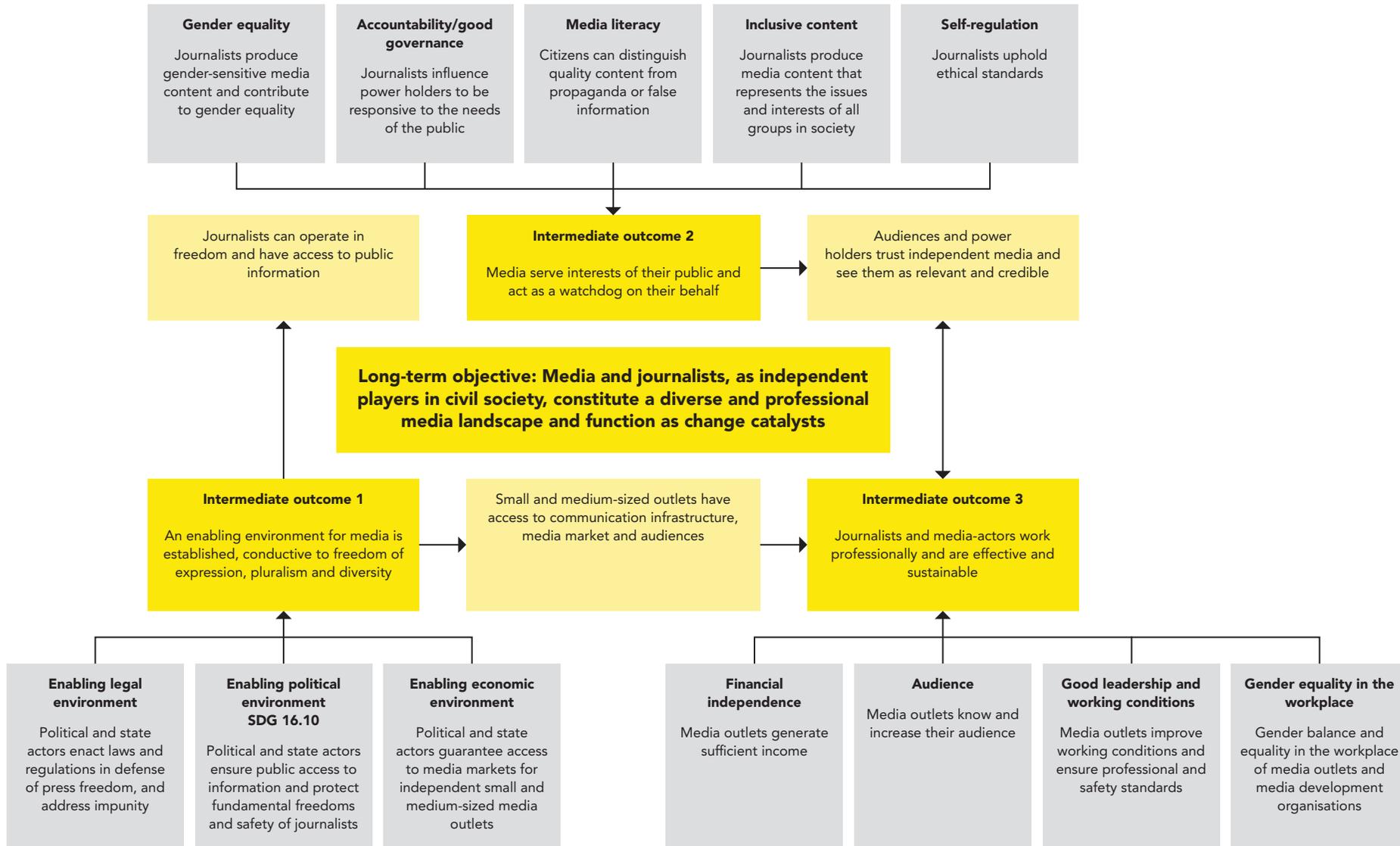
## 5. **Our Theory of Change**

So what is the best way to contribute to independent, professional local media that can help realise positive social change? This is described in what we call the theory of change. But perhaps it's better to speak of a pathway to change: in our theory we concluded that in order to help enable local media to fulfil their vital social role, we must first achieve three intermediate objectives (or outcomes). These are:

- 1 The establishment of an enabling environment for the media, conducive to Freedom of Expression;
- 2 Media serve the interests of the public and act as a watchdog on their behalf;
- 3 Journalists and media experts work professionally and are effective and sustainable.

Key actors across civil society, the government and public-sector stakeholders will have to engage strategically to realise these outcomes. Media play a crucial role in inclusive and sustainable growth and development, linking grass-roots civil society concerns to national and global policy levels.

# Theory of Change



### **Intermediate Outcome 1: The establishment of an **enabling environment** for the media, conducive to Freedom of Expression**

FPU fosters the independence of media and journalists by strengthening the legal environment and regulatory framework, and by supporting the development of highly trained, professional and sustainable media organisations. The strategy is based on the idea that decision makers are not fully aware of international standards and norms for press freedom, and therefore can be persuaded by public pressure through (inter)national advocacy. Trained media professionals are able to monitor press freedom violations and report them. This strategy provides an enabling environment for a free flow of information, public discourse and a multiplicity of voices.

### **Intermediate Outcome 2: Media serve the **interests of the public** and act as a watchdog on their behalf**

Independent media contribute to reducing corruption and increasing domestic accountability, because they investigate any malpractice by power elites and place issues relevant to civil society on the public agenda, raising public scrutiny of national development policies. FPU's strategy to guarantee the watchdog role of media practitioners is to ensure that they are well connected with civil society. This requires that the media represent the diversity of society within its institutions and content production, with special attention to equal representation of women in the media. Secure and anonymous access to information networks is a fundamental precondition for media and journalists to function as change catalysts. At the audience level, people need to have the capacity to make sense of the vast amount of information, as well as trust in the reliability of that information, needed to make informed choices.

### **Intermediate Outcome 3: Journalists and media actors work professionally and are **effective and sustainable****

FPU's strategy to ensure the use of ethical codes and professional standards by the media is to reinforce the principles of independent journalism. Media can gain public trust with a good complaint mechanism for the audience. The increased use of mobile phones and social media facilitates new connections between media and the public. Technology and audience research can help increase (advertisement) revenues for media outlets. Innovative technologies will increase the ability of audiences to participate in discussions and help journalists protect the free flow of information in a secure environment.



# C. Projects and Activities

## 6. Central themes

Almost every single one of our projects faces issues relating to gender and safety. These two themes have a great impact on the stories that are reported by the media and the way these stories are told. In practice, issues of gender and safety can hamper people's access to unbiased, reliable and relevant information. That is why Free Press Unlimited makes these central themes an integral part of every intervention strategy.

### Gender and Media

Globally, the problems surrounding the position and portrayal of women in the media remain relatively unchanged, even though slow and occasional success is also seen. The number of female media professionals has increased, but women are largely under-represented at (higher) management and decision-making levels. In media content, women's voices and perspectives are still largely absent. Gender and the empowerment of women in the media is therefore addressed by Free Press Unlimited in a variety of ways. For instance, through systematic gender media monitoring of content published in the countries where we work, linked to engaging editors on the results, gender balanced reporting will be improved. Another example is the female leadership fellowship in Nigeria that will continue with a new group of promising women working in media. In 2020 the focus will be on developing a larger gender programme based on the successful approaches in the different countries and look for possibilities to upscale these to other regions. In the Netherlands, more concrete cooperation will be sought with WO=MEN

and other relevant networks to the work areas of FPU. At the level of policy and advocacy Free Press Unlimited will co-host a side event at the UN Commission of the Status of Women together with other members of the GFMD working group Women in the Media. The M4W event on International Women's Day (8 March) to highlight the importance of gender equality in the media will also be organized by Free Press Unlimited and a large number of its partners throughout the world.

### Safety and Media

A safe media environment is of crucial importance to Free Press Unlimited's work. If media workers are unable to do their work without risking harm, they will be unable to function as watchdogs, expose crimes and injustice, and provide reliable and independent information. Safety therefore plays an important role in all our work and a lot of activities to improve the situation are being implemented in our partner countries. Efforts of Free Press Unlimited in 2019 to gain more attention and resources for the safety of journalists were successful and will see us implement new projects in 2020 to improve safety of journalists both globally as well as in Latin America. Through the establishment of the global Justice and Safety project, including a legal defence fund for journalists, Free Press Unlimited will be able to provide concrete support to journalists and media houses facing court cases. Also in 2020, Free Press Unlimited will continue providing emergency support through the Reporters Respond fund. On the level of advocacy and policy, Free Press Unlimited will build and maintain international networks such as the CSO Safety Coalition as well as the Journalists in Distress Network to coordinate efforts.

## 7. Project overview

Country / Project name	Donor(s)	IO 1	IO 2	IO 3
<b>A Safer World For The Truth - worldwide</b>	Dutch Postcode Lottery	To improve the safety of journalists by investigating and publishing about crimes against them – including the lack of both political will and effective judiciary systems. FPU, Reporters sans Frontiers and the Committee to Protect Journalists will establish a People’s Tribunal that exposes and condemns cases of violence against journalists and defends the right to truth-finding worldwide.		
<b>Bangladesh</b>	Dutch Ministry of Foreign Affairs	FPU will support partner BNNRC to advocate towards the government for additional alternative funding streams for community media.	FPU and partners will strengthen the capacity of youth, to critically evaluate and analyse information and become capable of recognizing when information is biased and/or distorted, via media literacy programmes in secondary schools and advocacy for the inclusion of media literacy courses within school curricula.	FPU will contribute to women’s empowerment in media and society at large via female fellowship and connecting past fellows via a digital platform or event.
<b>WADADA</b>		Development of a local youth news program in Kyrgyzstan. Lobbying and advocacy in Argentina, Brazil and Ukraine because the programs were stopped there.	International profiling of FPU in terms of youth and media.	Support existing youth programs. Strengthen the network by adding new countries. Training young journalists during YOUTH EXPO in South Africa.
<b>Central African Republic</b>	Dutch Ministry of Foreign Affairs & European Union in Bekou	FPU will support the Association of Community Radios (ARC) to set up a registration system for crimes against journalists and a fund for legal assistance to journalists in distress. To promote press freedom, on May 3rd an award ceremony will be sponsored to recognise the "most persuasive journalist" and "promising young talent".	To promote gender equality, FPU will support partner AFPC with organisational development and with the production of a radio programme in the local language Sangho, called Wali Ti Be Afrika (Woman of Africa). This programme is broadcasted nationwide by many community radio stations and by the state broadcaster.	The journalistic skills, technical skills, management and marketing of the staff of 8 community radio stations will be strengthened. In addition, like in previous years, a group of young female students of the Faculty of Mass Communication will be trained and coached by professional journalists.

Country / Project name	Donor(s)	IO 1	IO 2	IO 3
<b>DR Congo</b>	Dutch Ministry of Foreign Affairs	With 40 cases of crimes against journalism registered in just the first half year of 2019, safety of journalist remains the focus in 2020. FPU will continue to work with partner Journalists in Danger (JED) to advocate for journalist safety and against impunity. Advocacy will also be aimed at the revision of the outdated legal framework where press offenses still fall under criminal law.	FPU and partner Fédération des Radios de Proximité de la RDC (FRPC), through its large network of local radio stations, will improve the reliability, accuracy and timeliness of news reporting, especially in hard to reach, remote rural areas. With partner UCOFEM, FPU will promote gender-sensitive content through gender media monitoring and training of media outlets.	FPU will support Femme d'Afrique Magazine to develop a profitable business model. To stimulate gender equality in the workplace of media outlets, the Move4Women campaign will be organised with partner UCOFEM.
<b>Jeune S3 – DR Congo, Central African Republic</b>	SRHR/ Cordaid		FPU will support the production of radio programmes focusing on adolescents regarding issues related to sexual reproductive health in North and South Kivu in DR Congo, and in the Central African Republic.	FPU will strengthen the capacity of young people to advocate, express themselves and mobilize for and on their Sexual and Reproductive Health Rights. Training and enabling them to produce participative youth radio programmes on sexual and reproductive health issues.
<b>Central America (Honduras, El Salvador, Guatemala, Nicaragua)</b>	Dutch Ministry of Foreign Affairs & Dutch Embassy in San José, Costa Rica & Dutch Human Rights Fund	FPU and partners will advocate on various levels for the enabling environment of journalists, including safety and security. Fundación Latitudes and ASOPODEHU will monitor safety incidents in the region and advocate for journalists to be included in the national Protection Framework for Human Rights Defenders. Awareness-raising on the difficult situation of media and journalists in Nicaragua is done by partner and media outlet Confidencial, who will continue to speak out at various international levels.	FPU will provide support to partners such as digital media outlets Nómada on investigative journalism in Guatemala, Confidencial in Nicaragua/Costa Rica and ContraCorriente in Honduras. Coaching of journalists on gender-sensitive reporting and portrayal and involvement of minorities (youth, women, girls) in media content via mentoring programmes for journalists will be done through Fundación Latitudes in El Salvador. By supporting the Central American Forum for Investigative Journalism in May 2020, FPU's partner El Faro will organise workshops and panels on these topics as well, providing journalists from the region with inspiring examples and new techniques on how to cover these topics.	FPU will support further professionalization of 3 Central American media houses in collaboration with the VIMES project funded by the Dutch Human Rights fund. This project looks at building partner capacity in audience engagement, re-packaging of content productions and supports the development and testing of new and innovative business models, enhancing the economic viability of these media.
<b>Indonesia</b>	Dutch Ministry of Foreign Affairs	FPU will support partners to organise working groups in each province to assess the press freedom situation via the Press Freedom Index indicators, in order to create awareness among the provincial authorities.	The two female journalist fellowships will continue, as well as support to IndonesiaLeaks (the online whistleblower platform), promoting high quality public service journalism for accountability and good governance. Digital safety training will be organised for the fellows and for partner Tempo.	To contribute to a more gender inclusive media environment, FPU and partners will organise a gender and media campaign around the female fellowship Citradaya Nita, including discussion meetings with various stakeholders on gender inequality in media content and in the newsroom.

Country / Project name	Donor(s)	IO 1	IO 2	IO 3
<b>Iraq</b>	Dutch Ministry of Foreign Affairs	FPU and partners will expand collaboration and coordination work with UNESCO, particularly concerning the safety of journalists and Iraq's implementation of SDG 16.10, indicator 1 and 2. A research methodology will be developed to investigate the state of public information access and methods to improve this. A conference will be organised for relevant stakeholders to present and discuss research findings.	Iraqi partners will be trained in gender-sensitive reporting. Journalists from media-dark areas will be trained on reporting on urgent and untold stories about minorities and under-reported groups.	FPU will support partners to diversify their income streams.
<b>Justice &amp; Safety – worldwide</b>	Dutch Ministry of Foreign Affairs	FPU will provide legal support to media workers in judicial distress. Legal research in four countries (Iraq, Serbia, Tunisia and Egypt) finalised, which provides an insight into the ways in which existing laws are used to safeguard and erode media freedom.		The programme includes safety training for journalists.
<b>Keeping it Real</b>	Swedish Postcode Lottery		Based on research done in 2019, a pilot project will be set up to improve digital media and information literacy of children and youngsters in developing countries and countries in transition.	
<b>Lost in Europe - Europe</b>	Dutch Postcode Lottery	Through this project awareness will be raised among European citizens and policy makers on the issue of missing refugee children in Europe.	In partnership with a consortium of investigative journalists in Europe (Lost in Europe) and Defence for Children, investigations on the missing refugee children will be stimulated and supported.	FPU will develop a platform where journalists can safely exchange documentation, with an option for whistle-blowers. FPU will also provide digital safety training to involved journalists.

Country / Project name	Donor(s)	IO 1	IO 2	IO 3
<b>Mali</b>	Dutch Ministry of Foreign Affairs	FPU will support APPEL Mali, an informal movement of online media organisations advocating for an extended and inclusive media law for online journalism. FPU will support its members to create synergies and organise advocacy campaigns towards the authorities.	FPU will support partner Kunafoni.com to produce online content that addresses young and urban people who want to be informed of and engaged in current affairs. A minimum of 52 web TV shows and 12 web TV debates are to be produced. FPU will support partner Cultur'elles to produce the second season of the interactive reality TV programme "l'instant Thé", giving Malian youth a platform to engage as full members of society. The programme will also be accessible for youth in the North. Finally, FPU will support partner Sahelien.com, an online news outlet operating in the Sahel region in collaboration with citizen journalists, to engage with local authorities and hold them accountable for the lack of involvement of the local population in decision making.	FPU and partner Tuwindi will implement training and awareness-raising activities for journalists and media outlets in gender-sensitive reporting. Media outlets will be coached and prepared to apply for a gender media label. By the end of 2020, media monitoring research will be organised again and compared to the baseline to measure the change in gender-sensitivity of media content.
<b>Media Incubator Western Balkans - regional</b>	Dutch Ministry of Foreign Affairs  Dutch Embassy in Belgrade, Serbia			FPU will stimulate innovation in every possible form, enabling media outlets to develop ideas tailored to either their needs or to the needs of their audiences. In 2020 FPU will develop and implement pilot activities in Kosovo and Serbia based on surveys that were conducted over August and September 2020.
<b>Money Trail - worldwide</b>	Dutch Postcode Lottery through Oxfam Novib		FPU will support Journalismfund.eu in promoting the grants mechanism, and in identifying journalists for cross-border/continental collaboration on publication of stories focused on tax abuse and grand corruption to hold those in power accountable.	Training by FPU on digital security techniques allow the journalists, the data and their sources to be safe. Another activity is the provision of continued digital security support through a website with resources and a technical support desk (by email) to support Money Trail trainees after training.
<b>Myanmar</b>	Dutch Ministry of Foreign Affairs	FPU will support the Myanmar Press Freedom Centre to advocate for an improved legal environment for the media and to improve the connection with its membership by raising awareness of media professionals.	Activities will focus on an investigative journalism fellowship programme and support to the investigative unit of partner Myanmar Now.	FPU will support the Myanmar Press Freedom Centre to improve the connection with its membership by raising awareness among media professionals.

Country / Project name	Donor(s)	IO 1	IO 2	IO 3
<b>Nepal</b>	Dutch Ministry of Foreign Affairs	FPU will contribute to an enabling environment for freedom of expression in Nepal in which independent media can safely exercise their role through: 1) advocacy for an improved legal environment for the media; 2) advocacy and campaigns against the impunity of violence against journalists; and 3) a legal helpdesk and emergency support for journalists in need.	FPU will strengthen the capacity of media and journalists to exercise their role as watchdogs on behalf of the public and hold those responsible to account on particular climate change and environmental issues through an investigative journalism fellowship on environmental issues. FPU will also strengthen the capacity of youth to critically evaluate and analyse information and become capable of recognising biased and distorted information, through: 1) media literacy programmes in secondary schools; 2) advocating for the inclusion of media literacy courses within school curricula; and 3) a news bulletin that is especially tailored to children. Finally FPU aims to contribute to a more gender-inclusive media environment through quarterly media monitoring studies on gender representation in Nepal's media content and discussion meetings in which the results of the media monitoring are presented and the root causes of gender inequality in media content are debated.	Together with Women Working Journalists (WWJ), FPU aims to empower talented young female journalists within newsrooms through a leadership training programme.
<b>Niger</b>	Dutch Ministry of Foreign Affairs	Public events for Press Freedom will be organised on 3 May and 2 November.	Together with print press journal L'Événement, FPU created a news website <a href="https://levenementniger.com/">https://levenementniger.com/</a> . The editorial team needs to make the shift to an online news website with daily news flashes. Marketing and promotional campaigns will be set up to increase audiences. L'Événement will also be supported with a series of investigative articles. FPU will continue its support to Agadez based on online news site AirInfo.	In 2020 FPU will support partner APAC to launch the Mariam Keita award to promote gender-sensitive reporting and honour the best productions.

Country / Project name	Donor(s)	IO 1	IO 2	IO 3
<b>Nigeria</b>	Dutch Ministry of Foreign Affairs  Dutch Embassy of Abuja	FPU and partner PTCIJ will improve the Press Attack Tracker (based on feedback) to realise its potential as an advocacy tool (see <a href="https://ptcij.org/press-attack-tracker/">https://ptcij.org/press-attack-tracker/</a> for more information). The publication "State of Press Freedom in Nigeria" will be reviewed and adapted as an online version. The report will be launched on November 2nd (International Day of Impunity of Violence against Journalists). In addition, FPU and PTCIJ will collaborate with the Nigerian Union of Journalist and the Nigerian Press Council to organise a seminar and a conference on the welfare of journalists and their rights. Campaign slogans and educational materials will be developed and distributed to journalists across Nigeria.	FPU will organise a refresher course for media houses managing the Leaks.ng whistle-blower platform and for new members who may join in 2020 (see <a href="https://leaks.ng/">https://leaks.ng/</a> for more information). FPU will also promote gender-sensitive human interest content on conflict-ridden areas in the North of the country with partner PAGED.	FPU will organise a 3-day management training for 20 newsrooms with a special focus on the welfare of journalists, in collaboration with WSCIJ (to facilitate the gender policy aspect of the training).
<b>Pakistan</b>	Dutch Ministry of Foreign Affairs	Specific attention will be paid to the safety and psycho-social wellbeing of female journalists, by addressing the issue of harassment both online and in the workplace. National advocacy efforts targeting the issue of impunity and journalist safety will be accompanied by an international advocacy programme (UN, GSP+). FPU will take an active role in supporting UNESCO including building relationships between these international players and our partners to include them in both parallel processes and give space for their input. FPU will promote better links between media and civil society organisations to improve access to and sharing of information.	Support will continue to an investigative journalist training centre that was established by FPU's partner in 2017. FPU will support its partners to deepen investigative work in relation to data journalism and climate reporting. FPU will also support partners working to increase the information flow from media-dark areas; through citizen journalists trained to report untold stories and problems faced by local communities. Partners' digital/multimedia capacity will be strengthened, in order to produce online content with a wider reach and a longer online lifespan. Finally, FPU will support partners with gender-sensitive reporting and hiring and training female reporters, especially in rural areas where traditional gender roles form a significant barrier.	(Citizen) journalists will be trained to improve their professional reporting; basic journalism skills and digital security. FPU will provide support to its partners to improve their organisational strength and sustainability - this includes consultancies, networking and mentoring to diversify income, strengthen capacity on monitoring, evaluation and project management, as well as developing commercial activities such as business reporting and advertisement.

Country / Project name	Donor(s)	IO 1	IO 2	IO 3
<b>Prague Media School – Czech Republic</b>	Dutch Postcode Lottery			Prague Media School will develop a range of online and offline training courses and educational modules to assist new generations of media professionals in Eastern Europe and beyond in digital transformation and new audience strategies. It will be focusing on changing trends on social and mobile platforms as well as offering tailor-made courses on organisational development and media strategies.
<b>Press Freedom Venezuela</b>	Dutch Embassy in Caracas	FPU will advocate for an enabling environment for the media and for safety for media workers.	FPU will provide support to investigative journalism and portrayal and involvement of audiences in media content production.	Further professionalisation of media houses and their economic viability.
<b>Publeaks – the Netherlands</b>	Contributions from media members  GoogleDNI		Publeaks enables whistle-blowers to leak information that is in the public interest to Dutch media and to communicate with each other privately, anonymously and safely. Media members of Publeaks serve the interests of the public and directly act as a watchdog on their behalf.	FPU will focus on continuation and increase of the current membership together with the Board of the Publeaks Foundation.
<b>Reporters Respond – worldwide</b>	Dutch Ministry of Foreign Affairs			Reporters Respond aims to support media workers in distress, usually within a very short timeframe.
<b>Russian-language News Exchange (Eurasia region)</b>	Several funders		FPU will increase the ability of media to uncover issues relevant to audiences beyond their target region and through daily work present Russian-speakers with an alternative to third-party false news information. In 2020, FPU will support co-productions and formats that will enable better dissemination of "hard" topics such as human rights abuse or journalism investigations. Through better visibility these products will play a greater role in making media watchdogs for the public.	FPU will increase the skills of media professionals and their ability to engage with new types of audiences. Special attention will be given to financial viability and sustainability. Throughout 2020, FPU will develop business model experimentation, while continuing to provide partners with access to new formats, audience engagement strategies and know-how within their region and beyond.

Country / Project name	Donor(s)	IO 1	IO 2	IO 3
<b>Radio Tamazuj - South Sudan</b>	Several funders		FPU will support Radio Tamazuj with: 1) developing a safe, public, moderated citizen reporting platform 'South Sudan Speaks Up' for South Sudanese citizens, NGOs and CSOs. Technical support for (selected) CSO partners in using South Sudan Speaks Up; 2) moderated discussions on project themes, with special focus on the role of women in peace processes.	FPU will train Radio Tamazuj' staff in professional journalism (topics cover gender-sensitivity and gender equity, safety, (digital) security, innovative reporting, audio techniques, presentation of programs/hosting and audience interaction). Radio Tamazuj' content will be monitored on journalistic principles, code of conduct and gender-sensitivity by independent media expert.
<b>Radio Dabanga - Sudan</b>	Several funders		FPU will support Radio Dabanga in its chatbot innovation projects aimed at facilitating access of citizens to Dabanga and making it easier for Dabanga to process the vast amounts of information it receives through social media channels.	FPU will support capacity building of the team in professional journalism, audience engagement, media management and business development.
<b>Somalia</b>	Dutch Ministry of Foreign Affairs  European Union	FPU and its media support partners will improve awareness among Somali security forces on the rights and existing laws that protect journalists in Somalia. This will be organised through the successful "peace councils", in line with UNESCO's National Mechanism for Safety of Journalists in Somalia.	Media productions on youth and gender issues will be supported that challenge cultural and intercultural issues, produced by media outlet partners Radio Hirad, Somali Faces, net-citizens and CSOs. A training course for journalists in ethics and quality standards in journalism will continue, and an Ethical Charter will be developed – the first of its kind in Somalia. Specially trained monitors will monitor media content, focusing on quality, ethics and gender-sensitivity, and a report will be published to increase awareness among media actors.	
<b>Ethical Journalism - Syria</b>	SIDA	To support and contribute to reliable data on the Syrian media environment and audiences.	Partners will be stimulated to report on gender issues: portraying both women and men as individuals with valuable opinions and experiences, and revealing (power) mechanisms that influence possibilities for the development of women relative to men.	Security and safety of journalists remain an important focus. A more holistic approach will be sought: integrating physical, digital and psycho-social health and making sure this is an integral part of every training and coaching session.
<b>TOTEM – worldwide</b>	Dutch Ministry of Foreign Affairs (Bureau DRL) through Greenhost			Totem is an online platform that helps journalists and activists use digital security and privacy tools and tactics more effectively in their work. In 2020 FPU will promote existing courses among partners to raise awareness, increase knowledge with the aim to adopt more digital hygiene practices in the work by journalists.

Country / Project name	Donor(s)	IO 1	IO 2	IO 3
<b>Tunisia</b>	Dutch Embassy in Tunis		FPU and partner Al Khatt will enhance public participation of Tunisian youth by increasing the number of participatory youth programs on El Wataniya 2 national television, on Jaridaty, and on social media. Jaridaty is a Tunisian online citizen journalism platform developed by Al Khatt. El Wataniya 2 is one of Tunisia's biggest national television stations.	FPU and Al Khatt will improve story production skills (including fact-checking), media literacy and ethical online behaviour including privacy and online risk awareness of Tunisian youth.
<b>UNESCO/SDGs - worldwide</b>	Dutch Ministry of Foreign Affairs	FPU will continue to enhance the capacity of UNESCO's Directorate General (DG) report and promote the UN development Agenda 2030 for Sustainable Development Goal 16.10.		
<b>Zimbabwe</b>	Dutch Ministry of Foreign Affairs		Core activities in 2020 are the continuation of content production focusing on Zimbabwean youth, women and marginalised communities. Partner TheFeed will also be supported to organise Media Pop Ups and Ghetto Cinemas with the aim to reach out to rural communities and communities in high density suburbs.	Partner TheFeed will be supported to organise regular trainings, through the She Reports mentorship programme for women, but also through its Media Maker's Camp and Media Lab Initiative. It will also focus on training young students who wish to become journalists.

# D. How does **Free Press Unlimited** work?

## 8. **Governance**

The governance structure of Free Press Unlimited changed slightly in 2019. The Board of Directors were formed into an equal functioning Board and the Supervisory Board adopted a revised profile and decided to downsize to a Board of 5 in total. Furthermore, due to sudden illness the Treasurer had to step down in the summer of 2019 and the Vice Chair decided to step down as per October 1st due to a change of career. Free Press Unlimited subsequently had 2 vacancies for which we are interviewing as we speak. We are confident that our team will once again be complete as per January 2020. As a result of the change in the governance structure, the articles of association pertaining to the Supervisory Board as well as the Board of Directors were amended. The Free Press Unlimited Works Council was involved in the process and provided advice.

Our organization is governed as follows:

- **Supervisory Board** – oversees and is responsible for the general strategy of Free Press Unlimited as well as the Board of Directors, decides on annual budget and annual reporting
- **Board of Directors** – responsible for daily management including strategy, policy, finance, human resources, etc.
- **Works Council** – representation of all staff
- **Confidential counsellor** – external person according to our Code of Conduct

## 9. **Internal organisation**

Free Press Unlimited does not believe in a very hierarchical structure. We want to facilitate all teams and departments learning from each other, and therefore encourage mutual exchange of information, experience and expertise. To visualise this we have opted for an unconventional organisational chart that expresses the way we view each other both internally and externally.



## 9.1 Human Resources

To guarantee good human resource management, Free Press Unlimited has developed a Human Resources Policy (2016- 2020). The policy was presented in early 2017 and describes the three pillars of Free Press Unlimited seen from an HR perspective:

- 1 the employee as a pillar
- 2 being an attractive employer
- 3 professionalisation of the HR department

It is important to us that our employees feel appreciated, rewarded and supported in their professional development. Performance management (formerly known as Focus) plays an important role in achieving this. In 2020, HR will focus on:

- Implementing a new performance management system with the support of the Works Council.
- Start training: career focus for employees and talent builder training for managers.
- HR training in learning & development within the organisation.
- Professionalisation of HR → digitising personnel files in ADP online.

## 9.2 Safeguarding quality

### 9.2.1 Audits

Free Press Unlimited strives to have a solid quality system in place to ensure that all projects, as well as the cooperation with the numerous partners, proceed according to the Free Press Unlimited and international quality standards (ISO). Within the Netherlands, Free Press Unlimited follows the standards prescribed by organisations such as 'Goede Doelen Nederland' and 'CBF'. Both supervisory

organisations monitor charitable institutions on financial, social and governance elements. Both institutions conduct a yearly audit to determine whether a charitable organisation is operating according to their guidelines. The following instruments and/or institutions will audit the quality of Free Press Unlimited in 2020:

**ISO** - (instrument/methodology to monitor quality system) performed by an external auditor

**Goede Doelen Nederland** - organisation with specific guidelines on governance and finance. Audit is conducted through the annual report of the organisation

**CBF** - organisation with specific guidelines on governance, finance, donor relations and communications. Audit is carried out through the annual report of the organisation as well as an annual survey.

**Annual Report** - is audited and approved by an external auditor, mainly based on financial capacity.

### 9.2.2 Knowledge and Quality

In 2020 the main focus of the Knowledge and Quality team will be preparing for the final external evaluation of the No News Is Bad News programme. The team will consolidate databases of indicators, outcomes and stories, organise them by theme and sub-theme, and assist the final evaluator with the evaluation.

The team will also finalise qualitative research into challenges that the media are facing, like shrinking civic space, reduced income from advertisements, gender in the workplace, and restrictive government regulations. This research was initiated after the mid-term review of the programme in order to answer key knowledge gaps. K&Q will consolidate all new knowledge gained so far and make sure it becomes available online in the form of a dedicated thematic website with an evidence database, manuals and online training courses related to media development.

Finally, as a continuous activity, K&Q will continue to support the rest of the organisation to work according to the ISO 9001:2015 standard. To this end K&Q will administer and further develop a user-friendly project management information system and perform internal ISO audits.

### **9.2.3 Safety & Security Policy**

The space for civil society is still shrinking and governments across the world are increasingly attacking non-governmental organizations (NGOs) by creating laws that subject them and their staff to surveillance, excessive bureaucratic hurdles and the ever-present threat of imprisonment. In many countries, organizations that dare to speak out for human rights are being bullied into silence. Groups of people who come together to defend and demand human rights are facing growing barriers to working freely and safely. Silencing them and preventing their work has consequences for everyone.

For 2020 we predict increased security risk challenges like cyber security risks and travel risks when visiting our partners abroad. After the implementation of the GDPR in 2018 we must also stay focused on handling and protecting (private) information and stay in compliance with rules and regulations. This year the Safety & Security Policy will strongly focus on information security and further implementation of the information security level system. New staff must be trained in digital and travel security and existing staff's training will be "refreshed" when needed. Although the security culture within Free Press Unlimited has improved, our environment demands a constant "state of alert" to monitor the actual security situation and adjust our behaviour and procedures when necessary.

### **9.2.4 Integrity**

The trustworthiness of Free Press Unlimited's activities and the good name and reputation of the organisation is of utmost importance to the Supervisory Board, the Board of Directors and the staff of Free Press Unlimited. We therefore believe it is essential to develop an Integrity Policy which sets out the standards for ethical behaviour of all Free Press Unlimited's representatives.

Free Press Unlimited presented the Integrity Policy during our Internal Reflection Day mid-2019. The policy is applicable to affiliated organisations and all staff, regardless of the contractual basis of their employment relationship with Free Press Unlimited. The policy also applies to independent third parties who are hired by Free Press Unlimited or act in the name of Free Press Unlimited, in all cases where Free Press Unlimited may be held responsible for their actions. Worldwide all Free Press Unlimited representatives are obliged to strive for the same high personal and ethical standards everywhere. The culture at Free Press Unlimited is based on trust, mutual respect, open communication and high standards with regard

to professional conduct. These key words play an essential role in achieving our mission. We place our trust in the common sense of our staff and all representatives and trust that they will act within the bounds of the law, with integrity, act ethically and will do everything in their power to ensure that the name and good reputation of Free Press Unlimited is never questioned. In this policy we make clear what we expect of our representatives (i.e. staff, partners and all other parties with whom we work based on a contract) and also what they can expect of Free Press Unlimited.

## **9.3 Communications**

The coming year we will focus on our external communications by involving the Dutch audience and explaining the necessity of our work. We want to communicate about our work in an accessible way. In 2019 we visited two cities, bringing our own carousel with enormous stopping power to reach out to the general public. The interaction was valuable and strong. We managed to get exposure in several local newspapers. This pilot project will be extended in 2020. Besides attention from local press we will aim to improve our relationship with national press. Our new press strategy will be implemented. This means we want to be known for our expertise on safety for journalists. Besides our carousel tour and the press strategy, we will diversify great storytelling by adding more podcasts and videos. For digital we will start to implement a professional social strategy immediately and we aim to relaunch the website in September.

Since World Press Freedom Day will be a global event in The Hague in 2020, this is a wonderful opportunity for Free Press Unlimited to actively join this conference. We are exploring several themes, topics and angles to find out how we can strengthen our position and add valuable content.

In September next year we will start a pitch for our new media campaign in 2021. We will invite a selection of agencies to come up with a strong concept in line with our key message, to engage more supporters, followers and other interested parties with our mission: making reliable information available to everyone.

## 9.4 Corporate Social Responsibility

Free Press Unlimited endorses a paperless office, wherever possible, as well as the use of environmentally friendly cleansers, sustainable energy sources and organic products for lunch and events. Moreover, we encourage our staff to be environmentally aware when choosing means of transport, for commuting as well as contact with foreign partners. Where flying is necessary, we book climate-neutral flights and offset our emissions via the Climate Neutral Group.

## 9.5 The Works Council

The Works Council aspires to be a trusted partner for staff and the Board of Directors to serve Free Press Unlimited in the best possible way, in order to create a fair, healthy and safe working environment. The Works Council's approach in keywords: Positive, Constructive, and Inclusive. For 2020, the Works Council aims to create a more professional working structure with five core team members and to pro-actively reach out to colleagues who would like to add value to the key topics of the Works Council.

The thematic focus for 2020 will be to initiate ideas related to the new appraisal system and follow the implementation of the Human Resource Policy (2016-2020).

A further topic is to follow up on the wellbeing of staff in the organisation & office conditions enshrined in the RI&E document. Moreover, diversity & inclusion deserves continuous attention and we would like to contribute to concrete ideas to move this topic forward within Free Press Unlimited. Our final topic for the year is the environmental awareness among staff and working towards a more environmentally friendly organisation.



# E. Budget

Our budget for 2020 shows a significant increase compared to 2019. The year is off to a good start as roughly 21 million of the budgeted income of 21,3 million has already been secured. As a result, the fundraising target for projects in 2020 is lower than in the previous year. This will allow us to concentrate our fundraising efforts on the years after 2020 and on unearmarked funding. This is especially important because the current grant scheme Dialogue and Dissent – a five-year partnership with the Dutch Ministry of Foreign Affairs - will conclude in 2020 and our fundraising staff is currently applying for the next five-year scheme.

The increased budget for 2020 is mainly due to the increase of government grants. Our projects VIMES and Radio Dabanga secured the most new funding, while the project No News is Bad News is still set to receive the highest amount of funding. We've also seen a significant increase in our income from lottery organisations: it more than doubled compared to last year.

These increases will allow us to expand or scale up existing projects and get started on new additions like VIMES, Lost in Europe and A Safer World for the Truth in the year ahead.

## 10. Budget 2020

This budget was drawn up in accordance with the in 2017 revised Dutch Accounting Standards for Fundraising Institutions, Richtlijn 650.

Ratios	2020	2019
Objective expenditure / total income	91,5%	93,5%
Objective expenditure / total expenses	92,8%	93,8%
Fundraising costs / fundraising income	4,0%	2,7%
Management & administration / total expenses	3,1%	3,5%

<b>INCOME (in €)</b>	<b>2020</b>	<b>2019</b>	<b>difference</b>
Min. of Foreign Affairs - No News is Bad News	6.100.000	6.690.000	-590.000
Several donors - RLNE / Eurasia	1.685.000	2.060.000	-375.000
Several donors - Syria	2.000.000	2.025.000	-25.000
Several donors - Radio Dabanga	2.000.000	1.200.000	800.000
Several donors - Radio Tamazuj	1.350.000	725.000	625.000
Min. of Foreign Affairs - Safety for Media Professionals	680.000	680.000	0
Min. of Foreign Affairs - VIMES	1.100.000	0	1.100.000
Min. of Foreign Affairs - Eastern Africa	556.000	415.000	141.000
Dutch Embassy - Costa Rica	239.000	215.000	24.000
Several donors - Somalia	170.000	170.000	0
Min. of Foreign Affairs - Tunesia	165.000	150.000	15.000
Other projects	1.980.000	740.000	1.240.000
<b>Government grants</b>	<b>18.025.000</b>	<b>15.070.000</b>	<b>2.955.000</b>

Dutch Postcode Lottery - Structural	900.000	900.000	0
Dutch Postcode Lottery - A safe world for the truth	1.200.000	0	1.200.000
Dutch Postcode Lottery - Lost in Europe	600.000	0	600.000
Dutch Postcode Lottery - Oxfam Novib Money Trail	105.000	190.000	-85.000
Swedish Postcode Lottery - Keeping it real	16.000	120.000	-104.000
Other projects	285.000	0	285.000
<b>Income from lottery organisations</b>	<b>3.106.000</b>	<b>1.210.000</b>	<b>1.896.000</b>

Cordaid - C.A.R. / D.R.C.	300.000	350.000	-50.000
Other projects	94.000	0	94.000
<b>Income from other not for profit organisations</b>	<b>394.000</b>	<b>350.000</b>	<b>44.000</b>

Contributions - Publeaks Foundation	20.000	65.000	-45.000
Other projects	0	55.000	-55.000
<b>Income from companies</b>	<b>20.000</b>	<b>120.000</b>	<b>-100.000</b>

<b>Other income</b>	<b>150.000</b>	<b>50.000</b>	<b>100.000</b>
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<b>TOTAL INCOME</b>	<b>21.695.000</b>	<b>16.800.000</b>	<b>4.895.000</b>
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<b>EXPENSES</b>	<b>2020</b>	<b>2019</b>	<b>difference</b>
Programme costs	19.859.080	15.707.966	4.151.114
Fundraising	868.789	457.718	411.071
Management & administration	671.556	585.316	86.241
<b>TOTAL EXPENSES</b>	<b>21.399.425</b>	<b>16.751.000</b>	<b>4.648.426</b>

Result before financial gains and losses	295.575	49.000	246.574
Financial gains and losses	-25.000	-25.000	0
<b>BALANCE INCOME AND EXPENSES</b>	<b>270.575</b>	<b>24.000</b>	<b>246.574</b>

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