



Annual plan 2016

**Free Press Unlimited**

**FREE  
PRESS  
UNLIMITED**

People deserve to know



# Management summary

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2016 marks a new phase for Free Press Unlimited. The funding cycle of the Dutch Co-financing for development (MFS) ends in 2015. Free Press Unlimited was active in 5 alliances set up under that system, representing roughly one third of its annual turnover. In 2016 a new long term grant from the Dutch Ministry of Foreign Affairs will start, coinciding with the formation of Free Press Unlimited's new strategy. The organisational strategy already foreseen in the Multi Annual Strategic Plan (2013 – 2017) has gained clarity, substance and body in 2015. Last year, besides the aid-development cycle and the existing larger projects for Youth and Media and the Sudan, large projects have been developed for Syria, a growing technology portfolio, as well as the Russian Language Area. The organisational strategy is paired with a thematic focus, build around 5 themes and for all these themes a Theory of Change has been defined. The themes are:

1. Safety for Journalists
2. Media and Accountability
3. Journalism in Conflict Areas
4. Gender and Media
5. Children, Youth and Media

To execute the new strategy and operational these new themes, it is also necessary to have a suitable and matching Planning, Monitoring and Evaluation (PME) system in place within the organisation. Free Press Unlimited believes that PME should also have a learning aspect incorporated. Therefore, we have devised the MEAL system. MEAL stands for Monitoring and Evaluation for Accountability and Learning. Planning, of course, will be an essential part as well. The preparation for this adjusted PME-system is in full process with implementation starting as of January 2016. This new system will be used for all Free Press Unlimited's projects as well as for the partners we work with. More information about MEAL can be found in chapter 6.

In terms of projects, Free Press Unlimited will be present in fewer countries in 2016 compared to previous years. Within the bounds of the new grant from the Dutch Ministry we will work in 17 countries. Free Press Unlimited expects to be active in around 25 countries (38 in 2015). This will give us the opportunity to focus more on the ongoing and bigger projects. We also strive to increase the impact of our projects and make this visible. The complexity of projects in media development increases due to the pressures on media and journalists worldwide, requiring more quality time of our staff.

The organisation has to adapt to the strategic changes. Free Press Unlimited started to divide the work into more and smaller teams, requiring more Team Leaders. Smaller teams hopefully imply that Team Leaders will have more quality time to spend on projects rather than on administrative matters. We started this new structure early 2015 but it really took off with the new Team Leaders coming on board in September 2015. The new organisation structure is visualised in the new organisation chart that can be found on page 6.

Financially, for 2016 we foresee a slight increase in the overall turnover. This is mainly due to the efforts of the Donor Relation department. In 2016, Free Press Unlimited will continue to focus on and expand its fundraising efforts with institutional and non-institutional donors. In 2016, we will put more emphasis on private funders and major donor foundations. The targets for fundraising in 2016 will be; the team Children, Youth and Media, Syria, Sudan and technical projects such as StoryMaker and the NetAidKit.

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# A. Management Plan

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## **1. Vision**

With the new strategy, Free Press Unlimited will remain faithful to her original vision that is marked by her slogan: 'People deserve to know.' Free Press Unlimited strongly believes that all people are entitled to have access to unbiased information. This enables them to assess their own living conditions, influence these and make the right decision.

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.

## **2. Mission**

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. Objectives**

As described in the Multi Annual Strategic Plan 2013 - 2017 we choose to focus more on effective programming in fewer countries. Together with the thematic approach, representing our expertise in the field, this sets the quite ambitious agenda for 2016. With the increasing demand for support and programmes for Freedom of the Press and Freedom of Expression we also aim to pursue our existing larger programmes in Sudan and Syria and, if possible, to roll-out successful projects in other countries as well.

The existence of an enabling environment is a precondition for Civil Society Organisations (CSO) to perform their role as advocates for inclusive and sustainable growth and development. Access to information, independent media, and Freedom of Expression should therefore be an integral part of 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. Free Press Unlimited's common objective for the coming years is:

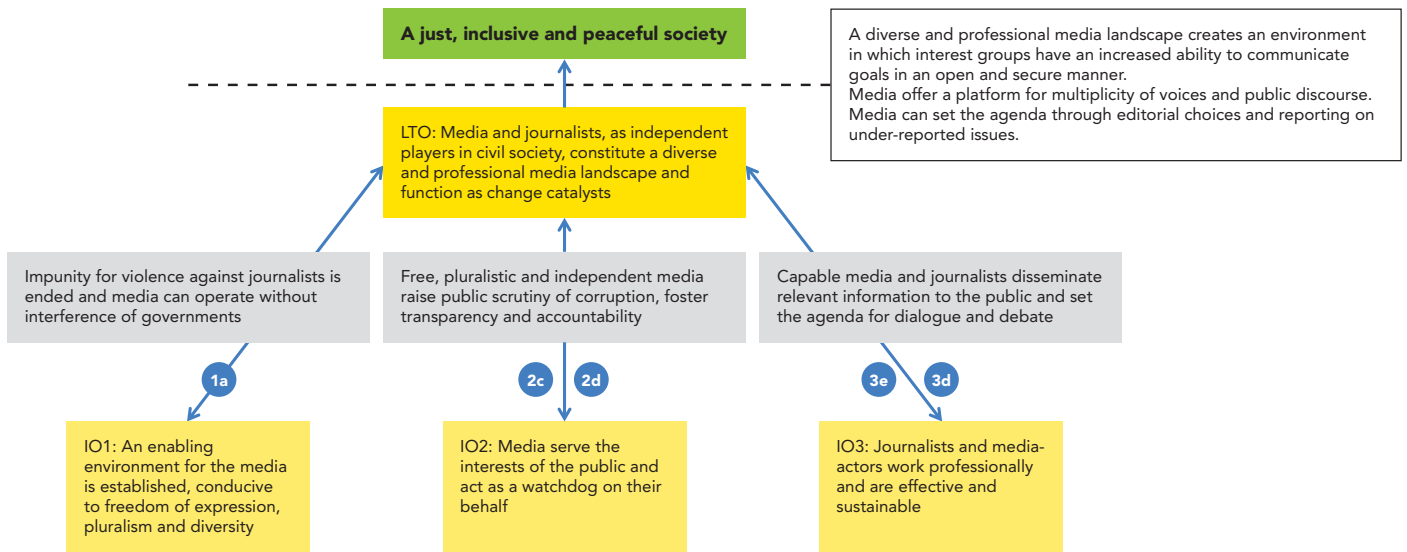
Media and journalists, as independent players in civil society, constitute a diverse and professional information landscape and function as catalysts for change

This common objective can be achieved by pursuing the following intermediate outcomes:

1. An enabling environment for the media is established, 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, government and the 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.

Figure 1: Theory of Change “No News is Bad News”



#### 4. Strategy

##### Intermediate Outcome 1: An enabling environment for the media is established, conducive to Freedom of Expression

Free Press Unlimited 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 advocacy groups. The strategy is based on the idea that these groups are able to monitor press freedom violations, engage on specific cases of violations of press freedom and raise awareness amongst government, ‘rule of law’ institutions and decision makers of the country about the importance of press freedom. The strategy is also 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 lobbying and 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

Free Press Unlimited’s strategy to guarantee the role of watchdog for media practitioners is to ensure that they are

well connected with civil society. This requires the media representing the diversity of society through its institutions and content production, paying special attention to equal representation of women media management positions. Improved gender sensitivity in the content produced by media will intensify public debate. At the audience level, people lack media literacy, 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 decisions. Media can gain public trust by implementing a good complaint mechanism for the audience.

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.

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

Free Press Unlimited’s strategy to ensure the use of ethical codes and professional standards by the media is to reinforce the principles of independent journalism. Conflict-ridden societies can prevent abuse and hate speech by investing in the quality of media practitioners. Secure and anonymous access to information networks is a fundamental precondition for media and journalists to function as change-catalysts in fragile states. The increased use of mobile phones and social media

facilitates new connections between the media and the public. Technology and audience research can help increase revenues for media outlets. Free Press Unlimited believes that 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. 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.

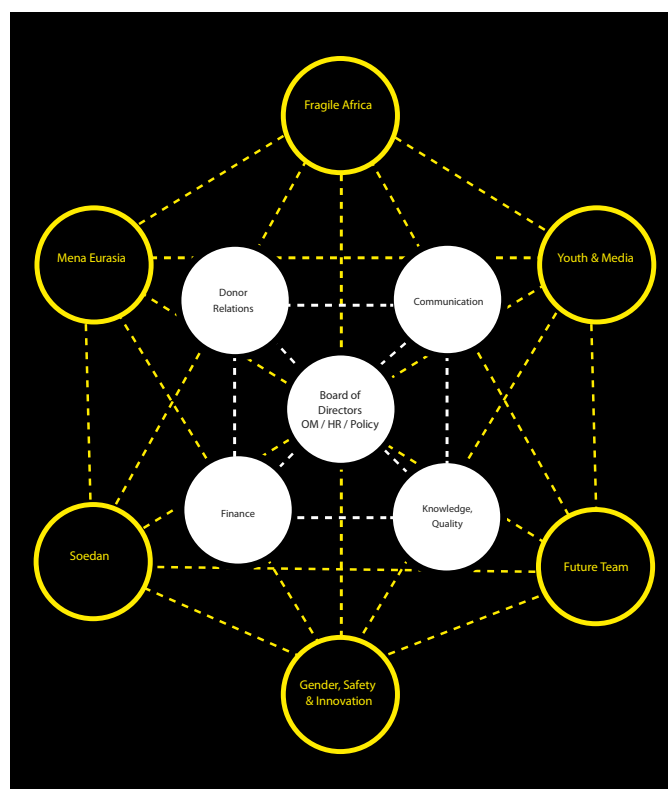
The strategy, as well as the activities of the 5 new themes of Free Press Unlimited, will be derived from the above mentioned outcomes.

## 5. Governance

The governance structure of Free Press Unlimited has not changed compared to other years. For a detailed overlook we refer to our Annual Report 2015 which can be found on our website. The governance is structured as follows:

Supervisory Board	- oversees and responsible for the general strategy of Free Press Unlimited and decides on annual Budget and annual reporting
Board of Directors	- responsible for daily management including strategy, policy, finance, human resources, etc.
Management Team	- advises the Board of Directors, responsible for limited management in their specific field (regarding teams or finance)
Staff Representation	- representation of all staff
Trust Committee	- external advisory committee according to our Code of Conduct

## 6. Internal organisation



### 6.1 Human Resource

To guarantee good Human Resource management, Free Press Unlimited will develop a comprehensive Human Resource Policy that will be implemented at the beginning of 2016. This policy will include personal development, training and education, career planning, etc. Most of the HR elements are currently laid down in several procedures. However, Free Press Unlimited lacks a long term HR policy. To monitor, implement and adjust the HR policy, a Human Resource Officer has been recruited to support the Director of Operations.

### 6.2 Quality systems

#### 6.2.1 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 VFI and CBF. Both supervisory organisations monitor charitable institutions on financial, social and governance elements. Both institutions conduct a yearly audit to determine whether a charity organisation

is operating according to their guidelines. Basically, the following instruments and/or institutes audit the quality of Free Press Unlimited:

- ISO - (instrument/methodology to monitor quality system) done by an external auditor.
- VFI - organisation with specific guidelines on governance and finance. Audit is done 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.

### 6.2.2 Promis

Free Press Unlimited has used the last year to investigate several project management information systems (working title Promis). After careful research, the Management Team chose a system that is agile and easy to expand with other modules such as finance. The quality standards and criteria for the system were discussed in coordination with project staff as well as PME and financial staff. Planning is to launch and implement the system at the beginning of 2016.

### 6.2.3 MEAL

To make **M**onitoring and **E**valuation a meaningful process, it has to facilitate **A**ccountability and stimulate **L**earning. Accountability is imperative in order to gain and maintain support for all Free Press Unlimited's projects. Learning is a necessary essential condition for critical reflection and reconsideration of the projects, their outcomes, assumptions and intervention strategies.

This way Monitoring, Evaluation, Accountability and Learning (MEAL), together with the Planning and Implementation of the projects, will become elements of a system that strengthens the process of media and journalists constituting a diverse and professional media landscape and function as catalysts of change, in order for them to contribute to a just, inclusive and peaceful society.

Due to the complexity of the projects, it is impossible to foresee what will happen in the coming years. Therefore, elements from various methodological frameworks that combine both rigidity and flexibility will be incorporated in the MEAL-cycle. Together they form

a framework that facilitates a process of "developmental evaluation": a process of continued monitoring and evaluation so that strategies can be adapted during the implementation period.

The effectiveness of the MEAL-cycle will be monitored by the following criteria:

1. Sense: –gathering information facilitates accountability or timely decision making about strategies
2. Use: no more information than what will actually be used; not everything will be measured
3. Motivating: processes of information-gathering which are attractive, clear, rigorous and accessible
4. Sufficient: main outcomes have to be addressed
5. Open: unplanned and unforeseen information is included
6. Outcome-oriented: focus on results, not on activities
7. Inclusive: reflects complexity, therefore includes quantitative and qualitative information

Free Press Unlimited will start to train her staff in the new methodology of the MEAL in 2016 and the partners will be trained in phases. The training of the staff will become part of the Continuous Professional Development Plan and is planned for spring 2016.

### 6.2.4 Security Policy

An updated Security Policy has been drawn up in 2015 and will be implemented in 2016.

In the Security Policy specific roles and responsibilities are set out corresponding to different levels of crisis.

### 6.3 Communication

In 2015 Free Press Unlimited has requested an external communication agency to assist in the development and refinement of the existing communication means and operationalise a more effective communication strategy. This process will be led, completed and executed by the Communication Department in 2016.

### 6.4 Corporate social responsibility

The Code of Conduct of Free Press Unlimited describes the ethical codes that all staff and all partners of Free Press Unlimited should abide by. On top of this ethical code Free Press Unlimited endorses a paperless office as much as possible, promotes the use of public transportation, environmental friendly cleansers, use of sustainable energy sources and the use of organic products for lunch and events.



# B. Themes

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1. **Safety for Journalists**
2. **Media and Accountability**
3. **Journalism in Conflict Areas**
4. **Gender and Media**
5. **Children, Youth and Media**



## 1. Safety for Journalists

Along with press freedom, the safety and security of journalists and media professionals is under pressure worldwide. Especially local journalists are exposed to violence and (online and offline) oppressive acts. At the same time, conflicts in countries like Syria, Iraq and Congo have caused the number of fatal casualties amongst media practitioners to skyrocket. For many of these poignant casualties nobody has ever been convicted. Looking at these data, the most dangerous areas for journalists are located in the territories of the former Soviet Union and the greater Middle East. While in ex-Soviet states increasing dictatorial policies seem to be a cause of deterioration (e.g. Russia), the greater Middle East has suffered from the collapse of authority due to failed revolutions (Yemen), foreign intervention (Iraq, Afghanistan) and international conflict (war in Syria). However, press freedom is under threat all over the globe. The Charlie Hebdo attacks, the decapitation of journalists by ISIS, and the imprisonment of al-Jazeera journalists by the Egyptian state all indicate that journalists have become a legitimate target for repressive powers.

Free Press Unlimited is regularly confronted with the consequences of the declining press freedom worldwide.

Especially through its programmes and projects in countries hostile to press freedom (such as Morocco, Azerbaijan, Mexico) and countries in conflict (such as Syria and Iraq). Free Press Unlimited has decided to make safety of media practitioners one of its key thematic areas for the coming years. This will be achieved, not only through specific programmes aimed at improving safety of media, but also as a cross-cutting issue that needs to be taken into account in any country Free Press Unlimited works in. After all, safety of journalists and other media practitioners is a prerequisite for any media development. Without safety the sector cannot fulfil its main roles in society: serve in the interests of the public and act as a watchdog on their behalf. Without a safe and enabling environment, journalists and the media cannot be independent players and function as catalysts of change.

It is without a doubt that media safety will remain an important pillar in Free Press Unlimited's work during 2016. Free Press Unlimited considers safety as an integrated concept that equally includes the physical, psycho-social, digital and legal safety domains. This will not only reflect in its programmes and in the countries it works in, but also internally within the organisation. In 2016, a comprehensive safety policy will need to be developed.

To address safety, Free Press Unlimited will build on the four years of experience with the Reporters Respond emergency fund, its broad professional networks, and the expertise that has been developed in the sub-teams, including digital safety. Safety and security instruments work best when approached from a local and specific perspective. It is therefore crucial that safety activities will be an implicit part of all Free Press Unlimited's projects that focus on regions, countries or problems. The services of Reporters Respond and the Internet Protection Lab (IPL) should be an implicit part of all our activities. Internal and external advocacy and marketing for both programmes

should also be improved. To trigger this, more internal awareness needs to be created within Free Press Unlimited.

Under the digital security programme, Free Press Unlimited works closely with international safety/security organisations to promote a safe and accessible Internet for people everywhere. To this end, it has co-organised trainings on the subject of online safety and offered technical support and advocacy campaigns. To stay ahead of the world's oppressing powers, technological innovation is an important aspect of Free Press Unlimited's digital security programme.

## Projects & Activities

Name Project	Donor	Countries	Activities
Reporters Respond	Ministry of Foreign Affairs	Worldwide	1. Continued support for media practitioners in emergencies and support for security trainings, workshops, etc.
NetAidKit TOTEM No News is Bad News IPL	SIDN (NetAidKit) DRL (TOTEM) MOFA	Worldwide	1. Increasing digital security awareness among journalists and media professionals 2. Making proper security tools easily accessible (NetAidKit, Totem) 3. Monitoring the digital environment through censorship monitoring project (prototyping) 4. Providing concrete support and advice
No News is Bad News	MOFA	Burundi	1. Security training for journalists (in exile)
No News is Bad News	MOFA	Mali	1. Security training (for trainers)
No News is Bad News	MOFA	Iraq	1. Improve the safety and advocate for safety of journalists 2. Advocate prosecution of perpetrators of violence against journalists
No News is Bad News	MOFA	Pakistan	1. Improve the safety and advocate safety of journalists 2. Advocate prosecution of perpetrators of violence against journalists



## **2. Media and Accountability**

Media are often referred to as the Fourth Estate, positioning the media alongside other branches of government who together provide a system of checks and balances to control political officials and prevent misuse of power. In developed democracies, media hold the government and other public actors accountable, promoting transparency and democratic control. In order to do so, the media play three crucial roles: watchdog, civic forum and agenda-setter.

Therefore, the media should act critically, follow power-holders (public as well as corporate) and hold them to account as well as guard pluralism, offering society a platform for exchange and debate, bringing together a diversity of interests, voices and viewpoints. But media should also guard the public interest by putting issues of public concern on the societal/political agenda and facilitate participation of all groups and sectors in the public debate.

Media can only perform its role of watchdog when in dialogue with and backed-up by civil society. Civil society organisations have relevant knowledge and can mobilise the community. Civil society organisations, on the other hand, need the media to reach out to the public. While

complementing one another, media and civil society seem to create impact on different levels. Press freedom has a significant effect on political accountability, while civic activism has more impact on service delivery. In order to be mutually reinforcing, the media need to be relevant and responsive to the public interest. At the same time, civil society organisations have to understand and appreciate the potential of the media as agenda-setter. Media illiteracy often precludes proper appraisal of the role and function of the press.

Unfortunately, the media in many countries lack the qualities that would qualify them to act responsibly and for playing the key role in promoting government accountability and inclusive politics assigned to them. Even when press freedom is guaranteed in name (and that is often not the case), media fail to act effectively.

## Projects & Activities

Name Project	Donor	Countries	Activities
No News is Bad News	MOFA	Nigeria	<ol style="list-style-type: none"> <li>1. Identify partners for programme</li> <li>2. Promote investigative journalism</li> </ol>
Speak up Zambia	EU	Zambia	<ol style="list-style-type: none"> <li>1. Training in Public Social Accountability Monitoring and production with the use of StoryMaker</li> <li>2. Setting up dedicated team of fact-checkers</li> </ol>
Journalism Education in Ethiopia	Liberty Foundation	Ethiopia	<ol style="list-style-type: none"> <li>1. Adaptation of UNESCO curriculum for Ethiopian context</li> <li>2. Training journalism educators on curriculum</li> <li>3. Exchange between Ethiopian and Dutch academic media institutions</li> </ol>
No News is Bad News	MOFA	DR Congo	<ol style="list-style-type: none"> <li>1. Implementation of media programme to contribute to improvement of labour conditions in the artificial mining sector in Eastern Congo.</li> <li>2. Monitoring the press freedom</li> </ol>
Promoting investigative journalism	Embassy Tunis	Tunisia	<ol style="list-style-type: none"> <li>1. Professionalise investigative journalism</li> </ol>
Russian Language News Exchange	Multidonor support	Russia (Azerbaijan, Moldova, Ukraine, Georgia, Baltic's, Central Asia, Belarus)	<ol style="list-style-type: none"> <li>1. Set up a Russian Language News Exchange in collaboration with several existing media partners</li> </ol>
Citizen reporting through mobile technology	Anonymous	Iran	<ol style="list-style-type: none"> <li>1. Follow-up programme for StoryMaker Persian</li> <li>2. Set up a Persian leak platform</li> <li>3. Introduce and implement fact-checker</li> </ol>
No News is Bad News	MOFA	Pakistan	<ol style="list-style-type: none"> <li>1. Support for citizen journalists and their cooperation with CS</li> <li>2. Support for more information for citizens in media-dark areas</li> </ol>
Publeaks	Stichting Democratie en Media and contributions from media members	Netherlands	<ol style="list-style-type: none"> <li>1. Evaluation of Publeaks 2.0</li> <li>2. Implementation of marketing strategy</li> <li>3. Annual members' meeting</li> </ol>



### **3. Journalism in Conflict Areas**

#### **Fragile Africa**

Free Press Unlimited's programme in fragile Africa concerns 3 countries in central Africa (Burundi, DR Congo and Central African Republic), one in West Africa (Mali), and three in the East/Horn of Africa (Somalia, Sudan and South Sudan<sup>1</sup>). Free Press Unlimited is also exploring possibilities to extend its programme to the wider Sahel region in countries such as Niger and Chad and possibly also to northern parts of Nigeria, in areas where Boko Haram is active. In 2016, Free Press Unlimited's programme in fragile Africa will mainly focus on promoting media outlets that will create a platform for dialogue and debate to promote social cohesion and reconstruction. Special emphasis will be put on the participation of women and youth in the media, empowering them to become agents of change. Access to reliable and fact-based information and the respect of ethics and code of conduct of journalism are basic assumptions for restoring peace and reconciliation. Avoiding hate speech and spreading rumours are important strategies of Free Press

<sup>1</sup> The programme in Ethiopia falls under/is part of the Sub Sahara Africa sub programme.

Unlimited's programme in fragile Africa.

Radio remains by far the most accessible media type in these countries realising the highest coverage. Capacity strengthening of local community and private radio stations, so that they can play their role in restoring peace, promoting social cohesion, stability and reconstruction of these war affected countries, will be the main target.

The Middle East region is currently dominated by a regional strive for political / military influence and a shifting balance of power between Iran, Saudi Arabia, Qatar and Turkey. This power struggle increases the instability in an already fragile and/or by war affected countries, like Yemen, Iraq, Syria and Libya. Others like Iran, Saudi Arabia, Turkey, Egypt and Morocco tighten the state control over its citizens in fear of domestic social instability or terrorist threats. International military intervention, headed by the United States, against the growing influence of Deash/ISIL/IS has led to the opening of a new dark chapter in which Russia has started to target IS and non-state actors inside Syria in order to protect its regional influence and its ally Assad. The deepening of the conflict in Syria and beyond has led to an unprecedented migration flow which poses enormous challenges to neighbouring countries (Turkey, Lebanon & Jordan) and Europe.

Taking these developments into account, it should not be a surprise that the space for journalists to work independently has diminished. Despite these wars and conflicts, on the societal level, a great number of people are still trying to build a better and brighter future for their country. Also journalists try to function in this highly complex environment, which is not easy when you risk to be imprisoned, or worse. The “real” public space that has been taken away by military conflict or by oppressive regimes has been filled by the “virtual” social space. The growth of social media and the ability of people to expand their presence online and interact with each other increases day-by-day. Some countries have shown impressive efforts to control those spaces (e.g. Iran), but smart technologies have made it possible to keep those “virtual” spaces open.

### **South Sudan**

Freedom of Expression and of the press, accountability, and respect for human rights have further deteriorated in South Sudan in 2015. The country currently has insufficient functioning institutions. Inflation has never been this high in South Sudan with the SSP having reached 20:1 against the USD. Unemployment continues to grow alongside insecurity and violence. Several reports indicate incursions in hospitals and warehouses where (limited) aid meant for civilians is looted by warring parties.

Media professionals are under immense pressure in South Sudan. In 2015, the country has experienced the highest levels of censorship since it became independent. The body responsible for supporting media and journalists in South Sudan, AMDISS, has played an increasingly polarising role and became a watchdog for the government working against independent media companies. In June, AMDISS announced compliance with the request of the National Security Services (NSS) and of the Ministry of Information in drawing up a list of individuals authorised to work as journalists in South Sudan. This type of accreditation is only officially required for visiting foreign journalists. Also in 2015, nine media workers were killed and a significant number of journalists was harassed, intimidated and/or left the profession. Based on information collected by the Safety and Security of Journalists (SSJ), 2015 saw 53 incidents of different sorts against media workers in South Sudan. These include the suspension and confiscation of print media and the closure of media companies; Free Voice being one of them.

On 5 August 2015, the National Security Services (NSS) shut down the Free Voice office in Juba without citing an

official reason. Meanwhile, a team of lawyers is working on the case of Free Voice and is in contact with different Ministries. The office remains closed to this date. Although the closure of the Free Voice office initially impacted the implementation of its three current projects (istream, Na'eesh Mabadh, and Sawa Shabab), activities have been resumed from different locations. This has been decided together with the implementing staff who are comfortable continuing to operate in the current situation.

### **Sudan (Darfur)**

Since the beginning of the conflict in Darfur, Blue Nile and Southern Kordofan 3.1 million people have been displaced of which 2.5 million in Darfur according to UNOCHA up till the end of 2014<sup>2</sup>. An additional 367,000 from neighbouring countries came as refugees to Sudan. An estimated 224,000 people in Darfur have been displaced from their homes because of conflict since January this year and 52,000 in South Kordofan and 60,000 in Blue Nile. During the reporting period, the Darfur Regional Authority implemented plans for the voluntary return of displaced people to newly constructed ‘model villages’. Displaced people in Kass, Azum, and Ronga Tas localities told Radio Dabanga that they reject the Authority’s “dismantling” of camps unless violent militiamen that roam the areas are disarmed and expelled and peace has returned to Darfur.

Press freedom in Sudan has been much restricted and it decreased even more in 2015. On the 16th of February, 14 daily newspapers were confiscated in one day. In the run-up to the national elections in April, the press was heavily curtailed and several (online) journalists were arrested, while numerous news outlets were curbed or hacked. It continued after the swearing in of Bashir for another term as president. In May and June, the National Intelligence and Security Service (NISS) confiscated the copies of 17 daily newspapers. Four were suspended for a short period. Sudan scores 81 on Freedom of the Press and 65 Freedom of the Net in 2015 (on a scale from 1 (best) – 100 (worst)).

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<sup>2</sup> [http://reliefweb.int/sites/reliefweb.int/files/resources/Sudan\\_2015\\_HRP\\_Snapshot\\_7\\_Oct\\_2015.pdf](http://reliefweb.int/sites/reliefweb.int/files/resources/Sudan_2015_HRP_Snapshot_7_Oct_2015.pdf)

## Projects & Activities

Name Project	Donor	Countries	Activities
Mawared Project	EU	Syria	<ol style="list-style-type: none"> <li>1. Better facilitation of cooperation between Syrian media actors and Syrian CSOs and international stakeholders</li> <li>2. Publication of landscape and audience research</li> <li>3. Strengthening capacity of Syrian journalists and Syrian CSOs</li> </ol>
Strengthening Somali Media	Royal Dutch Embassy / MOFA	Somalia	<ol style="list-style-type: none"> <li>1. Reform the media training centre into a local Somalia media support organisation</li> <li>2. Curriculum development with Somalian universities</li> <li>3. Continuation of anti-sharuur campaign to counter corruption in media sector</li> <li>4. Further professionalisation of radio partners</li> <li>5. Media monitoring</li> <li>6. Collaboration with international/local CSOs</li> </ol>
No News is Bad News	MOFA	Burundi	<ol style="list-style-type: none"> <li>1. Support various initiatives to give young people and women a voice</li> <li>2. Create dialogue between people in exile and people in Burundi</li> <li>3. Re-open the private media through lobby &amp; advocacy</li> </ol>
Media for peace-building, rehabilitation and reconciliation in CAR	MOFA (DSH) /EU	C.A.R.	<ol style="list-style-type: none"> <li>1. Further restructure of community radios</li> <li>2. Professionalise the media sector</li> </ol>
No News is Bad News	MOFA	Mali	<ol style="list-style-type: none"> <li>1. Improve the production and dissemination of accurate, timely and balanced information</li> <li>2. Engage with CS and public sector to improve the enabling media environment</li> </ol>
No News is Bad News	MOFA	Iraq	<ol style="list-style-type: none"> <li>1. Contribute to providing voices to marginalised groups (especially women)</li> <li>2. Improve public trust in the media</li> </ol>
Promoting ethical journalism for the Syrian media	SIDA	Syria	<ol style="list-style-type: none"> <li>1. Long term programme development to capitalize on result of the previous programme on ethical journalism for Syrian Media</li> </ol>
No News is Bad News	MOFA	El Salvador	<ol style="list-style-type: none"> <li>1. Providing the necessary tools and (digital) platforms for journalists to investigate and report in a safe way on sensitive topics (GBV, corruption, abuse of power, organised crime).</li> <li>2. Creating space for dialogue between different actors in society, resulting in increased and improved use of accountability mechanism.</li> <li>3. Stimulating reflection and critical thinking through media literacy to create an environment in which the public demands balanced reporting about the real issues in society. A special focus will be on youth, as they are prone to be recruited by criminal gangs.</li> </ol>



Name Project	Donor	Countries	Activities
Radio Tamazuj		South Sudan	<ol style="list-style-type: none"> <li>1. Broadcasting 1 hour per day of radio programmes on short wave</li> <li>2. Posting 15 articles per day on English and Arabic website</li> <li>3. Training 7 journalists</li> </ol>
Istream	Internews	South Sudan	<ol style="list-style-type: none"> <li>1. Share Media: continue sharing News of the Day email 2 x day, 5 x week</li> <li>2. Safety and Security of Journalists: monitoring, reporting, following up on incidents against media workers. Reports shared with select network 1 x month</li> <li>3. Radio Tamazuj: see above</li> </ol>
Na'eesh Mabadh		South Sudan	<ol style="list-style-type: none"> <li>1. Collecting local stories and transforming them into radio drama for distribution (14x)</li> <li>2. Organising street theatre performances (4x)</li> <li>3. Producing written anthology of local peace building, storing (700x) for distribution</li> </ol>
Sawa Shabab		South Sudan	<ol style="list-style-type: none"> <li>1. Recording episodes for season 3 in different languages to be aired across South Sudan</li> <li>2. Youth Outreach project</li> <li>3. Continue output on social media (Facebook, SoundCloud)</li> </ol>
Radio Dabanga	Royal Dutch Embassy / USAID	Sudan (Darfur)	<ol style="list-style-type: none"> <li>1. Continuation of daily 2.5 hours' short wave radio broadcast</li> <li>2. Continuation of satellite TV with slides (24/7) including Dabanga news blocks, especially produced debate/interview programme and cultural music</li> <li>3. To increase and improve Dabanga's online (social) media output, enhancing access to independent news and information of the target group</li> <li>4. Enhanced capacity of staff and freelance network in professional journalism and media management</li> <li>5. Increased visibility of human rights violations on radio, internet, TV and reports contributed to the soft-protection of victims in Darfur and Sudan, mitigating unlawful arrests, persecution and torture.</li> </ol>



#### **4 . Gender and Media**

Even though half of the world's population is female, women face an array of discrimination and inequality in terms of their position, representation, rights and freedom. The reasons for this are many and varying – from religion and attitude, to tradition, custom, legislation and practice.

Gender imbalance continues to exist in the media sector 20 years after the Beijing Declaration and the Platform for Action. In many parts of the world long-standing customs, traditional values and norms and the image created of women as second-rate human beings (including a strong inferiority when it comes to self-image) result in attitudes, legislation and institutionalised practices which further harm the position of women in society, limit their rights and freedom and create conditions for overall social inequality. In many countries, both developed and underdeveloped, media in general follow and reinforce the predominant and traditional attitudes and views towards women – they are often depicted as victims, as dependent and weak, as lacking expertise and experience, and usually as images and objects of fashion and beauty. Women are not only absent as sources of information, or as sources of expertise, they are very often invisible as general news subjects.

Free Press Unlimited has chosen to increase its focus on gender in the media in the years to come. To this end, a gender equality policy is being developed in 2015, reflecting Free Press Unlimited's standards and principles on the issue when it comes to programmes, partnerships and other forms of cooperation, the internal organisational structures, systems and policies and its communication and campaigns.

The Gender Equality Policy will need to be further embedded in the organisation. It serves as the guideline for an implementation plan which will be created in 2016 and will include the development of tools to enable Free Press Unlimited and all its staff members to analyse, monitor and evaluate gender-based data. It will also involve a plan to increase knowledge and skills both internally as well as with partners in the countries Free Press Unlimited works in.

Free Press Unlimited needs to develop a network and relations with other organisations working in the field of gender and media. For 2016, the focus will be on developing a strategy, followed by determining the next steps and tools that need to be developed. In order to do so, regional consultation / training meetings may be necessary to enable local partners to contribute to the strategy.

## Projects & Activities

Name Project	Donor	Countries	Activities
Mrs	Ministry of Foreign Affairs (HRF)	Egypt Iraq Turkey	<ol style="list-style-type: none"> <li>1. Strengthen female voice in the public and media domain by setting up an online platform</li> <li>2. Empower female journalists in their professional capacities</li> </ol>
No News is Bad News	MOFA	Bangladesh	<ol style="list-style-type: none"> <li>1. Lobby and advocacy</li> <li>2. Women Empowerment</li> </ol>
No News is Bad News	MOFA	Nepal	<ol style="list-style-type: none"> <li>1. Lobby and advocacy through radio programmes that address gender inequality</li> <li>2. Investigative journalism focused on women and child trafficking</li> </ol>
Dance4Life	NPL	Nepal	<ol style="list-style-type: none"> <li>1. Production and broadcasting of radio soap programme about early child-marriages</li> </ol>
No News is Bad News	MOFA	Indonesia	<ol style="list-style-type: none"> <li>1. Establish a fund for investigative stories focused on women trafficking; using the stories to lobby for action towards prevention of these practices</li> <li>2. Fellowship programme for women journalists from remote areas to promote women leadership in the media</li> </ol>
No News is Bad News	MOFA	Zimbabwe	<ol style="list-style-type: none"> <li>1. Lobby and advocacy training</li> <li>2. Mobile Community Zimbabwe development with a focus on female citizen journalists</li> </ol>
Speak up Zambia	EU	Zambia	<ol style="list-style-type: none"> <li>1. Training of young women from Kanyama township to become citizen reporters (Mama Sosa project)</li> </ol>
No News is Bad News	MOFA	Egypt	<ol style="list-style-type: none"> <li>1. Increasing the voices of female media professionals in marginalised areas and positions</li> <li>2. Increasing the voices of Civil Society through media training</li> <li>3. Increasing the sustainability of independent media initiatives</li> <li>4. Producing a series of online (video) shows on women issues to be broadcast on Egyptian TV</li> </ol>
No News is Bad News	MOFA	C.A.R.	<ol style="list-style-type: none"> <li>1. Production of radio programmes to increase the voice of women with the aim to create dialogue to restore peace.</li> </ol>
No News is Bad News	MOFA	DR Congo	<ol style="list-style-type: none"> <li>1. Promoting participation of women in Congolese media.</li> <li>2. Prevention and reporting of gender based violence.</li> </ol>
No News is Bad News	MOFA	Iraq	<ol style="list-style-type: none"> <li>1. Contribute to providing voices to marginalised groups (especially women)</li> <li>2. Promoting participation of women in Iraqi media</li> </ol>
No News is Bad News	MOFA	Pakistan	<ol style="list-style-type: none"> <li>1. Contribute to providing voices to marginalised groups (especially women)</li> <li>2. Promoting participation of women in Pakistani media</li> </ol>



## 5. Children, Youth and Media

Children and young people are not considered as serious potential participants in the public sphere and are not stimulated to develop “critical autonomy” or the ability to think for themselves. But without this fundamental ability, an individual cannot have full dignity as a human being or exercise citizenship in a democratic society where to be a citizen is to both understand and to contribute to the debates of this day and age. Media can only fulfil their role as change-catalysts if children and youth are seen as full participants, both as subjects and audience, have urgency and provide sufficient traction for change.

Free Press Unlimited is dedicated to develop and support qualitative media for children and youth, especially in those countries where there is limited or no independent media production for this target group.

The environment in media is not conducive to children and youth. The lack of supportive legal frameworks and policies is a result of limited political will, because relevant policy makers and legislators do not sufficiently value the role of children and youth in media. Hence policies and laws that should facilitate children and youth in media are

not (sufficiently) in place or completely absent. Secondly, relevant and tailored content serving the interests of children and youth is lacking. Media do not sufficiently represent them and do not cover related topics in a balanced way. Most children and youth are not critical and active media users and do not demand this relevant and tailored content from the available media. They are not sufficiently media literate, nor skilled in production of content, because there are not enough programmes or initiatives where they can get access to these skills and platforms.

Last but not least, Media outlets and practitioners do not have, or do not effectively implement, editorial policies that engage children and youth in media. Decision makers (managers, editors-in-chief, etc.) from media outlets are not incorporating and prioritising children and youth in their policies because they do not see the importance of targeting them as an audience that deserves a tailor-made approach. Media actors lack skills, knowledge and experience to meaningfully engage children and youth in media, as this does not get enough attention in Media Education Institutions curricula.

## **Projects & Activities**

<b>Name Project</b>	<b>Donor</b>	<b>Countries</b>	<b>Activities</b>
Jeune S3	SRHR/ Cordaid	DR Congo	1. Production of media programme focusing on adolescents regarding issues related to sexual reproductive health in North and South Kivu.
Two Way Radio	UNICEF	Somalia	1. Using radio and mobile phones to engage with Somali women and youth (production and broadcasting).
No News is Bad News	MOFA	Bangladesh	1. Youth training and employability in community radio
The Future is Now	National Postcode Lottery	Worldwide	<ol style="list-style-type: none"> <li>1. The production of 26 episodes of WADADA News for Kids</li> <li>2. Development and maintenance of the online library</li> <li>3. Development, production and monitoring of a minimum of 3 new countries</li> <li>4. Online support, trainings, workshops and consultancies for the existing network</li> <li>5. Organising and producing the summit</li> </ol>

# C. Finance

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## 1. Policy on fundraising and reservations

### **Fundraising**

To be less dependent on one donor and more agile for the coming years, the Board of Directors in consent with the Advisory Board, have decided, since 2013, to invest more in fundraising. As such, Free Press Unlimited has implemented a new fundraising strategy and the first results are now visible. Especially when it comes to fundraising among institutional donors, Free Press Unlimited is more successful than in previous years. In 2015, the success rate was 28% versus 20% in 2014 and only 15% in 2013. In total about 7 million was raised while the target according to the budget was 3.6 million. The target for acquisition in 2016 is on the same level as 2015. This should be feasible looking at the number of proposals in the pipeline and expected acquisition activities. Also according to the new strategy, Free Press Unlimited will focus more on private funders and major donors for the coming years. The Board of Directors expect it will take more time to be successful in this area.

### **Policy on reservations**

The policy on reservations is meant to ensure that the cost of operation can be covered for at least one year without income. This means saving up if possible and adding the donation by the National Postcode Lottery to the continuity reservation. The policy on reservations was agreed for a minimum of 70% and a maximum of 150% of the operational costs. For 2015, the continuity reserve was 78%.

## 2. Explanation budget 2016

When looking at income, the budget for 2016 shows a new part called 'Strategic Partnership'. This is a new long term programme for the coming 5 years with an annual burn rate of 6.4 million. All income mentioned in the budget has already been contracted in 2015. The restricted income is 97% versus 96% in 2015.

## Ratios

	2016	2015	2014
Objective expenditure / total income	94,6 %	96,9 %	95,53 %
Objective expenditure / total expenses	94,6 %	95,6 %	95,27 %
Costs own fundraising / income own fundraising	11,5 %	7,9 %	4,75 %
Management & administration / total expenses	2,4 %	2,1 %	1,99 %
Success rate acquisition		28,0 %	20,0 %

# Budget 2016

# Free Press Unlimited

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Amsterdam, December 4, 2015

## BUDGET 2016 FREE PRESS UNLIMITED

in € x 1,000.-

	BUDGET 2016			BUDGET 2015			DIFFERENCE 2015/2016	
<b>INCOME</b>								
PRESS FREEDOM 2.0 *				885				
PEOPLE UNLIMITED 4.1				1,325				
FREEDOM FROM FEAR				490				
CHILD RIGHT ALLIANCE				520				
CONNECT@NOW				380				
Projects Ministry of Foreign Affairs MFS-II		0	0%		3,600	24%	-3,600	
South East Asia (3 countries)	800			0				
Africa (4 countries)	1,100			0				
Fragile Africa (5 countries)	1,350			0				
MENA Asia (3 countries)	820			0				
Latin America (2 countries)	550			0				
Netherlands & International	1,790			0				
Projects Ministry of Foreign Affairs Strategic Partnerships		6,410	39%		0	0%	6,410	
<b>Subtotal</b>		<b>6,410</b>			<b>3,600</b>		<b>2,810</b>	<b>78%</b>
Sida Syria	600			1,000				
Ministry of Foreign Affairs Syria	0			250				
Thompson Syria / Lybia	100			0				
Radio Zamaneh	30			1,050				
Ministry of Foreign Affairs Mrs	200			330				
EU/IKV Iraq	0			150				
Dutch Embassy in Tunisia	50			90				
Dutch Embassy in Morocco	0			50				
Ministry of Foreign Affairs RLNE	670			0				
<i>Projects MENA Eurasia</i>		1,650	10%		2,920	19%	-1,270	-43%
Donors Radio Dabanga	600			1,000				
Donors RDN / Radio Tamazuj	900			1,090				
Donors South-Sudan	100			110				
<i>Projects (South-)Sudan</i>		1,600	10%		2,200	15%	-600	-27%
EU + AVF + Ministry of Foreign Affairs Somalia	325			300				
EU CAR	200			83				
Ministry of Foreign Affairs CAR	20			82				
Cordaid Congo / CAR	150			0				
<i>Projects Fragile Africa</i>		695	4%		465	4%	231	50%
Anonymous donation Wadada	10			0				
NPL 'Our future is now'	830			800				
<i>Projecten Youth &amp; Media</i>		840			800		40	5%



	BUDGET 2016			BUDGET 2015			DIFFERENCE 2015/2016	
EU Syria	950			0				
EU Bangladesh	0			150				
EU Zambia	160			0				
Liberty Ethiopia	85			0				
Internet Protection Lab	150			100				
EU/ECSA	0			200				
Ministry of Foreign Affairs Wrapp	250			350				
<b>Projects Gender Innovation Safety</b>		<b>1,595</b>			<b>800</b>		<b>795</b>	<b>99%</b>
NPL Fund	100			120				
Other/various	80			0				
<b>Other</b>		<b>180</b>	<b>1%</b>		<b>120</b>	<b>10%</b>	<b>60</b>	<b>50%</b>
<b>Acquisition</b>		<b>3,100</b>	<b>19%</b>		<b>3,600</b>	<b>24%</b>	<b>-500</b>	<b>-14%</b>
<b>Subtotal (restricted)</b>		<b>16,070</b>	<b>97%</b>		<b>14,505</b>	<b>96%</b>	<b>1,565</b>	<b>11%</b>
Private donations	20			20				
National Postcode Lottery	500			500				
Interest	25			25				
<b>Unrestricted income</b>		<b>545</b>	<b>3%</b>		<b>545</b>	<b>4%</b>	<b>0</b>	<b>0%</b>
<b>TOTAL INCOME</b>		<b>16,615</b>	<b>100%</b>		<b>15,050</b>	<b>100%</b>	<b>1,565</b>	<b>10%</b>
<b>EXPENSES</b>								
Programme expenses	12,300		74%	11,275		74%		
Staffing expenses	3,372		20%	3,190		21%		
Housing expenses	185		1%	170		1%		
General expenses	753		5%	620		4%		
<b>TOTAL EXPENSES</b>		<b>16,610</b>	<b>100%</b>		<b>15,255</b>	<b>100%</b>	<b>1,355</b>	<b>9%</b>
<b>RESULT</b>		<b>5</b>	<b>-1%</b>		<b>-205</b>	<b>-1%</b>	<b>209</b>	<b>-102%</b>
Change to reservations and funds		-5	1%		205	1%		
<b>CLOSING BALANCE</b>		<b>0</b>	<b>0%</b>		<b>0</b>	<b>0%</b>		

## BUDGET 2016 FREE PRESS UNLIMITED

in € in accordance with Guideline 650

STATEMENT OF INCOME AND EXPENDITURE						
INCOME	Budget 2016		Budget 2015		Difference 2015/2016	
Income from own fundraising	1,595,000	10%	1,350,000	9%	245,000	18%
Income from actions by third parties	1,430,000	9%	1,540,000	10%	-110,000	-7%
Government subsidies	10,465,000	63%	8,535,000	57%	1,930,000	23%
Other income	25,000	0%	25,000	0%	0	0%
Acquisition	3,100,000	19%	2,800,000	24%	-500,000	-14%
<b>TOTAL INCOME</b>	<b>16,615,000</b>	<b>100%</b>	<b>15,050,000</b>	<b>100%</b>	<b>1,565,000</b>	<b>10%</b>
EXPENDITURE						
<b>Spent on objectives</b>						
Media support programme	15,719,199	95%	14,576,866	96%	1,142,333	8%
<b>Spent on acquisition of donations</b>						
Cost of own fundraising	182,731	1%	106,190	1%	76,541	72%
Acquisition of government subsidies	310,100	2%	247,776	2%	62,325	25%
	492,831	3%	353,966	2%	138,865	39%
<b>Spent on management and administration</b>						
Management and administration	398,648	2%	324,351	2%	74,297	23%
<b>TOTAL EXPENDITURE</b>	<b>16,610,325</b>	<b>100%</b>	<b>15,255,183</b>	<b>100%</b>	<b>1,355,142</b>	<b>9%</b>
<b>Balance income and expenditure</b>	<b>4,675</b>	<b>0%</b>	<b>-205,183</b>	<b>-1%</b>	<b>-210,570</b>	<b>103%</b>
Change to reserves and funds	-4,675		-205,183			
<b>FINAL BALANCE</b>	<b>0</b>					
RATIOS						
	2016		2015			
Objective expenditure / total income	94.6%		96.9%			
Objective expenditure / total expenses	94.6%		95.6%			
Costs own fundraising / income own fundraising	11.5%		7.9%			
Management & administration / total expenses	2.4%		2.1%			



Weesperstraat 3  
1018 DN Amsterdam  
The Netherlands

Telephone +31 (0)20 8000400  
Fax +31 (0)20 7173648  
[info@freepressunlimited.org](mailto:info@freepressunlimited.org)  
[www.freepressunlimited.org](http://www.freepressunlimited.org)

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