



**Annual Plan**

# Free Press Unlimited 2017

**FREE  
PRESS  
UNLIMITED**

People deserve to know

## **Colophon**

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# Management **summary**

## **A brief look back into 2016**

In 2016 Free Press Unlimited started a five year Strategic Partnership with the Dutch Ministry of Foreign Affairs to improve the contribution of media and journalists to a free, inclusive and democratic society. Free Press Unlimited also developed and started a new monitoring and evaluation system with a specific focus on learning: Monitoring and Evaluation for Accountability and Learning (MEAL). Free Press Unlimited is also proud to announce a partnership with the Swedish Government to develop and improve Syrian Independent Media Actors. And last but not least Free Press Unlimited started a News Exchange with several media partners from Russian speaking countries to improve the circulation, production and cooperation of independent media aimed to serve the audience. In 2017, Free Press Unlimited will implement, grow and achieve results in these new programmes. All these positive changes within the organisation have led to continued growth of staff numbers and prompted Free Press Unlimited to develop a more transparent and fitting internal organisational structure. More detailed information about these new endeavours can be read in the Annual Report 2016, due May 2017.

## **Challenges of our time**

The political context in the countries that are traditional supporters of press freedom and media development seems to be changing rapidly. Several developments have put this in motion, such as Brexit and the ensuing pressure on the European Union, the election of Donald Trump as president of the United States of America and the rise of populist voices in political debates in European countries. This has resulted in existential discussions about the Western democratic model: do we need to reinvent what democracy is in the 21st century and how do we reach the people that clearly do not feel heard and represented by the current political elite?

Much of this debate about the future of our societies also touches on the news and information infrastructure, and especially on the trust of consumers and reliability of the media industry. We see this global debate unfolding with the new US president as a prominent new member of the choir of strong men on the global stage. But this debate also features high on the agenda during the upcoming elections in the Netherlands,

France and Italy and it was an important factor at the time of the vote on Brexit. The world is changing, it simply doesn't suffice to say that the budget deficit has come down last year. People believe that electoral promises are constantly broken and vote for change – no matter what the change is, left, right or centre.

Sweeping electoral shifts indicate an ongoing and growing dissatisfaction among the people with the political establishment. People fight for daily survival and see their government and businesses as not caring enough and unable – focused as they are on their own political survival or abstract technical debates – to solve and deliver on the problems and fears they face such as will my children have jobs tomorrow. People feel unsafe because of the emerging terrorist attacks which no longer seem to be an exception in Europe. So instability is also gripping formerly prosperous and stable societies.

Another global phenomenon is the growing inequality throughout Africa, Asia and Latin America and the instability in the regions around Europe. Conflicts at the eastern flank of Europe, in the Middle East and the Sahara region cause migration to places in Western countries which are less and less welcoming to refugees. Host populations that formerly embraced refugees now feel insecure and fear for loss of what they perceive as their national, religious or communal identity. Violent confrontations around identity and insecurity are no longer just an African phenomenon. Exemplary to this violence are the 'Black Lives Matter' movement and the discussion about Black Pete in the Netherlands.

These two phenomena together – economic resilience and extremism – have a profound impact on the global state of mind as it were and as a result societies that used to be more outward looking have become more inward looking. There is an increased sense of fragility in the world where identity disputes lead to violence and hate, inflamed and incited by war mongers and hate speech.

## **Media under attack**

Media also play a big role in all this, and their role is often not seen as a positive one. Media and journalists in many countries are viewed by their audiences as part of the untrustworthy political establishment and accused of being too busy with political nit-picking

rather than serving the interests of their audiences. They simply report these violent exchanges without providing much context. Debate and opinion formats dominate the news industry, promoting tensioned and aggressive debate between people who refuse to listen to each other. Instead of researching, documenting and disseminating facts to the public, media merely broadcast the hateful. As a consequence people don't know who to believe anymore, including the media, and this trend discredits even the most credible 'legacy' media. The earlier mentioned choir of strong men in Turkey, Russia, the Philippines - and indeed as of recently the United States - seem to copy each others strategies to discredit the value of independent news media and in many cases attack the integrity of journalists to further their political goals and objectives. This undermines the belief that news and information can play a constructive role in the world's development and the creation of peaceful sustainable societies. In this environment, our work to promote independent journalism and freedom of expression as a principle value for peace and development is even more essential and paramount than before.

There is enormous potential for media to facilitate inclusive dialogue, especially in conflict areas. Media can also play an important role in holding governments accountable for their policies and overall national development practices. This is confirmed by a study of the Dutch government which states: "Development Aid might become even more poverty reducing when it actively stimulates Civic Activism, which means in particular by supporting free press .... Access to and use of (independent) news media ... will support the accountability of government policy and finances ...." Professional media can also act as a filter for abusive content that violates rights or fosters hate speech, and instead contribute to peace and non-violence, as we have continuously done in countries such as South Sudan, Central African Republic, Congo and Burundi. The Media we support have effectively developed formats to recruit women in media, increase women-focused content and reduce gender-based violence as our work in Bangladesh and Nepal exemplifies. We contribute to government accountability with investigative journalism in Mexico, Indonesia, Nigeria and Tunisia. And we give voice to marginalized and oppressed civic voices in Russia, Pakistan, Iraq and Syria. All these efforts are important ingredients of sustainable development. In other words, the argument for a free press and access to media being conducive to human development can be made on more than just normative claims.

## Looking forward

In this new environment, and as a result of the many challenges mentioned above, Free Press Unlimited is transitioning from a typical development-based organisation into an international actor that is rapidly becoming an expert organisation that assists, develops, promotes and innovates tools for changing journalism and media to better serve their audiences. Free Press Unlimited is, more than before, active in worldwide advocacy for the safety of journalists and efforts to reaffirm the crucial relevance of journalists and media to provide checks and balances, act as a watchdog in the interest of the public and serve critical information needs of the population at large.

With the growing scope of work and the persistent debate and discussion about news and information, both outside and inside the Netherlands, Free Press Unlimited needs to reposition itself and perhaps redirect the course of the organisation. 2017 will therefore be an interesting and challenging year for Free Press Unlimited, in which the Board of Directors and staff will research and discuss the way forward. How can media development be effective, which expertise needs more focus and how do we adapt financial and cooperative strategies to keep Free Press Unlimited relevant, effective and resilient for the future? The Board of Directors will produce an updated Multi-Annual Strategic Plan this year that hopefully lays the foundation for making Free Press Unlimited ready for the years to come.

This multi-annual strategy will embrace and inform the overall theory of change of Free Press Unlimited, which has become our programmatic strategy. In 2017 further refinement of intervention strategies and tools to effect change will be added to our unique toolbox to support partners, journalists and audiences around the world. In order to make a fresh start in 2017, all staff will join the organisation development days at the end of January, to learn from the past as an organisation in order to avoid the same mistakes in the near future and even better, to learn from them. But also to learn from each other. Because we should never forget that with all the challenges ahead, change is about people working together to achieve common objectives.

**Leon Willems**

**Ruth Kronenburg**

Board of Directors

February 2017

# A. Management

## 1. Vision

Free Press Unlimited will remain faithful to her original vision that is marked by her slogan: 'People deserve to know.'

## 2. Mission

Free Press Unlimited strongly believes that all people are entitled to have access to unbiased, reliable and timely 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. 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. Objective

Free Press Unlimited has defined the following common objective within her Theory of Change:

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

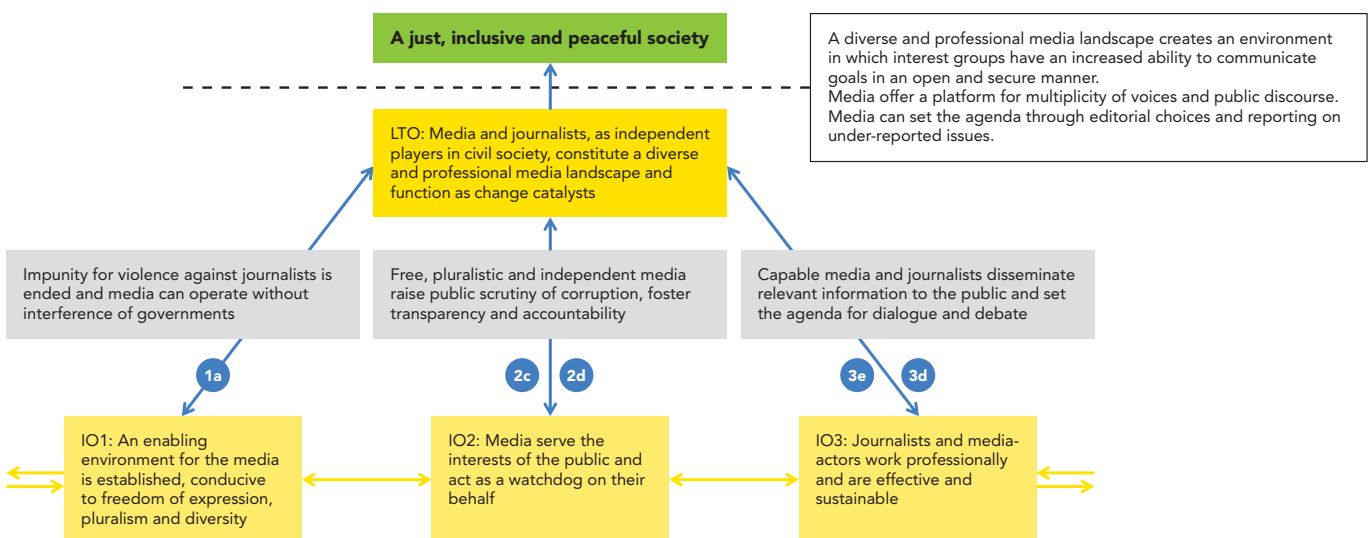


Figure 1. Theory of Change 'No News is Bad News'



We believe that 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. The 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.

#### **4. Strategy**

To reach these outcomes, we have developed several intervention strategies (or activities) which together form our strategy. Of course it depends on the context of a country or area which strategy will work best. Free Press Unlimited does not develop a strategy on its own, but always in close consultation with partners or local actors. Because they understand and know the context better than we do. We subsequently are able to come up with the best strategy based on our expertise and experience. Examples of our activities can be found in the second part of this Annual Plan.

#### **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. This 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 decisionmakers about the importance of press freedom. The strategy is also based on the idea that decisionmakers 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 multitude of voices.

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

Free Press Unlimiteds 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 Unlimiteds 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 five new themes of Free Press Unlimited, is derived from the abovementioned outcomes.

## 5. Governance

The governance structure of Free Press Unlimited has not changed compared to previous 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 is responsible for the general strategy of Free Press Unlimited, decides on annual budget and annual reporting
Board of Directors	responsible for daily management including strategy, policy, finance, human resources, etc.
PVT (Work Council)	representation of all staff
Trust Committee	external advisory committee according to our Code of Conduct

## 6. Internal organisation

Free Press Unlimited does not believe in a very hierarchical structure. We want to support that all teams and departments learn from each other and therefore encourage mutual exchange of both information, experiences and expertise. To visualise this we have chosen for a perhaps a bit unconventional organisational chart, but it expresses our way of looking at each other both internally and externally.

### 6.1 Human Resource

To guarantee good human resource management, Free Press Unlimited has developed a Human Resource Policy. Once adapted by the PVT or Work Council (to be expected by the beginning of 2017) the policy will be implemented from the beginning of 2017.

The policy describes the three pillars for Free Press Unlimited seen from HR perspective:

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

For 2017 it is also foreseen that an HR-guidebook will be produced. In this guidebook all staff members can find the job descriptions, the (updated) salary scale, the procedures (interns, recruitment, volunteers, code of conduct, FOCUS etc.). In close negotiation with the Work Council the current 'Legal Regulations' will be transformed in a 'Personnel Guide', easier to read and therefore better accessible.

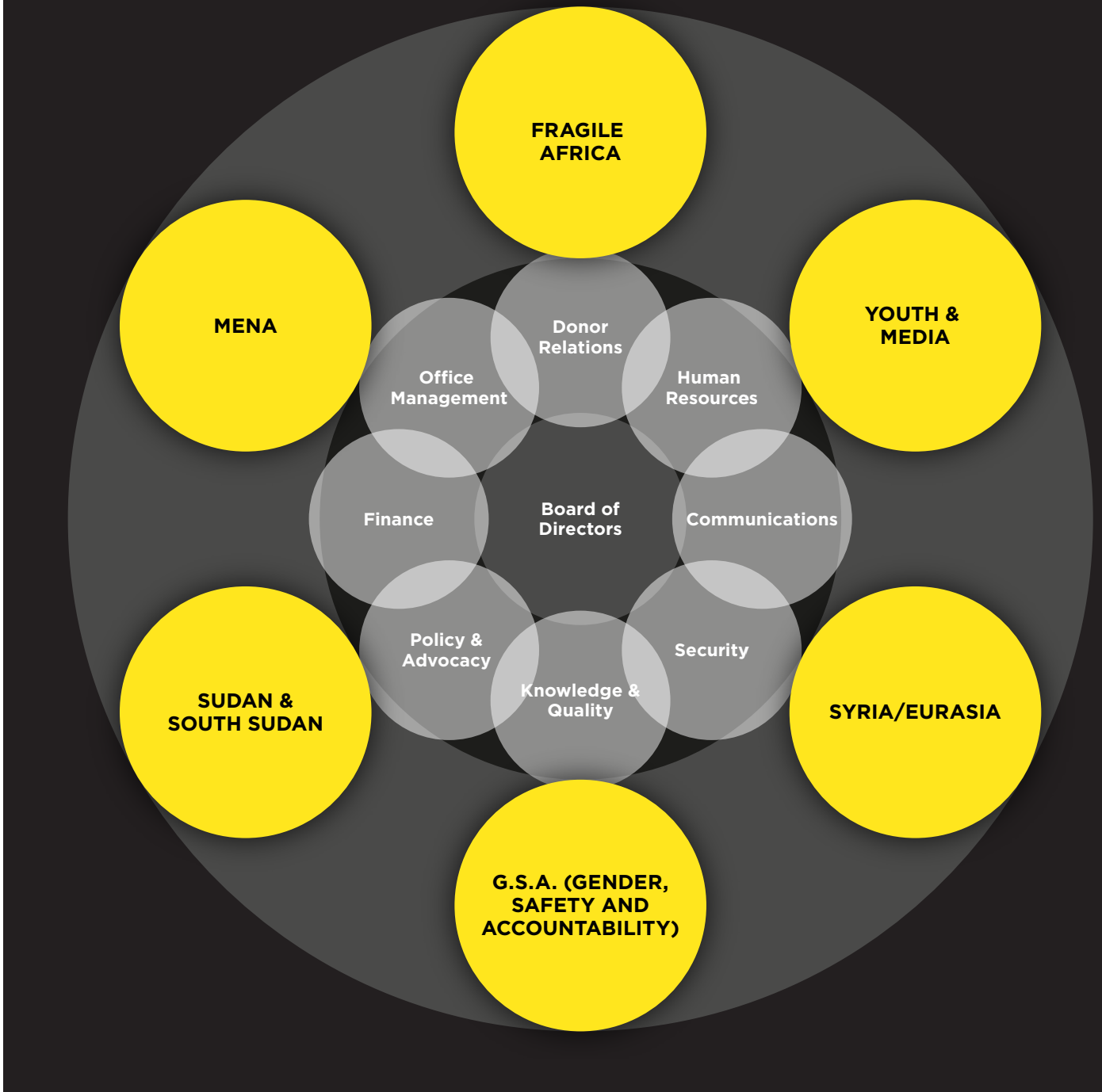
## 6.2 Quality systems

### 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 '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 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
Goede Doelen Nederland	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**

In November 2016, Free Press Unlimited started a pilot with the project management system ‘Sigmah’ (open source based software). This pilot phase will end mid February and after concluding all the experiences, a decision will be made to either continue with Sigmah or not. An alternative is ready should the decision contains a no go with Sigmah. So far Sigmah has the preference of Free Press Unlimited because it’s a) based on open source (a general philosophy within Free Press Unlimited) and b) it’s specifically designed for NGO’s. The pilot will be executed with a variety of our projects.

**6.2.3 Knowledge and Quality**

The Team Knowledge & Quality was established in January 2016 to guarantee more coherence and quality both within the organisation and within the programs. The development of the organisational Theory of Change and as such the need for result-based track records and programs, justified a more systematized and better structured internal process. The start of the Strategic Partnership with the Dutch Ministry made the needs and obligations more manifest (IATI, Project Management and Information System). At the same time it gave us the opportunity to start a new

logical framework (MEAL), big enough to facilitate and implement significant processes of change: ToC-approach, Baselines, Outcome Mapping, Actor Based Monitoring, Most Significant Change and Storytelling. For 2017 the focus lies on consolidation, sharing knowledge and learning. But also to build capacity within all segments of Free Press Unlimited so that application of new systems and institutional learning will be permanent and sustainable.

#### 6.2.4 Security Policy

An updated Security Policy was implemented in 2016. In the Security Policy specific roles and responsibilities are set out corresponding to different levels of crisis.

Also, Free Press Unlimited introduced an Information Security Policy which will be implemented in 2017. The policy describes on an abstract level how information should be treated, the procedure describes the concrete methods and tools that Free Press Unlimited uses to comply with the information security policy. The security of Free Press Unlimited is influenced by internal and external threats. With our rapid growth in personnel in the past years, the internal threats have increased. This doesn't mean we view employees as hostile, it simply means each employee is an entry point into Free Press Unlimited as an organisation and therefore, from a security standpoint, a threat to the organisation's security.



### 6.3 Communications

The communications department within Free Press Unlimited is (finally) at strength. In 2017 the new corporate communications umbrella will become effective. The main target audience of our communications are:

- Our friends, supporters and followers. Our goal is to involve them more in our work.
- Our potential new supporters. We aim to involve more journalists as they are the ones that should show solidarity with their fellow journalists. However, we also see potential supporters among those who strive for freedom of expression and online privacy.
- Journalists we want to involve in our work, by writing about our projects, by making use of the Dutch Postcode Lottery fund for journalists or looking for our support through Reporters Respond.
- Institutional funds and other potential donors. They mostly require additional information and documentation about our works and the results of our work.

In the past years, the renewed communications team has laid the groundwork for expanding our reach and improving our profile, and 2017 is the year to capitalize on this. In order to do so, we have set six goals for the coming year, and listed the most important activities we will conduct in order to achieve them:

1. The newly developed communications umbrella that has been developed in 2016 will be embraced and owned by the whole organization.
2. Focus on two events: May 3rd and 2nd November. Further we will decide on an ad hoc basis to contribute on other relevant events.

3. In order to increase the visibility of Free Press Unlimited in the Dutch press, we will increase our participation in the public debate and produce / implement a PR-plan.
4. We want to increase our visibility and interaction on social media in 2017. We will start an Instagram account, want to increase the amount of visitors to the website, ditto for the likes on Facebook and use the social media for 'quick' advocacy campaigns in which we ask our supporters to take action.
5. After the enthusiasm of our friends for the 'Vrienden Live' event in 2016, we will continue to organise events for our friends. Also we will continue to provide our friends with special offers and discounts. Furthermore, we will update our CRM system.
6. In 2016 we have started the 'Stories to Tell' project, which aims to gather the most inspiring stories from the organisation. As part of this project, all our audiovisual materials and stories will be made available through a database which will be user friendly and will contain all relevant information about our work.

### 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. Our Projects

All our projects are subject to the overall Theory of Change (see page 4). As such, we have formulated three indicators per intermediate outcome. Based on these indicators we will monitor and evaluate all projects. Of course there can be a difference or nuance per project, and sometimes a project relates to more than one outcome. The to be implemented new project management information system (PROMIS) is based on these intermediate outcomes and indicators.

Figure 4. Monitoring areas related to outcomes and assumptions

Lower Level Outcome (Preconditions)		Assumptions	Higher Level Outcomes	
Intermediate Outcomes		Assumptions	Long Term Outcome	
1	An enabling environment for the media is established, conducive to Freedom of Expression, pluralism and diversity	If impunity for violence against journalists is ended, media can operate without interference of governments	LTO	Media and journalists, as independent players in civil society, constitute a diverse and professional media landscape and function as change catalysts
2	Media serve the interests of the public and act as a watchdog on their behalf	Free, pluralistic and independent media raise public scrutiny of corruption, foster transparency and accountability		
3	Journalists and media-actors work professionally and are effective and sustainable	Capable media and journalists disseminate relevant information to the public and set the agenda for dialogue and debate		

Lower Level Outcome (Preconditions)		Assumptions		Higher Level Outcomes	
Short Term Outcomes		Indicators	Assumptions	Intermediate Outcomes	
1	Regulatory framework for media promotes diversity and protects media practitioners	<ul style="list-style-type: none"> <li>Capacity of Civil Society</li> <li>Journalist Safety</li> <li>Legal and Regulatory frameworks</li> </ul>	Media practitioners can operate in freedom without censorship or fear	IO1	An enabling environment for the media is established, conducive to Freedom of Expression, pluralism and diversity
			Civil society is capacitated to defend media practitioners		
2	Decision-makers and power elites value the role of the media		A free flow of information contributes to sustainable development		
3	Civil society and marginalized communities participate in media and have increased media literacy	<ul style="list-style-type: none"> <li>Media hold power-holders to account</li> <li>Gender-balanced media content</li> <li>Inclusiveness</li> </ul>	Inclusion of diversity of voices counterbalances biased information and hate speech	IO2	Media serve the interests of the public and act as a watchdog on their behalf
			Media have access to government-data and foster transparency of decision-processes		
			Representation and media literacy foster participation, credibility and trust in media		
			Inclusive programming increases the public outreach of media		
4	Media are networked with civil society and connected to best practices and innovation in the media industry	<ul style="list-style-type: none"> <li>Inclusiveness</li> </ul>	Media can initiate or implement technical innovation and best practices of content development	IO3	Journalists and media-actors work professionally and are effective and sustainable
5	Media and journalists capacity increase in professional and organizational aspects	<ul style="list-style-type: none"> <li>Capacity development for L&amp;A</li> <li>Strategy development for L&amp;A</li> <li>Sustainability development</li> </ul>	Knowledge and access to innovative technologies enhance sustainability of the media		
			Ethical journalism will increase the trustworthiness of media for audiences and attract advertisers		



## 1. An enabling environment

### An enabling environment for the media is established, conducive to press freedom

*Pathway to change: strategy to improve the enabling environment*

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 organizations. The strategy is based on the idea that decisionmakers 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.

The strategy to improve the enabling environment for the media includes interventions as:

- Lobby and Advocacy by [national and international] partners, for reporter safety and ending impunity
- Monitoring and investigate press freedom violations and violence against journalists at country level
- Implementing advocacy activities for the right to information, open data and transparency laws
- Build capacity of partners to engage with decision makers on legal framework
- Raise awareness of rule of law institutions on the role of media and press in serving the public interest

#### Projects & Activities

Project name	Donor	Country	Activity
Reporters Respond	Dutch Ministry of Foreign Affairs	Worldwide	Continued support for media practitioners in emergencies and support for security trainings, workshops, etc.
NetAidKit	Dutch Ministry of Foreign Affairs	Worldwide	Deploy the NetAidKit as a tool to increase digital security among journalists and media professionals
UNESCO/IPDC	Dutch Ministry of Foreign Affairs	Worldwide	Increase the visibility and effectiveness of the UNESCO/IPDC programme towards member states in relation to eg journalist safety and foster media pluralism
TOTEM	DRL	Worldwide	Setting up an online training environment aimed at digital security.
No News is Bad News	Dutch Ministry of Foreign Affairs	Iraq	Improve the safety and advocate for safety of journalists Advocate prosecution of perpetrators of violence against journalists
No News is Bad News	Dutch Ministry of Foreign Affairs	Pakistan	Improve the safety and advocate for safety of journalists Advocate prosecution of perpetrators of violence against journalists
No News is Bad News	Dutch Ministry of Foreign Affairs	Bangladesh	1. Lobby and advocacy to end impunity for violence against journalists. 2. Monitoring of cases of violence and lobby for improved legal protection and better law enforcement to ensure a safe environment for journalists and media workers.



Project name	Donor	Country	Activity
No News is Bad News	Dutch Ministry of Foreign Affairs	Nepal	<ol style="list-style-type: none"> <li>1. Lobby and advocate for safety and protection of journalists</li> <li>2. Advocate to (local) authorities to secure and improve the enabling environment for freedom of expression and press freedom as well as the media regulatory framework</li> </ol>
No News is Bad News	Dutch Ministry of Foreign Affairs	Nigeria	Forming of a coalition to lobby and advocate for internet freedom
Ethical Journalism	Sida	Syria	Promoting ethical journalism for the Syrian media
No News is Bad News	Dutch Ministry of Foreign Affairs	Indonesia	Advocate for press freedom and journalist safety, based on the Press Freedom Index Indonesia
Media and Freedom of Expression	EIDHR	Global / Mena	Tender with Particip/Article 19 to support the media and Freedom of Expression in the MENA region

## 2. Media serve the public

### Media serve the interests of the public and act as a watchdog on their behalf

*Pathway to change: strategy to improve the public service and watchdog role of media*

Free Press Unlimited'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 management of media. Improved gender sensitivity in the content produced by media will increase 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 choices. 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.

This strategy requires a number of interventions including but not limiting:

- Implementing diversity policies by partners in their operations, increasing participation and inclusion
- Develop the capacity of media to work with consumer rights groups in relevant programming
- Strengthening the capacity of media to relate to civil society and establishing feedback mechanisms
- Capacity building of civil society "watchdog" organizations to optimize their impact on accountability
- Develop capacity of civil society and media to advocate for media literacy
- Monitoring the content quality of media to assist the effectiveness of media

#### Projects & Activities

Project name	Donor	Country	Activity
No News is Bad News	Dutch Ministry of Foreign Affairs	Nigeria	<ol style="list-style-type: none"> <li>1. Identify partners for programme</li> <li>2. Promote investigative journalism</li> </ol>
Speak up Zambia	European Union	Zambia	<ol style="list-style-type: none"> <li>1. Training in Public Social Accountability Monitoring and production with the use of mobile reporting apps</li> <li>2. Setting up dedicated team of fact-checkers</li> </ol>
No News is Bad News	Dutch Ministry of Foreign Affairs	DR Congo	<ol style="list-style-type: none"> <li>1. Monitoring the press freedom and legal assistance to journalists in danger</li> <li>2. Distribution of Press cards</li> </ol>
Promoting investigative journalism	Embassy Tunis	Tunisia	Professionalise investigative journalism in the region by supporting journalists in their publications
RLNE	Dutch Ministry of Foreign Affairs (Matra) / EED / Czech Ministry of Foreign Affairs / European Commission	Russia (Azerbaijan, Moldova, Ukraine, Georgia, Baltic's, Central Asia, Belarus)	Set up a Russian Language News Exchange in collaboration with several existing media partners
Publeaks	Contributions from media members, Stimuleringsfonds voor de Journalistiek, Dutch Ministry of Foreign Affairs	Netherlands	<ol style="list-style-type: none"> <li>1. Maintain support role of Publeaks platform, experience to be used to set up other leak-platforms in Strategic Partnership countries.</li> <li>2. Annual members meeting.</li> </ol>

Project name	Donor	Country	Activity
No News is Bad News	Dutch Ministry of Foreign Affairs	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>
No News Is Bad News	Dutch Ministry of Foreign Affairs	Indonesia	Implement Fellowship for 10 investigative journalists
No News is Bad News	Dutch Ministry of Foreign Affairs	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>
No News is Bad News	Dutch Ministry of Foreign Affairs	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>
Radio Tamazuj	3 funders	South Sudan	<ol style="list-style-type: none"> <li>1. Broadcasting radio programmes and news 2 hours daily on shortwave.</li> <li>2. Constant posting of news on the website (English and Arabic) and regular news sharing in a newsletter.</li> <li>3. Social media outreach via Facebook, Twitter, SoundCloud.</li> <li>4. Capacity building of 7 journalists.</li> <li>5. Audience research/evaluation of reach and impact.</li> <li>6. Organisational development of the team.</li> </ol>
Breaking the Silence	1 funder	South Sudan	<ol style="list-style-type: none"> <li>1. Recording 10 English and 10 Arabic thematic radio shows on human rights issues in South Sudan, broadcast countrywide on at least 10 local and national radio stations.</li> <li>2. Disseminate audio and engage with listeners on social media (Facebook, Twitter, SoundCloud).</li> <li>3. Audience research/evaluation of reach and impact.</li> </ol>
Jeune S3	SRHR/ Cordaid	DR Congo, C.A.R.	<ol style="list-style-type: none"> <li>1. Production of media programme focusing on adolescents regarding issues related to sexual reproductive health in North and South Kivu, and Central African Republic.</li> </ol>
Our Future is Now	Dutch National Postcode Lottery	Worldwide	<ol style="list-style-type: none"> <li>1. The production of 4 thematic episodes of WADADA News for Kids</li> <li>2. Development and maintenance of the online library</li> <li>3. Online support, training, workshops and consultancies for the existing network (20 countries)</li> </ol>
No News is Bad News	Dutch Ministry of Foreign Affairs	Pakistan	Professionalisation investigative journalism through the establishment of a training/resource center
Investigative Journalism	RE Tunisia	Tunisia	To strengthen the regional production capacity of investigations.

### 3. Journalists work professionally

## Journalists and media actors work professionally and are effective and sustainable

*Pathway to change: strategy to improve professional, effective and sustainable media*

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. Media can gain public trust with a good complaint mechanism for the audience. Conflict-ridden societies can prevent abuse and hate speech by investments 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 cellphones and social media facilitates new connections between media and the

public. Technology and audience research can help increase (advertisement) revenues for media outlets. FPU 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.

We therefore focus on a number of interventions including but not limiting:

- Improving fact-based journalism through professional training (e.g. balanced elections reporting)
- Foster accountability journalism through investigative journalism and mentor-based grants
- Improving access to innovative tools, e-learning and knowledge platforms for South-South learning
- Provision of secure, alternative information channels to the public where press freedom is restricted
- Providing assistance to implement ethical codes and self-regulation of the media
- Developing the management and audience research capacity of media to improve their sustainability
- Increase the capacity to develop specific content and implement program formats for target groups

### Projects & Activities

Project name	Donor	Country	Activity
No News is Bad News	Dutch Ministry of Foreign Affairs	Burundi	Security training for journalists (in exile)
StoryMaker	European Union	Ethiopia	Translation into three local languages and localization of the StoryMaker app
Journalism Education in Ethiopia	Dioraphte Foundation	Ethiopia	Set up a BA and MA journalism at Jimma University
No News is Bad News	Dutch Ministry of Foreign Affairs	Pakistan	<ol style="list-style-type: none"> <li>1. Support for citizen journalists and their cooperation with civil society</li> <li>2. Support for more information for citizens in media-dark areas</li> </ol>
No News is Bad News	Dutch Ministry of Foreign Affairs	Zimbabwe	<ol style="list-style-type: none"> <li>1. Production and distribution (both on- and offline) of stories made by citizen reporters</li> <li>2. Set up summer and winter schools with tertiary institutions and universities to train new reporters</li> </ol>
Mawared Project	European Union	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 Civil Society Organizations</li> </ol>

Project name	Donor	Country	Activity
Strengthening Somali Media	Royal Dutch Embassy / Dutch Ministry of Foreign Affairs	Somalia	<ol style="list-style-type: none"> <li>1. Training in basic and advanced journalistic skills</li> <li>2. Management training for radio station managers</li> <li>3. Strengthening capacities in audience participation and marketing strategies.</li> </ol>
Media for peace-building, rehabilitation and reconciliation in CAR	Dutch Ministry of Foreign Affairs (DSH) /EU	C.A.R.	<ol style="list-style-type: none"> <li>1. Rehabilitation of the community radio sector</li> <li>2. Capacity strengthening in journalistic, technical, management and marketing skills.</li> </ol>
No News is Bad News	Dutch Ministry of Foreign Affairs	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> <li>3. Training of young journalists in On line Media and use of creative formats</li> </ol>
Promoting ethical journalism for the Syrian media	Sida	Syria	<ol style="list-style-type: none"> <li>1. Professionalisation of media organisations</li> <li>2. Reaching the target audience</li> </ol>
Radio Dabanga	Several funders	Sudan	<ol style="list-style-type: none"> <li>1. Broadcasting radio programmes and news on shortwave 2 hrs daily.</li> <li>2. Broadcasting TV with Slides (24/7) on satellite.</li> <li>3. Constant posting of news and backgrounds on the website (English and Arabic).</li> <li>4. Social media outreach and engagement via Facebook, Twitter, SoundCloud, YouTube, etc.</li> <li>5. Developing chatbot facilities to handle news and tip offs received via Whatsapp and Facebook, including sharing information from the ground with humanitarian partners.</li> <li>6. Capacity building team in professional journalism and media management.</li> <li>7. Audience research/evaluation of reach and impact.</li> <li>8. Organisational development of the team.</li> </ol>
No News is Bad News	Dutch Ministry of Foreign Affairs	Bangladesh	Producing and broadcasting programmes promoting inclusiveness and participation of marginalized groups
No News is Bad News	Dutch Ministry of Foreign Affairs	Iraq	<ol style="list-style-type: none"> <li>1. Strengthen independent media actors who report on disputed areas</li> <li>2. Increasing the use of photography and images / storytelling formats in the Iraqi media</li> </ol>
Open Media Hub	European Commission	Libya / Syria	Strengthen the capacity of media professionals in mobile journalism

#### 4. Gender and Media

Gender is not a specific intermediate outcome-area. However, we as Free Press Unlimited believe it is very important to pay special attention to gender-equality both in the reporting of the media as well as within the media itself.

Even though half of the worlds 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 was being developed in 2015, reflecting Free Press Unlimiteds 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.

#### Projects & Activities

Project name	Donor	Country	Intermediate Outcome	Activity
No News is Bad News	Dutch Ministry of Foreign Affairs	Bangladesh	2	<ol style="list-style-type: none"> <li>1. Gender-sensitive programmes for community radio</li> <li>2. Collaboration between community radio's and civil society to improve position of women</li> </ol>
No News is Bad News	Dutch Ministry of Foreign Affairs	Nepal	2	<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>
Save the Date (in cooperation with Dance4Life)	Dutch Postcode Lottery	Nepal	2	<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	Dutch Ministry of Foreign Affairs	Indonesia	2/3	<ol style="list-style-type: none"> <li>1. Establish a fund for investigative stories focused on human 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	Dutch Ministry of Foreign Affairs	Zimbabwe	3	Mobile Community Zimbabwe trains a group of female citizen journalists
Speak up Zambia	European Union	Zambia	3	<ol style="list-style-type: none"> <li>1. Training of young women from Kanyama township to become citizen reporters (Mama Sosa project)</li> </ol>



Project name	Donor	Country	Intermediate Outcome	Activity
No News is Bad News	Dutch Ministry of Foreign Affairs	C.A.R.	3	1. Production of radio programmes to increase the voice of women with the aim to create dialogue to restore peace.
No News is Bad News	Dutch Ministry of Foreign Affairs	DR Congo	2	1. Promoting participation of women in Congolese media. 2. Prevention and reporting of gender based violence.
No News is Bad News	Dutch Ministry of Foreign Affairs	Mali	1	1. Gender media monitoring
No News is Bad News	Dutch Ministry of Foreign Affairs	Iraq	2	1. Contribute to providing voices to marginalised groups (especially women) 2. Promoting participation of women in Iraqi media
No News is Bad News	Dutch Ministry of Foreign Affairs	Pakistan	2	1. Contribute to providing voices to marginalised groups (especially women) 2. Promoting participation of women in Pakistani media

# C. Finance

## Elaboration budget 2017

In general the budget of 2017 shows a slight decline versus 2016. This is mainly caused by the fact that a couple of projects were finalised in 2016 (such as the Mrs project, Radio Zamaneh, Wrapp, IPL). Also the

target for acquisition in 2017 is lower than in 2016. This is a reflection of what we think is feasible and likely to achieve, seeing the trend that media development in itself is more difficult to fund. Nevertheless, the budget shows no reason for worries.

## Ratios

	2017	2016	2015
Objective expenditure / total income	94,5%	94,6 %	96,9 %
Objective expenditure / total expenses	94,4%	94,6 %	95,6 %
Costs own fundraising / income own fundraising	7,3%	11,5 %	7,9 %
Management & administration / total expenses	3,0%	2,4 %	2,1 %

## Budget 2017 Free Press Unlimited

in € x 1,000.-

	BUDGET 2017			BUDGET 2016			DIFFERENCE 2016 / 2017	
<b>INCOME</b>								
Develop South East Asia	825			800				
Develop Africa	1,030			1,100				
Fragile Africa	1,300			1,350				
MENA Asia	890			820				
Latin America	530			550				
Netherlands & International	1,900			1,790				
<b>Projects Dutch MoFA Strat. Partnersh.</b>		<b>6,475</b>	<b>43%</b>		<b>6,410</b>	<b>39%</b>	<b>65</b>	<b>1%</b>
Sida Syria	2,095			600				
Thompson Syria / Lybia	200			100				
Radio Zamaneh	0			30				
Dutch MoFA Mrs.	0			200				
Dutch Embassy in Tunisia	82			50				
EED/Dutch MoFA RLNE	660			670				
<b>Projects MENA Eurasia</b>		<b>3,037</b>	<b>20%</b>		<b>1,650</b>	<b>10%</b>	<b>1,387</b>	<b>84%</b>
Donors Radio Dabanga	400			600				
Donors Radio Tamazuj	940			900				
Donors South-Sudan	220			100				
<b>Projects (South-)Sudan</b>		<b>1,560</b>	<b>10%</b>		<b>1,600</b>	<b>10%</b>	<b>-40</b>	<b>-3%</b>

	BUDGET 2017			BUDGET 2016			DIFFERENCE 2016 / 2017	
(EU/AVF) Dutch MoFA Somalia	388			325				
EU/Dutch MoFA CAR	105			220				
Cordaid Congo / CAR	300			150				
<b>Projects Fragile Africa</b>		<b>793</b>	<b>5%</b>		<b>695</b>	<b>4%</b>	<b>98</b>	<b>14%</b>
Anonymous donation WADADA	0			10				
Dutch Postcode Lottery 'Our future is now'	330			830				
<b>Projects Youth &amp; Media</b>		<b>330</b>	<b>2%</b>		<b>840</b>	<b>5%</b>	<b>-510</b>	<b>-61%</b>
EU Syria	67			950				
EU Zambia	207			160				
Diorapthe Ethiopia	97			85				
Internet Protection Lab	0			150				
Dutch MoFA Wrapp	0			250				
<b>Projects Gender Innovation Safety</b>		<b>371</b>	<b>2%</b>		<b>1.595</b>	<b>10%</b>	<b>-1,224</b>	<b>-77%</b>
Dutch Postcode Lottery Fund	250			100				
Other/various	130			80				
<b>Others</b>		<b>380</b>	<b>3%</b>		<b>180</b>	<b>1%</b>	<b>200</b>	<b>111%</b>
<b>Acquisition</b>		<b>1,500</b>	<b>10%</b>		<b>3,100</b>	<b>19%</b>	<b>-1,600</b>	<b>-52%</b>
<b>Subtotal (restricted)</b>		<b>14,446</b>	<b>96%</b>		<b>16,070</b>	<b>97%</b>	<b>-1,624</b>	<b>-10%</b>
Donations individuals	35			20				
Dutch Postcode Lottery	500			500				
Interest	25			25				
<b>Unrestricted income</b>		<b>560</b>	<b>4%</b>		<b>545</b>	<b>3%</b>	<b>15</b>	<b>3%</b>
<b>TOTAL INCOME</b>		<b>15,006</b>	<b>100%</b>		<b>16,615</b>	<b>100%</b>	<b>-1,609</b>	<b>-10%</b>
<b>EXPENSES</b>								
Programme costs	10,350		69%	12,300		74%		
Staff costs	3,681		24%	3,372		20%		
Housing costs	225		1%	185		1%		
General costs	769		5%	753		5%		
<b>TOTAL EXPENSES</b>		<b>15,025</b>	<b>100%</b>		<b>16,610</b>	<b>100%</b>	<b>-1,585</b>	<b>-10%</b>
<b>BALANCE INCOME AND EXPENSES</b>		<b>-19</b>			<b>5</b>			
Mutation Reserves and funds		19			-5			
<b>TOTAL BALANCE</b>		<b>0</b>			<b>0</b>			

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People deserve to know