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**Annual Plan**

**Free Press Unlimited  
2021**

**FREE  
PRESS  
UNLIMITED**

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## Colophon

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# Foreword **Annual Plan 2021**

Nobody can look into the future and tell what is going to happen. An annual plan is meant to share foreseen activities and trends for an organisation for the coming year. But if there is one thing that COVID-19 showed us all in 2020, it is that you can plan whatever you like, nature will have its own way. Then you can throw away the script and you have to adapt to the circumstances.

We did not expect that the Dutch Ministry of Foreign Trade and Development Aid would not select a strategic partner on the theme Press Freedom. Actually nobody did, but this was the reality and we had to deal with it. We also did not anticipate that we were not able to travel anymore or could not organise live events. In that respect, 2020 was supposed to be an important year for the Netherlands. We would commemorate 75 years of freedom since WWII, and World Press Freedom Day would be held in The Netherlands. A lot to look forward to for a press freedom organisation like us. But it wasn't meant to be.

2020 was in all aspects a challenging year; a difficult year for humanity, a horrible year for journalism. We were forced to rely on ourselves. The fear and despair made people search for a better shelter. But where can we be safe? Or do we feel safe in denial? Just pretend that nothing is going on and party as always like the government of Nicaragua encouraged their people to do in denial of the existence of COVID-19. 2020 marked a year of arbitrary arrest, threats and intimidation for journalists, just because of their work.

But it also showed the resilience of millions of people worldwide. Resilience as well as flexibility. And those are the keywords of how Free Press Unlimited will proceed and look forward to 2021. We are used to uphill battles. Press freedom has been in decline for over 15 years, our partners work in increasingly restrictive conditions, and COVID-19 brought us emergency laws that limited human rights and freedoms even further.

So, the fight for press freedom is more important than ever. The pandemic is also an infodemic. It shows we are all in dire need of reliable information. And that is what Free Press Unlimited stands for. With your support we will continue to fight for this, no matter what.

What's up for 2021? A lot to look forward to. We will announce a new website, and continue with our knowledge platforms filled with studies, reports and stories about the different aspects of journalism and our work. We will stand up for justice by investigating cold cases, and presenting our research to end impunity for violence against journalists during a people's tribunal. We will be able to support more journalists in distress with our emergency fund, bridge the gap between the judiciary and media practitioners in the Balkan region, and continue to distribute reliable information in the Russian language in the Eastern neighboring countries. We will continue to professionalise the Syrian journalism community, and participate in building a more diverse media landscape in Sudan. And we will continue to advocate for better laws, for the safety of journalists and for press freedom in general. All very exciting and promising programmes. You can read about all of them in this Annual Plan.

Our partners and independent journalists rely on us, and we will not let them down. We will continue to do what we are good at: stand on the barricades and stand up for press freedom. We sincerely hope you will join us.

**Leon Willems and Ruth Kronenburg**  
Board of Directors

# A. Why we do what we do

## 1. Our vision

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

This vision is captured in our slogan:

**'People deserve to know.'**

## 2. Our mission

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

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

## 3. Our goal

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

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

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

# B. Making **change happen**

## 4. **Our strategy**

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



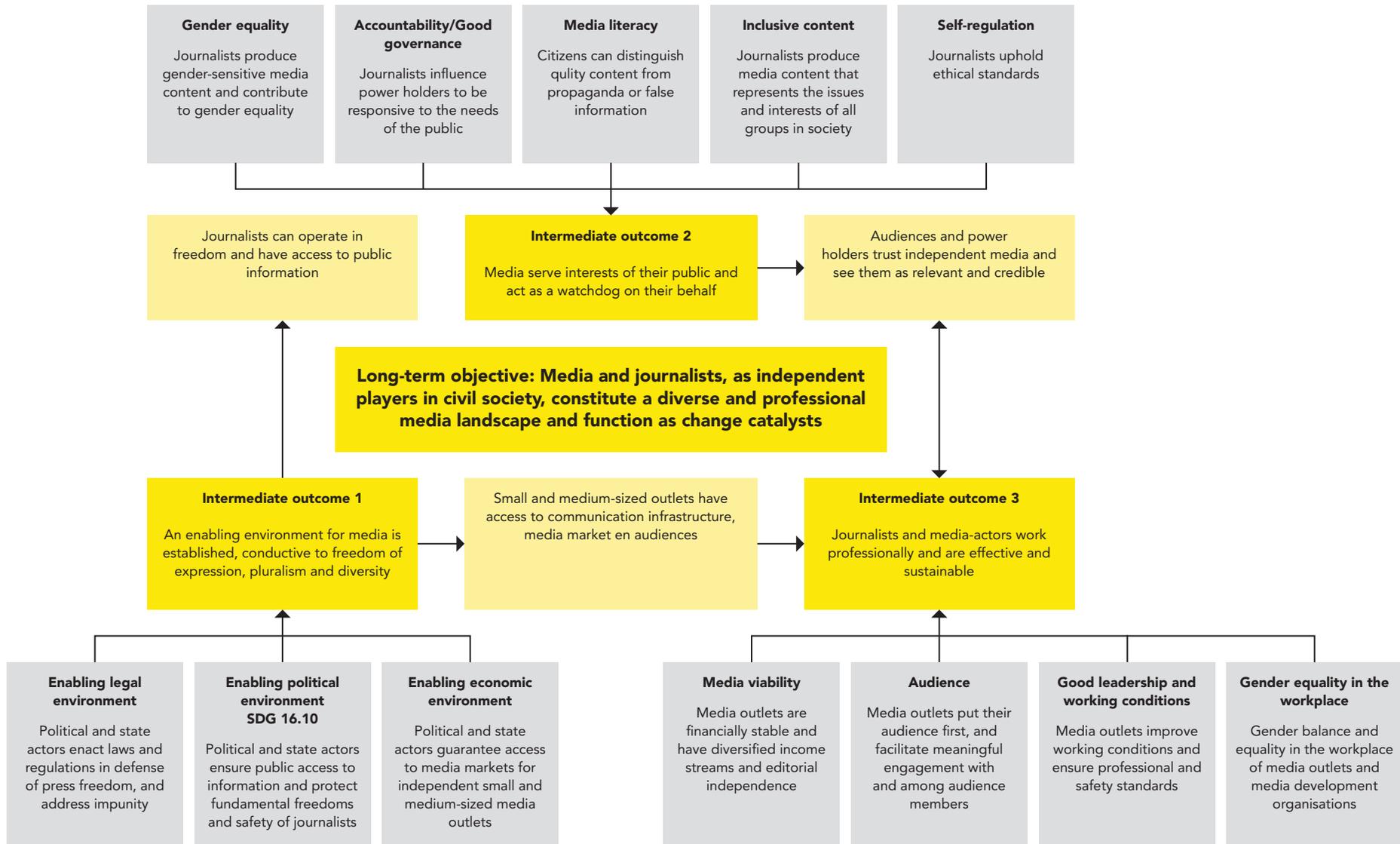
## 5. **Our Theory of Change**

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

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

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

# Theory of Change



### **Intermediate Outcome 1 (IO1): An enabling environment for the media is conducive to freedom of expression, pluralism and diversity**

Free Press Unlimited aims to strengthen the enabling environment and regulatory framework through international advocacy and through support to local advocacy by national press freedom organisations and media actors who monitor and report press freedom violations in their countries.

In many countries, state and political actors fail to uphold international and regional standards for press freedom (online and offline) or take measures that contradict these standards. Free Press Unlimited aims to influence state and political actors through joint (inter)national advocacy, so that they: (a) enact laws and regulations in defence of press freedom, and address impunity; (b) ensure public access to information and protect fundamental freedoms and safety of journalists; (c) guarantee access to media markets for independent small and medium-sized media outlets. The second element is similar to the UN Sustainable Development Goal 16, target 10 (SDG16.10), which states: 'Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements'.

### **Intermediate Outcome 2 (IO2): Media serve the interest of the public and act as a watchdog on their behalf**

Independent media contribute to increased domestic accountability and good governance by investigating any malpractice by power elites, and by placing issues relevant to civil society on the public agenda. Access to information is a fundamental precondition for journalists to function as change catalysts. Therefore Free Press Unlimited advocates for the Right to Information under IO1, and supports whistle-blower platforms under IO2.

Media need to represent the diversity of society fairly, promote gender equality, and offer a platform to marginalised or critical voices. Free Press Unlimited reinforces the ethical principles of independent journalism by training journalists in inclusive and gender-sensitive media content, and by support to self-regulation of the media.

Citizens need to have the capacity to make sense of the vast amount of information, and be able to distinguish between quality journalism and misinformation. Free Press Unlimited places particular emphasis on media literacy programmes for youth.

### **Intermediate Outcome 3 (IO3): Journalists and media-actors work professionally and are effective and sustainable**

Media can gain public trust by upholding ethical standards as described in IO2, while at the same time putting their audience first and facilitating meaningful engagement with and among audience members. Free Press Unlimited supports small-and medium scale media outlets to develop innovative formats for audience engagement, both online and offline. This helps these outlets to know their audience and the information needs of their audience, and to build a solid base of paying customers.

Free Press Unlimited pays particular attention to media in conflict areas and exiled media to give them the support they need to reach their audiences.

Free Press Unlimited also coaches media outlets to diversify and innovate their income models. Both innovation and professionalism require good leadership and working conditions, safety & security skills, and gender equality in the workplace.

# C. Projects and Activities

## 6. Projects and themes in 2021

The projects all contribute to one or more of the intermediate outcomes in the theory of change. More specifically, they contribute to focus areas (themes) linked to the intermediate outcomes. In the tables below we list the contribution of each project to the following themes: *Enabling Environment*, linked to IO1; *Accountability and Inclusion*, linked to IO2; and *Media Viability and Media & Conflict*, linked to IO3. Cross-cutting themes are *Gender Equality* and *Safety of Journalists*, which are important for all three intermediate outcomes.



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## Enabling Environment

	Project	Annual Plan 2021
<b>Africa</b>	Media Narratives on Conflict and Humanitarian Crises in Nigeria	This project aims to establish a good working relationship between the media and the security sector in Nigeria, based on mutual understanding. A workshop with security actors (including the police, military, and army officials) and the media will be organised to stimulate dialogue and mutual respect.
	COVID-19 response in Africa: Together for Reliable Information	Attacks against journalists and media outlets in Africa will be monitored related to the COVID-19 pandemic. The project also includes legal analysis and monitoring of policies that impact press freedom and right to information in Africa. The resulting policy recommendations will be pitched at the national, regional, and multilateral levels, in conjunction with direct advocacy to support those recommendations.
	Programme de relèvement socioéconomique dans la zone sud-est de la RCA-RELSUDE, Central African Republic	The project includes capacity strengthening of the national network of community radios ( <i>Réseau des Médias Communautaires de Centrafrique</i> ) to be able to advocate for an enabling environment for their members.
	Law Democratization and Media, Ethiopia	A digital platform will be created, managed by Ethiopian university partners as a forum to exchange ideas and take collective actions with regards to Human Security, Rule of Law, and Peace & Governance. It will also be used for inter-regional and national public debates on the elections in 2021.
	Observatoire Citoyen Contre l'Impunité et Pour la Redevabilité (OCCIPRE), Mali	This project includes the publication of quarterly reports on human rights violations including violations of press freedom. In addition, 20 lawyers will be trained and coached in human rights issues, including freedom of speech.
	Sécurité des Journalistes et droit à l'Information au Nord et Sud Kivu, DR Congo	Media organisations and journalists will be supported to organise public discussions about freedom of the press. Violations of press freedom will be monitored, and journalists encountering harassment will be supported.
<b>Latin America</b>	Viable Media for Empowered Societies (VIMES), Central America	Small and medium-sized value-based media will be supported to collaborate for the development of innovative safety strategies.
	Press Freedom Venezuela	Media landscape analysis and systematic documentation of violations of freedom of speech will inform the project's advocacy activities in 2021.
	Journalist Safety Central America	Rural journalists will be connected with national, regional and international bodies that advocate for journalist safety. On all 4 countries FPU will continue to promote so-called Protection Agreements and alliances/task forces between local duty bearers (police, lawyers, municipality officials) and (associations of) rural journalists to enlarge the safety net of journalists in rural areas.
<b>Asia</b>	Protecting Independent Media for Effective Development (PRIMED), Bangladesh	In the PRIMED consortium project with BBC Media Action, FPU will conduct (global) research on the enabling economic environment for media outlets. In Bangladesh, FPU will participate in various forums, networks and coalitions that aim at improving and protecting freedom of expression for the media and advocate for less restrictive legislation.

	<b>Project</b>	<b>Annual Plan 2021</b>
<b>Europe</b>	Enhancing Audience-Supported Collaborations for Empowered Media and Societies, Eastern Europe	This project will support journalists to participate in European media freedom conferences, leading to greater recognition of the importance of their work.
	Strengthening Media Freedom in Bosnia and Herzegovina, North Macedonia, and Serbia	The project, which is implemented together with the Netherlands Helsinki Committee, seeks to build the capacity of the judiciary in the three countries to comply with international standards by collaborating with judicial training centres and assisting them to develop relevant curricula. An additional aim is to also foster collaboration between the judiciary and journalist associations based on best practice models such as Persveilig.
<b>Global</b>	Justice & Safety	This project provides legal support for journalists and strategic litigation grants for law reforms.
	A Safer World for the Truth	The Safer World for the Truth project aims to address the widespread impunity for the murder of journalists. The cycle of impunity that persists in many countries, creates an unsafe environment for journalists to uncover and report the truth. If this cycle is broken - through holding killers accountable in a People's Tribunal - this would help create a safer environment for journalists to do their jobs and deliver vital information to the public.

## Media and Conflict

	<b>Project</b>	<b>Annual Plan 2021</b>
<b>Africa</b>	Media Narratives on Conflict and Humanitarian Crises in Nigeria	The project goal is to contribute to a more professional, unbiased media that functions as a change catalyst in Nigerian society. Twenty journalists will be awarded small grants to write stories on conflict and humanitarian issues. In addition, other resources on Nigeria's conflict and humanitarian crises (including research, policy briefs, articles etc.) will be collected, developed, and published through an online platform for journalists, students, researchers, and other professionals.
	COVID-19 response in Africa: Together for Reliable Information	The project includes a focus on populations in conflict-affected regions like Darfur, Eastern Congo, and South-Central Somalia.
	Programme de relèvement socioéconomique dans la zone sud-est de la RCA-RELSUDE, Central African Republic	Community radio stations will be trained in conflict-sensitive reporting including dealing with and avoiding hate speech. The radios will produce programmes to reduce tensions between and inside communities, and to reinforce mutual support and solidarity.
	Système D'M, Mali	To counter local extremism, the project will support youth to produce weekly online video's and weekly radio shows, aired in the inaccessible regions of the North and Centre of the country.
	Radio Tamazuj, South Sudan	This project aims to give South Sudanese citizens access to reliable media content, access to educational programmes (radio/online). It also aims to stimulate dialogue on the development of South Sudan. between citizens and politicians, local leaders and other stakeholder. This will hopefully contribute to a more stable democracy, with informed citizens that can hold the government to account. The project will continue to inform and sensitize citizens for topics like peace building, women's health, and elections.

	<b>Project</b>	<b>Annual Plan 2021</b>
<b>MENA</b>	Ethical Journalism for Syrian Media	The 5-year EJSJM programme works with partners that are working in the context of conflict. 2021 is the fifth year and the focus will be on sustainable institution building for ethical journalism and inclusive dialogue. For the media outlet partners, the focus will be on audience loyalty and solution-based reporting related to the current situation inside Syria.
	Ethical Journalism for Sustainable Peace in Syria	Together with partner organisations and individual actors we will enhance dialogue between Syrian media practitioners and civil society organizations across all dividing lines. The purpose is to raise awareness of the responsibility of media and empower them to take part in the solution for peace in Syria. The project will create linkages between Syrian and European media practitioners.
<b>Latin America</b>	Press Freedom Venezuela	Most of the Venezuelan media outlets supported under this project are operating partly in exile.

## Accountability

	<b>Project</b>	<b>Annual Plan 2021</b>
<b>Africa</b>	COVID-19 response in Africa: Together for Reliable Information	The project aims to foster transparency from authorities in relation to the COVID-19 crisis and regulations and urge them to publish reliable facts and figures.
	Law Democratization and Media, Ethiopia	Through the revision of the study curricula in Journalism and Communication at the Universities of Jimma, Mekelle and Bahir-Dar, the project will enable future journalists and other media professionals to be better prepared in holding powerholders to account.
	Fund for Emerging Media in Ethiopia (FEME)	Support will be provided to in the form of equipment and capacity building to two emerging media organisations in Ethiopia and enable them to produce professional, fact-based, and unbiased information on political and economic reforms during the country's democratic transition.
	Observatoire Citoyen Contre l'Impunité et Pour la Redevabilité (OCCIPRE), Mali	The project includes support to the dialogue platform Xensa to monitor the road map of the transitional process and the actions of politicians and military. Meetings will be organised between bloggers and representatives of the transitional government. (Press) conferences will be organised to highlight wrongdoings and to hold power holders to account. The whistle-blower platform Kenekanko will be supported, linking whistle blowers and journalists. Project activities also include media productions on corruption, economic crimes, and human right violations.
	Système D'M, Mali	Weekly online video's and radio shows will be produced to hold leaders to account in the inaccessible regions of the North and Centre of the country.

	<b>Project</b>	<b>Annual Plan 2021</b>
<b>Latin America</b>	Viable Media for Empowered Societies (VIMES), Central America	The project activities include investigative journalism on corruption, human rights violations, and government's activities, as well as joint regional investigations holding powerholders to account.
	Press Freedom Venezuela	The project will continue to work with an investigative journalism outlet who is covering the political and humanitarian crisis in Venezuela, exposing corruption, human rights violations, and environmental crimes.
<b>Europe</b>	Enhancing Audience-Supported Collaborations for Empowered Media and Societies, Eastern Europe	This project aims to improve the capacity of journalists to conduct investigative and collaborative journalism to foster accountability, including new innovative ways and tools.
	Publeaks, Netherlands	Support will be continued to the Publeaks-platform for anonymous tips of whistle-blowers, so that media outlets can publish stories based on verified information, and expose the corporate sector and governments, holding them accountable for wrong-doings.
	Mind the Children, Europe	The stories from investigative journalists of the "Mind the Children" project will inform advocacy by CSO activists for effective policy measures against the disappearance of thousands of migrant children in Europe.
<b>Global</b>	Money Trail	The project will increase the capacity of investigative journalists to produce stories on money laundering, corruption, and illicit financing, with the aim to foster accountability.
	Whistle event Global	An event will be organised in The Netherlands, bringing the whistle-blower platforms of Nigeria, Indonesia, Mexico, and The Netherlands together to learn from each other's experiences. The platforms are set up by media with strong investigative journalism partners that hold powers to account against the reported wrong doings that are presented anonymously by whistle-blowers.

## Inclusion

	Project	Annual Plan 2021
<b>Africa</b>	Media Narratives on Conflict and Humanitarian Crises in Nigeria	In 2021 we will focus on the training (online and offline) of journalists on conflict-sensitive reporting and safety to include the voices of different communities affected by the conflict. The content produced by participants in the training sessions will be evaluated against inclusion criteria in the media monitoring reports by the mentors. Media monitoring report produced in 2019 will be used as a baseline for project activities.
	COVID-19 response in Africa: Together for Reliable Information	The project supports content production for vulnerable and marginalised groups, as well as for youth and for female audiences. In order to reach marginalised and illiterate people with information about COVID-19, the project will rely for a big part on radio broadcasting in local languages.
	Programme de relèvement socioéconomique dans la zone sud-est de la RCA-RELSUDE, Central African Republic	The project aims to support community radios with inclusive content about and for communities in marginal and remote areas in the South-Eastern part of the country.
	Law Democratization and Media, Ethiopia	Technical support provided to local community radios (technical equipment and training) will strengthen their capacity to produce and broadcast inclusive programmes on current affairs, allowing local communities, including marginalised groups, to make informed decisions.
	Observatoire Citoyen Contre l'Impunité et Pour la Redevabilité (OCCIPRE), Mali	Journalists will be trained to produce inclusive content and bloggers will be supported to make the voices of the youth heard. The project will support youth to produce weekly online video's and weekly radio shows to highlight their everyday concerns.
	Radio Tamazuj, South Sudan	Specific programmes will be produced focusing on youth, women, internally displaced persons, and refugees.
<b>Latin America</b>	Viable Media for Empowered Societies (VIMES), Central America	Partnering media outlets will be supported to report on under-represented topics on identities, sexuality, gender, discrimination.
	Press Freedom Venezuela	Media outlets will be supported to develop inclusive reporting, mostly looking at the gap between the capital city and rural areas.
<b>Europe</b>	Enhancing Audience-Supported Collaborations for Empowered Media and Societies, Eastern Europe	Journalists will be encouraged to apply for (crowd)funding for the development of stories on issues related to minority groups. Inclusion is one of the selection criteria for the applications.

## Media Viability

	Project	Annual Plan 2021
<b>Africa</b>	COVID-19 response in Africa: Together for Reliable Information	The project includes workshops and consultancies for African media to strengthen their organizational capacities and develop more resilient business models, in collaboration with Deutsche Welle Akademie.
	Programme de relèvement socioéconomique dans la zone sud-est de la RCA-RELSUDE, Central African Republic	The project will support 6 community radio stations with adequate equipment and production of quality content to reach a wider audience. NGO's will be encouraged to invest and collaborate with the radio stations. The fundraising skills of the radio's will be strengthened, and the project includes infrastructural support in the form of new studios, masts, antenna systems, transmitters, generator sets and solar panel systems.
	Observatoire Citoyen Contre l'Impunité et Pour la Redevabilité (OCCIPRE), Mali	By providing Malian media access to the Kenekanko whistle-blower platform, they will be enabled to develop new media content and increase their revenue.
	Radio Tamazuj, South Sudan	In 2020 the team of Radio Tamazuj received coaching on innovation of their business model by the K&Q department of Free Press Unlimited. Many steps have been taken to improve the business model and media viability of the project and the process will continue in 2021. The project will also facilitate exchanges with other (exiled) media houses on this topic.
<b>Latin America</b>	Viable Media for Empowered Societies (VIMES), Central America	The main objective of this project relates to media viability to help partners produce and distribute innovative content and formats and to increase their revenue. Activities for 2021 will include a media market study. Central American partners will be linked with partners from Central Europe to exchange best practices on innovation, business models and strategies. A website will be created on media viability in Russian and Spanish to enhance these collaborations and share media content.
	Press Freedom Venezuela	Partner Armando.info will be coached in business model development.
<b>Asia</b>	Protecting Independent Media for Effective Development (PRIMED), Bangladesh	A Trainer of Trainers (ToT) will be given to mentors for the development of innovative revenue streams. The ToT will be followed by a period in which media outlets are coached by the mentors. The coaching will be performed via six 'sprints' that will give media outlets the insight into what is needed for them to realize growth.
<b>Europe</b>	Enhancing Audience-Supported Collaborations for Empowered Media and Societies, Eastern Europe	At least 45 journalists from 8 countries will be trained in collaborative journalism and crowdfunding at 3 Media Schools run by Free Press Unlimited in collaboration with Transitions (a non-profit media training centre in Prague).
	Prague Media School	The project will improve knowledge and skills of media professionals from the region, by providing training on the newest formats and trends in social media, with the aim to attract and engage new audiences through innovative formats.

## Gender Equality

	Project	Annual Plan 2021
<b>Africa</b>	Media Narratives on Conflict and Humanitarian Crises in Nigeria	Media outlets will be trained (and their content will be monitored) to pay specific attention to how women and men are portrayed in conflict and humanitarian reporting.
	COVID-19 response in Africa: Together for Reliable Information	The project will support women journalists in the production of inclusive gender-sensitive content about COVID-19 and will encourage equal participation and decision-making by women in the media.
	Programme de relèvement socioéconomique dans la zone sud-est de la RCA-RELSUDE, Central African Republic	Special radio programmes will be developed for female audiences.
<b>Latin America</b>	Viable Media for Empowered Societies (VIMES), Central America	Media outlet partners will be supported to make their workplace a safer place for women and to promote gender equality and diversity in the workplace.
<b>Asia</b>	Protecting Independent Media for Effective Development (PRIMED), Bangladesh	FPU takes the lead on gender programming in this large consortium project with BBC Media Action, ensuring that gender is mainstreamed throughout the global programme. In Bangladesh FPU organise gender content monitoring with a local partner (South Asia Centre for Media in Development) to assess gender representation in the media. FPU, together with Article 19 and SACMID, will form a gender coalition to advocate for a more gender inclusive media environment in Bangladesh.
<b>MENA</b>	Ethical Journalism for Sustainable Peace in Syria	A task force for gender will be formed to guarantee that appropriate attention is given to gender. Other activities include: coaching of gender focal points; building an internal database with a gender lens for each media outlet; training on how to improve gender production; forums to discuss gender-related issues. The project aims to ensure the sustainability of gender equality in the media, so that women can play an important role in peace building and social cohesion.
<b>Europe</b>	Mind the Children	The publications will focus on young migrants, including girls that are subjected to forms of (sexual) exploitation or human trafficking.
<b>Global</b>	Justice & Safety	In the Justice & Safety programme, a training curriculum will be developed for female media professionals on how to mitigate specific safety risks.
	Totem II	A new Totem online course will be developed for female journalists and activists. The technological improvements to the Totem online learning platform should lead to a more positive learning curve for users, and for trainers to use the Totem platform to its fullest potential.

## Safety of Journalists

	Project	Annual Plan 2021
<b>Africa</b>	Media Narratives on Conflict and Humanitarian Crises in Nigeria	The project will train Nigerian journalists to prevent and manage safety and security issues on the job.
	COVID-19 response in Africa: Together for Reliable Information	This COVID-19 response project offers support to journalists in Personal Protection Equipment (PPE) like masks, gels, and gloves. An emergency fund is available for journalists in distress. On the website of the project information is available for African journalists on physical, digital, psycho-social, and legal safety.
	Observatoire Citoyen Contre l'Impunité et Pour la Redevabilité (OCCIPRE), Mali	A legal aid fund is available for media workers and human rights activists.
	Système D'M, Mali	Training will be organised on safety and security aspects.
	Sécurité des Journalistes et droit à l'Information au Nord et Sud Kivu, DR Congo	Digital/physical/psychological safety training sessions are provided to journalists.
	Viable Media for Empowered Societies (VIMES), Central America	Media outlet partners will engage in trainings to update their knowledge on (self) protection mechanisms and safety protocols. They will be supported to collaborate for the development of innovative safety strategies.
<b>Latin America</b>	Press Freedom Venezuela	A holistic approach to safety will be implemented, consisting of a psycho-social support programme for 160 journalists; a digital safety programme; and emergency funds for journalists in distress.
	Journalist Safety Central America	The core of this project is to enhance the ability of journalists working in rural and/or remote areas to assess and manage risks, and to apply protection measures at financial, technical, and editorial levels. This is done through safety training, local safety task forces and 8 safety hubs where trainees can borrow safety equipment such as helmets, bullet-free vests, and gas masks. There is currently a pilot on insurance for trainees, but it is still unsure if this will continue in 2021.
<b>Asia</b>	Protecting Independent Media for Effective Development (PRIMED), Bangladesh	Within the PRIMED consortium in Bangladesh, in 2021, Free Press Unlimited will initiate regional peer-to-peer learning in order to encourage and provide knowledge to media organisations to set up a local mechanism that can provide legal support to journalists. Furthermore, FPU will team-up with Article 19 in its support and advocacy initiatives for media organisations that promote the safety and security of journalists, including physical, psychological, livelihood and well-being.
<b>MENA</b>	Ethical Journalism for Syrian Media	A holistic approach will be continued, integrating physical, digital security, psycho-social health and ensuring security is an integral part of every training and coaching session.

	<b>Project</b>	<b>Annual Plan 2021</b>
<b>Europe</b>	Media Freedom Rapid Response	The practical support of the Media Freedom Rapid Response provides direct assistance to journalists and media outlets in European states and candidate states, enabling them to resume work as quickly as possible when faced with a crisis.
	Prague Media School	The project will use best practices in digital safety and the media professionals will learn by doing how to apply them.
	Mind the Children	The project will deliver a secure work environment for journalists that allows them to safely share documents when researching and collaborating among the group of journalists. The tooling of this platform could be replicated for other media or groups of journalists that collaborate remotely.
	Strengthening Media Freedom in Bosnia and Herzegovina, North Macedonia, and Serbia	By improving the capacity of the judiciary and understanding of the role of media, it hopes to contribute to a more adequate processing of cases and decrease of impunity of crimes against journalists.
<b>Global</b>	Justice & Safety	<p>Firstly, media professionals and organisations worldwide who find themselves unfairly prosecuted or are unable to afford a lawyer or trial costs, are supported through the Legal Defense Fund. To prevent prosecution, the Legal Defense Fund supports legal analysis before publication of the article. A special provision has been made for costs related to the safety and support of dependent family members.</p> <p>Secondly, local media organisations across the world will gain knowledge about strategies towards affordable insurance for media professionals. This will make media professionals less dependent on emergency support organisations and create a more sustainable safety situation for them.</p> <p>Thirdly, access to safety training that is fine-tuned to the needs of female media professionals, will be created. Within the project we will train ten safety trainers applying the curriculum that is currently being developed to mitigate threats against female media professionals.</p>
	Money Trail	Free Press Unlimited provides digital security training sessions which will allow journalists to better protect themselves, their sources, and their investigation.
	Totem II	Totem is an interactive online training platform for journalists and activists to increase their knowledge on and skills in digital security allowing them to adopt safer practices in their work.
	Whistle event	Whistle-blowing platforms aim to provide a channel for whistle-blowers to anonymously contact the media and communicate with them in a secure manner. This projects aims to foster new ideas to improve the use of whistle-blowing platforms while maintaining the high level of security. An exchange will be organised to identify challenges and opportunities for the future. The participants will suggest improvements to the software developers (GlobalLeaks) to increase the user-friendliness.

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

## 8. **Governance**

In 2019 the Supervisory Board had two vacancies. These were successfully recruited without acquisition. Since December 2019, the role of treasurer is taken on by Paul Hofstra, director of the Rotterdam Court of Auditors. Monica Bremer, lawyer/partner at Bremer & De Zwaan, fulfilled the last vacancy. In 2020, the Supervisory Board was again looking for two new members, due to the ending of terms. In June 2020, Mrs Corine de Vries left the Supervisory Board, and by the end of December 2020, Mr Joop Daalmeijer will also leave the Board. Therefore, Free Press Unlimited is looking for two new members, one with the profile 'media/journalism' and one with a general profile. The recruitment process will hopefully be rounded up successfully by the end of 2020. This means that by 2021, Free Press Unlimited has an almost completely new Supervisory Board. On 31 December 2020, the Supervisory Board consisted of:

**Joop Daalmeijer** - Chair (end of term: 31 December 2020)

**Ronald Gijsbertsen** - member

**Paul Hofstra** - treasurer

**Monica Bremer** - vice Chair

**Corine de Vries** - member (until June 2020)

vacancy with profile media/journalism

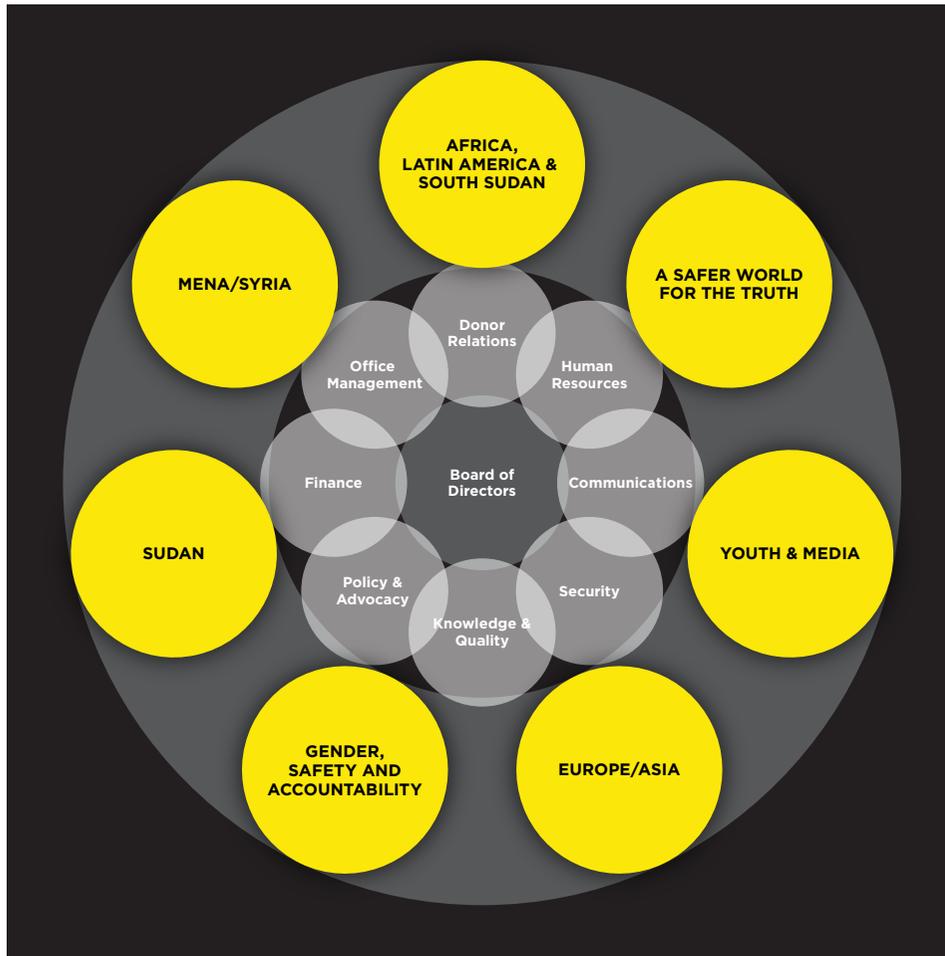
vacancy with general profile

Our organization is governed as follows:

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

## 9. Internal organisation

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



### 9.1 Human Resources

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

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

It is important to us that our employees feel appreciated, rewarded, and supported in their professional development. Specific attention is also essential for creating connections, interaction and collegiality. We focus on how to keep employees engaged and how to maintain the organisational culture.

In 2021, HR will focus on:

- Strengthening and fully implementing the online performance management system
- Evaluate job profiles
- Well-being and happiness at work
- Diversity and inclusion as part of the work-culture environment
- Training and development policy
- Digitalisation of HR processes

### 9.2 Safeguarding quality

#### 9.2.1 Audits

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

elements. Both institutions conduct a yearly audit to determine whether a charitable organisation is operating according to their guidelines. The following instruments and/or institutions will audit the quality of Free Press Unlimited in 2021:

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

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

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

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

### 9.2.2 Knowledge and Quality

In 2021 the main focus of the Knowledge and Quality (K&Q) team will be project, partner, and organisational support in terms of monitoring, evaluation, learning, training, knowledge management, research, quality management, and fundraising. The team will consist of 4 fte (5 team members of which 2 will work part-time).

**Monitoring & Evaluation (M&E).** The K&Q team will spend more time to project and partner support to raise the quality of M&E. We will take part in project teams, notably the Eurasia, Africa, and Syria teams. K&Q will conduct various internal evaluations, e.g. for the *Mind the Children* project in Europe and for the COVID project in *Africa Together for Reliable Information*. Next to these specific activities we will continue with staff support for working with our project management system (PROMIS) and reporting in IATI.

**Learning.** We will develop an online resource guide on Media Development, with an emphasis on M&E and knowledge management, and make it accessible on <https://kq.freepressunlimited.org/>. We may also develop online M&E training and organise face-2-face training for implementing partner organisations, depending on demand.

**Knowledge Management.** In order to advance media development through knowledge management with and between partner organisations and coalitions, we will use and expand the already existing online website for collaboration (<https://collaboration.freepressunlimited.org/>). The first step will be to draft a knowledge management strategy for working in coalitions, based on a desk review and partner consultation. We will pilot and improve this strategy in the course of 2021 in the EU-funded COVID coalition programme. Parallel to this, we will participate in and learn from the PRIMED coalition programme with BBC Media action and other media development organisations. Another activity for 2021 is the identification of lessons learned and best practices of implementing partners, and sharing these new insights in the track record and in the thematic guides on <https://kq.freepressunlimited.org/>.

**Research.** The PRIMED coalition mentioned above has a learning agenda, and K&Q is responsible for research on Gender in the Workplace and on Enabling Economic Environment. Next to this, we will conduct research on Media and Conflict together with the University of Maastricht, and on Youth and COVID together with Wadada News for Kids and UNICEF.

**Quality Management.** In relation to ISO Quality management, K&Q will continue to coordinate re-certification for ISO 9001 in 2021.

**Fundraising.** And finally, to ensure continued funding beyond 2021, we will increase our fundraising efforts for research and knowledge management.

### 9.2.3 Safety & Security Policy

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

For 2021 we predict increased security risk challenges like cyber security risks and travel risks when visiting our partners abroad. After the implementation of the GDPR in 2018 we must also stay focused on handling and protecting (private) information and stay in compliance with rules and regulations. This year the Safety & Security Policy will strongly focus on information security and further implementation of the information security level system. New staff must be trained in digital and travel security and existing staff's training will be "refreshed" when needed. Although the security culture within Free Press Unlimited has improved, our environment demands a constant "state of alert" to monitor the actual security situation and adjust our behaviour and procedures when necessary.

#### 9.2.4 Integrity

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

Free Press Unlimited presented the Integrity Policy during our Internal Reflection Day mid-2019. The policy is applicable to affiliated organisations and all staff, regardless of the contractual basis of their employment relationship with Free Press Unlimited. The policy also applies to independent third parties who are hired by Free Press Unlimited or act in the name of Free Press Unlimited, in all cases where Free Press Unlimited may be held responsible for their actions. Worldwide all Free Press Unlimited representatives are obliged to strive for the same high personal and ethical standards. The culture at Free Press Unlimited is based on trust, mutual respect, open communication and high standards with regard to professional conduct. These key words play an essential role in achieving our mission. We place our trust in the common sense of our staff and all representatives and trust that they will act within the bounds of the law, with integrity, act ethically and will do everything in their power to ensure that the name and good reputation of Free Press Unlimited is never questioned. In this policy we make clear what we expect of our representatives (i.e. staff, partners and all other parties with whom we work based on a contract) and also what they can expect of Free Press Unlimited.

### 9.3 Advocacy

2021 will see a number of important decisions that will have influence and impact on press freedom and the future of independent journalism. Free Press Unlimited's policy and advocacy department expects to be present and active on a number of these issues.

At the **European** level, we expect the start of the Democracy Action Plan and the implementation of the Digital Service Act and the Media Action Plan. Country based reviews will take place to review the quality of democracy in the EU member states. Free Press Unlimited aims to strengthen the position of independent journalism as a pillar for democracy. Our advocacy will focus on targeted investment in small and medium size independent media houses, better guarantees for a pluriform information landscape and improved protection for individual journalists.

On the **international** level we are looking forward to the celebration of World Press Freedom Day in Windhoek Namibia. 30 years ago, the Windhoek declaration became a document that shaped the necessity for independent journalism in Africa. At follow-up declarations that took place every ten years, the position of journalism was strengthened in Africa. We expect that next year, a progressive document will be the outcome of the consultations, promoting the viability of independent journalism, transparency and accountability of social media, and strengthening public information and media literacy in Africa.

Free Press Unlimited will contribute to the **monitoring** of press freedom during the Covid pandemic, and advocate for more gender equality in the media. In this effort Free Press Unlimited cooperates with the Global Media Monitoring Project that is expected to publish new global research into the still existing gender gaps and inequalities in the media.

In the **Netherlands** we will focus on strengthening and maintaining press freedom in the election programs of parties at the parliamentary elections. We aim to maintain press freedom as an important priority in the Dutch national and international government policy.

At the end of the year, Free Press Unlimited will organise a **people's tribunal** for journalist murder. This tribunal will highlight investigations into cold cases of murdered journalist and present the findings to a corps of international judicial experts and judges. This program, in cooperation with the Dutch Postcode Lottery and international press freedom partners, will present investigations in a large number of countries. Its aim is to bring an end to impunity and promote better prosecution and investigation into these cases of ultimate violence against journalists.

## 9.4 Marketing and communications

In order to increase our visibility at different levels our focus will be on press coverage, campaigning and live (web) events.

Since we started in 2020 with our first corporate campaign (tv, radio and online) it is very important to continue this initiative. We have to make sure that our primary target group: 40+ higher educated people in The Netherlands understand what we do and why we do it. We will broadcast our tv commercial through Socutera for the first time in February.

This coming year we want to focus on media coverage by paying attention to public affairs on a regular base. Our main theme SAFETY OF JOURNALISTS will be the most important issue we bring forward. Co-operation with the advocacy team will help us in diversifying our contact points for the press.

In the beginning of the year we will launch our new website; the main change is the way the information is categorized. Visitors will get an overview of our projects by reading about our themes and the countries we work in. The Dutch website will have the general public as primary target group while the English website is made in the first place for donors, journalists and policy makers.

We want to take advantage of opportunities so we will be flexible in our planning and we want to strengthen other departments like advocacy but also (institutional) fundraising as much as possible.

## 9.5 Strategy Private Fundraising

Due to the necessity of more un-earmarked funds, not just to spread financial risks and to cover indirect and non project costs, but also through a frequent request by institutional funds for cost sharing, from 2021 and on we will have more focus on fundraising on the private market.

Private fundraising is also an important tool to measure the public support for our cause in the Netherlands.

The goal set for 2021 is to increase the percentage of un-earmarked funding on the total FPU balance sheet.

Our strategy to increase these un-earmarked funds has several focus points.

- 1 Friends: retention and upgrading
- 2 New donor contacts by creating awareness and by following the strategy of segmentation.
- 3 Activating corporate sponsorships.
- 5 Funding through private foundations.

## 9.6 Corporate Social Responsibility

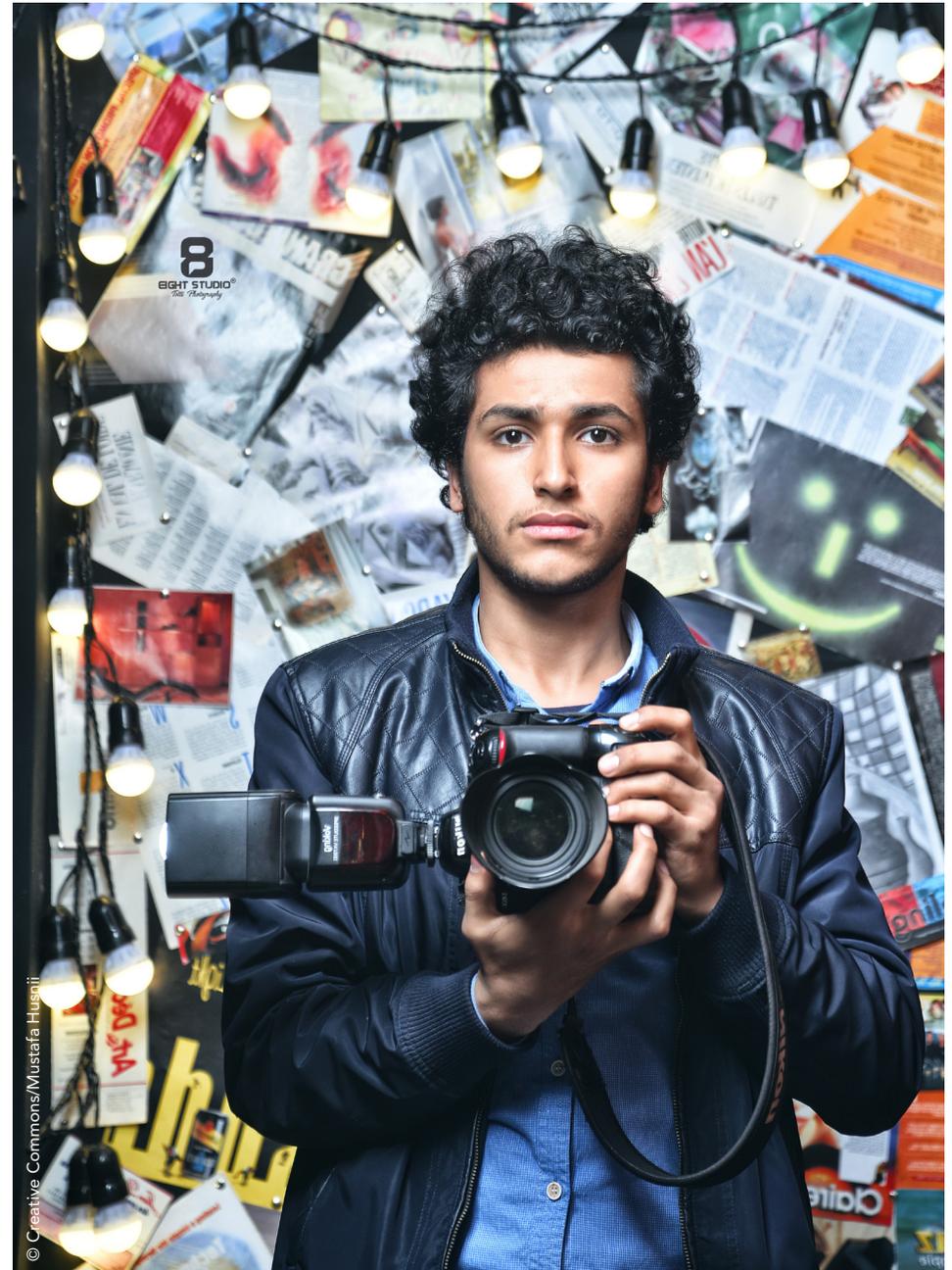
Free Press Unlimited endorses a paperless office, wherever possible, as well as the use of environmentally friendly cleansers, sustainable energy sources and organic products for lunch and events. Moreover, we encourage our staff to be environmentally aware when choosing means of transport, for commuting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

## 9.7 The Works Council

The new Works Council will remain a partner for staff and the Board of Directors to serve Free Press Unlimited in the best possible way, in order to create a fair, healthy and safe working environment. In 2021, the Works Council's priority will be to closely follow the consequences of the non-attribution of the Dutch government call "Power of Voices" in 2020.

The Works Council foresees other important topics of action:

- Contributing to the technological changes that are set to happen
- Monitoring the impact of Covid-19 on our organisation
- Following and assisting the development of the upcoming HR policy
- Continuous attention to diversity and inclusion
- Working towards a more environment-friendly organisation



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# E. Budget

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

In general, the budget of 2021 shows a significant decrease versus 2020. This is caused by the discontinuation of the programme “No News is Bad News”. Under this programme, we were able to cover costs for international advocacy for press freedom and the safety of journalists. However, despite that this part for 2021 is not financially covered (yet), Free Press Unlimited has decided to continue these efforts because it has become a major part of the international reputation of the organisation. This is the main reason for the expected deficit over 2021. The organisation is maintained in terms of capacity and knowledge as much as possible, in order to be able to find alternatives for the before mentioned programme. On a positive note, it means that the dependency on the Dutch Ministry of Foreign Affairs has also declined from 54% to 34%. Furthermore, we are determined to continue our important work.

## 10. Budget 2021

Ratios	2021	2020
Objective expenditure / total income	94.1%	91.5%
Objective expenditure / total expenses	92.6%	92.8%
Fundraising costs / fundraising income	4.3%	4.0%
Management & administration / total expenses	3.1%	3.1%

<b>INCOME (in €)</b>	<b>2021</b>	<b>2020</b>	<b>variance</b>
Various governments - Ethical Journalism Syria	2,250,000	2,000,000	250,000
Various governments - Eurasia	1,925,000	1,685,000	240,000
Various governments - Radio Dabanga	1,900,000	2,000,000	-100,000
Various governments - Radio Tamazuj	1,550,000	1,350,000	200,000
Dutch MFA - VIMES	1,050,000	1,100,000	-50,000
European Union - COVID-19 / Africa	900,000	0	900,000
Dutch Embassy/ European Union - Venezuela	510,000	100,000	410,000
Dutch MFA - Safety for Media Professionals	460,000	680,000	-220,000
Anonymous donor - Central America	450,000	450,000	0
Dutch Embassy - Pakistan	400,000	0	400,000
Various governments - Somalia	385,000	170,000	215,000
European Union/ Belgium Embassy - Mali	370,000	420,000	-50,000
Dutch MFA - Western Balkan	350,000	50,000	300,000
DFID/ BBC Media Action - PRIMED	275,000	0	275,000
DRL - TOTEM 2.0	250,000	0	250,000
European Union - CAR	250,000	350,000	-100,000
Dutch Embassy - Congo-Kinshasa	235,000	220,000	15,000
Dutch Embassy/ GIZ - Great Lakes	210,000	706,000	-496,000
Dutch Embassy - Costa Rica	190,000	239,000	-49,000
Dutch Embassy - Nigeria	100,000	190,000	-90,000
Dutch Embassy - Tunisia	0	165,000	-165,000
Dutch MFA - No News is Bad News	0	6,100,000	-6,100,000
Other	310,000	50,000	260,000
<b>Income from government subsidies</b>	<b>14,320,000</b>	<b>18,025,000</b>	<b>-3,705,000</b>

<b>INCOME (in €)</b>	<b>2021</b>	<b>2020</b>	<b>variance</b>
Dutch Postcode Lottery - Structural	900,000	900,000	0
Dutch Postcode Lottery - A Safer World for the Truth	1,000,000	1,200,000	-200,000
Dutch Postcode Lottery - Mind the Children	600,000	600,000	0
Dutch Postcode Lottery - Oxfam Novib - Money Trail	100,000	105,000	-5,000
Swedisch Postcode Loterij - Keeping It Real	0	16,000	-16,000
Other	150,000	285,000	-135,000
<b>Income from Lottery organisations</b>	<b>2,750,000</b>	<b>3,106,000</b>	<b>-356,000</b>

Cordaid – C.A.R. / D.R.C.	0	394,000	-394,000
Other	75,000	0	75,000
<b>Income from other non profit organisations</b>	<b>75,000</b>	<b>394,000</b>	<b>-319,000</b>

Various contributions	35,000	20,000	15,000
Other	100,000	0	100,000
<b>Income from companies</b>	<b>135,000</b>	<b>20,000</b>	<b>115,000</b>

<b>Contributions from various private donors</b>	<b>100,000</b>	<b>150,000</b>	<b>-50,000</b>
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<b>TOTAL INCOME</b>	<b>17,380,000</b>	<b>21,695,000</b>	<b>-4,315,000</b>
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<b>EXPENSES</b>	<b>2021</b>	<b>2020</b>	<b>variance</b>
Programme costs	16,362,433	19,859,080	-3,496,647
Fundraising	750,662	868,789	-118,127
Management & administration	554,530	671,556	-117,026

<b>TOTAL EXPENSES</b>	<b>17,667,625</b>	<b>21,399,425</b>	<b>-3,731,800</b>
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Result before financial gains and losses	-287,625	295,575	-583,200
Financial gains and losses	-25,000	-25,000	0
<b>Balance income and expenses</b>	<b>-312,625</b>	<b>270,575</b>	<b>-583,200</b>

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People deserve to know