



2014 Annual Plan

Free Press Unlimited

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Management summary

As was the case in the preceding year, Free Press Unlimited expects that in 2014, it will once again be taking a number of important decisions with regard to its future policies. Over the past year, the Dutch Minister for Foreign Trade and Development Cooperation Lilianne Ploumen has set out a new course that will have radical consequences for the Netherlands' development aid sector. In May 2014, the Ministry will announce its new parameters for strategic lobbying and advocacy partnerships. It is more or less certain that Free Press Unlimited will seek to join one or more of these partnerships. Whether the organisation will do so under its own steam or in collaboration with other organisations is one of the aforementioned internal policy decisions. Leaving these strategic partnerships aside, over the next few years, Free Press Unlimited will continue to elaborate and implement its current thematic course. It will be expanding its established 'youth and media' theme to include existing and recovering conflict areas. Three other themes that will be elaborated further in the coming period are security for journalists worldwide – both digital (freedom of the Internet and online protection) and on the ground – investigative reporting, and women in the media. The current debate regarding the course of development aid will remain high on the agenda, both in the Netherlands and further afield.

Free Press Unlimited is increasingly often identified as a medium-sized international NGO. A growing number of international partners – WAN-IFRA, IRC, Internews, etc. – contact us with the aim of setting up joint projects. Our campaign continues unabated to not only get media development on the political agenda of the Netherlands, but also on that of the international community. Over the past few years, media development has become more important than ever for emerging economies, countries in transition, conflict areas and post-conflict areas.

In 2014, the organisation will once again put a strong focus on acquisition and fundraising. The new Resource Development department will have become fully operational by the start of 2014, and in accordance with

the 2012-2016 long-term plan, the organisation intends to build a broad support base for fundraising over the next two years. Even stronger than was the case in 2013, Free Press Unlimited's management will concentrate on further improving the organisation's concrete results. To this end, all Free Press Unlimited team members will receive additional training in PME, finance, general media knowledge and various other areas. This has been set out in Free Press Unlimited's internal Continuous Professional Development Plan (CPDP), which will be further implemented throughout the organisation over the course of 2014.

Structure of the Annual Plan

The 2014 Annual Plan consists of three sections:

- A. The Management Plan, drawn up in accordance with the CBF guidelines and Guideline 650;
- B. The Programmatic Plan;
- C. The Financial Plan.

This structure corresponds with that of Free Press Unlimited's first annual report: the 2011 Annual Report, published in May 2012. The organisation has consciously adopted this structure to ensure that regular readers become familiar with its organisation and activities. In our estimation, this will also make it easier for the readers of our next Annual Report to review whether all planned activities have indeed been carried out.

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A. Management Plan

1. Vision, mission and strategy

Free Press Unlimited's vision and mission remain unaltered – and are as relevant as ever. The 2012 Press Freedom Index compiled by Freedom House shows that worldwide, press freedom actually deteriorated over the past year. Experts had already predicted that this would be the case, since the positive trend of recent years was primarily a result of the Arab Spring. Unfortunately, this positive development has now been overtaken by increased pressure on press freedom. Our work is therefore as crucial as ever.

Free Press Unlimited works in those areas around the world where the press and/or individual journalists are under pressure. By offering tailor-made solutions, the organisation hopes to further professionalise local journalism and help local members of the press with material and immaterial support. We work on the basis of the following core values:

- Independent;
- Inspirational;
- Inventive;
- Dedicated;
- Demand-oriented (tailored solutions).

We can finally see a consensus developing within the international community regarding the direct relationship between support for local press freedom and the reduction of poverty. Studies like the report 'Civil Society, aid and development: a cross-country analysis', published in 2013 by the Policy and Operations Evaluation Department of the Dutch Ministry of Foreign Affairs, which closely examines in which specific areas development aid has succeeded or failed, show that development aid that focuses on civil society and local participation makes a tangible positive contribution to poverty reduction. Free and independent media organisations play a key role in this process. After all, free and impartial media guarantee that the public are effectively informed and form a check for good governance at the local level.

But an independent media sector also ensures that its audience is knowledgeable about, and involved in, current developments, so that people can adopt a more responsible attitude during events like elections, for instance. This has also been confirmed by the members of the High-level Panel who advised the UN on its new Millennium Development Goals as of 2015. The panel made the following recommendation to the UN: 'Goal 10: Ensure good governance and support effective institutes of the state. A crucial element in the realisation of this goal is ensuring that people have freedom of expression, the right to protest and access to independent media and sources of information.'

Of course, Free Press Unlimited wholeheartedly subscribes to the High-level Panel's recommendations. The organisation will once again work to get this important goal high on the agenda of both the Dutch government and the international community.

2. Good Governance

2.1 Supervisory Board

In 2014, Free Press Unlimited's Supervisory Board (RvT) will be made up of:

Joop Daalmeijer	<i>Chair</i>
Marietje Schaake	<i>Deputy Chair</i>
Teus Eenkhoorn	<i>Member, Chair of the Financial Audit Committee</i>
Henk Boer	<i>Board member, Member of the Financial Audit Committee</i>
Corine de Vries	<i>Member</i>
Mark Fuller	<i>Member</i>
Ronald Gijbsbertsen	<i>Member</i>

In September 2013, Mr Huub Elzerman announced his decision to step down from the Supervisory Board. Free Press Unlimited found a successor among one of the organisations in its support base: the Dutch Association

of Journalists (NVJ). This process, which was conducted according to the organisation's Articles of Association, resulted in the appointment of Mr Mark Fuller as a Member of the Supervisory Board.

The Supervisory Board has scheduled three meetings for 2014, in April, September and December. In addition, the Financial Audit Committee, made up of Teus Eenkhoorn (Chair) and Henk Boer (Member of the Financial Audit Committee) will be convening on at least two occasions in the year ahead. They will mainly focus on the organisation's financial accounts and their preparation. During these meetings, the Financial Audit Committee will in any case deal with Free Press Unlimited's annual budget and financial accounts, which will be meticulously reviewed – where required in the presence of an external auditor – and discussed with the Director of Operations and the Head of the Financial Department.

2.2 Executive Board

In 2014, the day-to-day management of Free Press Unlimited will once again be handled by the organisation's Executive Board. The Executive Board is made up of:

Leon Willems	<i>Board Chair and Director of Policy and Programmes</i>
Ruth Kronenburg	<i>Board Member and Director of Operations</i>

To ensure the effective management of over 80 projects implemented in some 43 countries, the Executive Board is supported by a Management Team. This Management Team comprises five members. In 2014, the Management Team will be made up of:

Leon Willems	<i>Chair</i>
Ruth Kronenburg	<i>Deputy Chair</i>
Leon van den Boogerd	<i>Team Leader for Participatory Media</i>
Yvonne Pinxteren	<i>Head of the Financial Department</i>
Peter van Lier (interim)	<i>Team Leader for Journalism Initiatives</i>

The Executive Board meets once a month, and the Management Team meets on average once every two weeks. The respective tasks of the members of the Executive Board are set out in Free Press Unlimited's Management Regulations.

2.3 Confidential Committee

Free Press Unlimited's Confidential Committee was appointed by the Supervisory Board in early 2012. In 2014, the Confidential Committee will once again be made up of:

Jan Bonjer	<i>Editor-in-Chief, Het Financieele Dagblad</i>
Fieneke Diamant	<i>Journalist</i>

When the Confidential Committee is approached in connection with an incident or issue, it adheres to the procedure set out in Free Press Unlimited's Code of Conduct. Incidentally, this Code will be evaluated over the course of 2014, both internally and in consultation with the Committee members.

2.4 Staff representative body

In 2013, Free Press Unlimited organised elections for its staff representative body (PVT). This resulted in a new membership of the PVT as of July 2013:

Michael Pavivic	<i>Chair (PME Officer for the PF2.0 Alliance)</i>
Dessi Damianova	<i>Member (Programme Coordinator for Asia)</i>
Marinka Vukojovic	<i>Member (Project Officer for the Caucasus)</i>
Tamara Lunacek	<i>Member (Project Officer for Radio Dabanga)</i>

3. Internal organisation

3.1 Staff

A total of two vacancies remain to be filled in 2014. The position of Team Leader for Journalism Initiatives will be temporarily handled by an interim manager. This position will be filled on a more structural basis in the year ahead. In addition, Free Press Unlimited will seek a replacement for its current Office Manager, who will be moving to the position of Project Officer as of 1 January 2014.

The position of Coordinator for the Internet Protection Lab will be filled by Menso Heus as of 1 January 2014. Mr Heus has solid technical expertise in this area, as well as experience with the implementation and design of complex IT projects.

In late 2013, Free Press Unlimited set up and formally adopted a new internship policy. One consequence of this

policy is that the organisation will be taking on new interns at two fixed points in the year: once in the spring, and once in autumn. The interns' various rights and obligations are also clearly outlined in this new internship policy. The new internship policy is also referred to in Free Press Unlimited's Rechtspositiereglement (regulations regarding the legal position of its staff) and will be included in the organisation's Quality Manual. Moreover, the policy will be published on Free Press Unlimited's website.

In mid-2013, Free Press Unlimited launched an introduction programme for its new staff members. The initial evaluation of this programme has so far been very positive. Besides introducing the employees to various systems within the organisation on their very first day at work, it makes them feel very welcome as a new member of the team. In 2014, Free Press Unlimited plans to expand the programme to include knowledge transfer (PME, learning). The programme is automatically put into action when a new employee joins the team, and is implemented by a number of existing staff members.

3.2 Trainers Network

Free Press Unlimited's network of trainers and consultants plays a key role in the capacity strengthening of our local partners. For this reason, in the years ahead, we intend to involve our trainers and consultants more closely in our day-to-day operations, and use them as 'ambassadors' for our organisation. The initial goal was to also develop a manual for our trainers and consultants in 2012, but unfortunately, due to circumstances this proved unfeasible. That is why we have assigned renewed priority to this project in 2014. The manual is primarily intended as a guideline to improve the preparation, execution and evaluation of Free Press Unlimited's training programmes in terms of efficiency and effectiveness. The Continuous Professional Development Plan (Free Press Unlimited's internal training plan) will also pay attention to educational aspects and practical assignments. The aim is to have a strongly professionalised Trainers Network by the end of 2014.

3.3 Systems, including FOCUS, IT and security policy

FOCUS

FOCUS was first introduced and implemented in 2011, and can presently be said to be fairly well-integrated with Free Press Unlimited's daily operations. It is expected that the wage and remuneration structure will be effectively embedded in the organisation by the end of 2014.

IT

Following the departure of its former IT/Risk Manager, Free Press Unlimited decided to outsource all its IT activities to GreenHost. The agreements made in this context have been set down in a Service Level Agreement (SLA). This SLA is reviewed on an annual basis. The next evaluation of the SLA results has been scheduled for spring 2014.

Security policy

All Free Press Unlimited employees are required to follow mandatory basic security training. This training is part of the organisation's general security policy, and has presently been completed by all existing staff. As a result, only two new employees will be enrolling in the training in 2014 (in accordance with the number of vacancies) – while the remainder will be offered a refresher course. Free Press Unlimited will determine whether this should be handled in-house or contracted out.

In addition to organising security trainings, Free Press Unlimited has appointed a new Security Officer, who will be giving a new impulse to the organisation's security policy. Security Officer André Oostrom has extensive experience in setting up security trainings and will be extending Free Press Unlimited's security policy to its local partners and areas where the organisation is currently active.

4. Communication

4.1 External communication

General

Free Press Unlimited's communications are aimed at supporting the organisation's policy objectives. Our primary objective is to create the most positive image possible for the organisation, so that our audience recognises and acknowledges Free Press Unlimited and is aware of our work. This way, we can involve more people in our activities, ensure that partners want to team up with us and increase the impact of our efforts to recruit volunteers, donors and funders. Secondly, our communication activities are aimed at providing people interested in our activities with honest and concrete information about our projects, results and operations. And finally, we communicate with the public to put fundamentally important issues like freedom of the press and Internet freedom on the public agenda.

In general, our communications focus as strongly as possible on Free Press Unlimited's raison d'être and

the crucial importance of our work: what do we stand for as an organisation, and what do we aim to achieve with our activities? When communicating about these points, we take care to also show the concrete results of our work. When people want to know more about Free Press Unlimited, a visit our website quickly provides them with more detailed information. Here, visitors can read our objectives and strategy, find updates, results and background information on the projects supported by Free Press Unlimited and of course download our annual reports and financial overviews.

Communication activities in 2014

The following communication activities have already been planned for 2014:

- New website;
- Social media communication plan;
- Various events (including World Press Freedom Day).

4.2 Internal communication

In the year ahead, we will continue to implement an internal communication plan geared towards improving collaboration within our staff, promoting the transfer and sharing of knowledge and ensuring uniform and univocal communication with outside parties.

4.3 Relationship with the Royal Netherlands Embassies

Free Press Unlimited maintains frequent contacts with local Dutch embassies in those countries where the organisation is active. In 2014, we will once again keep Dutch diplomatic staff up to date on relevant internal developments, the progress made in various projects and important events. By now, a visit to the local Royal Netherlands Embassy has become a standard item on our mission schedules. Conversations with embassy staff about the local situation with regard to security, press freedom, the media sector and possible opportunities to work together with other donors and stakeholders are highly appreciated by both parties. Where possible (and relevant), in 2014, we will once again invite local embassy staff to our annual general meetings – the joint partner meetings organised in the context of the Press Freedom 2.0 programme, for example.

5. Planning, Monitoring & Evaluation (PME) and learning

5.1 PME in general

Free Press Unlimited participates in no less than five MFS-II alliances and is furthermore required to report to a number of donors, including the EU. In view of this fact, in 2011, the organisation decided to set up its own PME system in compliance with certain PME specifications. Its current PME chart includes six result areas in which Free Press Unlimited is active, at a variety of levels (impact, outcome and output). All the organisation's activities should be covered by this system (monitoring protocol).

The following result areas (output) were defined in 2011:

Result areas	Description
1.	Vulnerable groups are able to produce and benefit from news and information.
2.	Media organisations are strengthened and have a more productive relationship with their audiences.
3.	Media support organisations are strengthened.
4.	Media platforms/networks have been set up and have become operational.
5.	Reliable information is provided in specific situations.
6.	Individual journalists/bloggers are able to produce quality news reports and information while maintaining their personal safety.

Since Free Press Unlimited also plans to adjust its thematic course on the basis of its long-term strategy, in the year ahead, the organisation will also be reviewing its existing PME protocol. It will evaluate whether its six existing result areas are still up to date, or whether they need to be adapted to the newly-adopted strategy. This exercise will be conducted analogous to the implementation of the new strategy.

Free Press Unlimited's PME system is structured and safeguarded as follows:

Planning:

Free Press Unlimited's annual planning of objectives and activities is based on the organisation's long-term plan. To ensure that these objectives and activities can be effectively monitored, every year, Free Press Unlimited draws up an Annual Plan (at the organisational level) and a number of Country Plans (at the country/theme level) including a budget. This allows the management to monitor the progress made in the planned activities and

make adjustments where required. Free Press Unlimited's internal planning is also based on constant interaction with its local partners at both the strategic and operational levels. Free Press Unlimited uses the following instruments for its planning system:

- Long-term Strategy Plan (MASP) – Strategic – Medium- to long-term (5 years);
- Annual Plan – Short-term (1 year);
- Country Plan – Activities at the programmatic level – Short-term (1 year);
- Performance agreements interview – Agreements between individual employees and their direct managers – Short-term (1 year).

Monitoring:

Together with the Management Team, the Executive Board monitors the agreements set down in the plans on a monthly basis, and makes adjustments where required. The monitoring system is based on three levels:

- Monitoring of objectives in accordance with the approved Country Plans;
- Evaluation of the organisational objectives as set out in the Annual Plan – at least twice a year;
- Adjustment of the plans and/or agreements where required.

To ensure the continued effectiveness of its monitoring activities, Free Press Unlimited can utilise the following instruments:

- Annual report;
- Mid-term reports (at the programmatic and project levels)
- Final reports (when a project is rounded off)
- Missions (at least twice a year, the responsible Programme Coordinator visits the partners/projects on location);
- Monthly financial report;
- Job performance interviews (at least once a year);
- Team meetings (on average one meeting every two weeks);
- Management Team meetings (ditto).

Evaluation:

Free Press Unlimited recognises the importance of regular evaluation sessions in order to learn from its current activities, possible unexpected results and mistakes. To this end, it regularly evaluates its progress at two levels: organisational and programmatic.

At the organisational level, Free Press Unlimited is audited

every year by various external parties: the external auditor (who primarily focuses on the organisation's finances and good governance), Lloyd's Register Quality Assurance in the context of its quality assurance certification, and the fundraising supervisor Centraal Bureau Fondsenwerving (CBF), which examines Free Press Unlimited's performance in the area of quality assurance, good governance and financial management.

Free Press Unlimited's Programme Coordinators regularly perform programmatic evaluations during their missions and mid-term reviews. In addition, all projects that have an annual budget in excess of EUR 100,000 are reviewed by an external auditor.

Once every two years, Free Press Unlimited invites all its local partners to participate in a 'partner satisfaction survey'. This survey is held among a wide range of partners and its results are shared both internally and externally with the respondents. And finally, once every four years, Free Press Unlimited intends to organise a major partner consultation meeting for all its local partners. The previous meeting took place in 2013 in Istanbul. During these partner consultation meetings, the attendees share best practices and are encouraged to learn from one another's experiences.

PME:

In accordance with the arrangements set out in the previous section, Free Press Unlimited's PME cycle is based on the PDCA management method.

5.2 PME in the context of Free Press Unlimited's five MFS-II alliances

Free Press Unlimited is involved in five different MFS-II alliances and even serves as the main applicant in the case of the Press Freedom Consortium (PF2.0). A number of Free Press Unlimited Coordinators and Programme Coordinators take part in PME working committees and/or study groups within these alliances. These working groups have once again scheduled a number of fixed moments throughout 2014 during which the members will meet to discuss and safeguard the progress made in the programmes.

In a number of alliances, the preparation of the annual plans, annual reports and learning agendas is experienced as a laborious and demanding exercise. In the case of other alliances, the Free Press Unlimited staff experiences little difficulty providing the required information. There is a clear need to streamline the MFS-II processes within our organisation as far as possible. In 2014, this aim will both be incorporated within the CPDP and be a key area of attention for Free Press Unlimited's Quality and Knowledge Coordinator.

Regarding the MFS-II grant framework in general: Free Press Unlimited is a member of Stichting Gezamenlijke Evaluatie (SGE), an umbrella association for the vast majority of the current MFS-II alliances. SGE bears responsibility for the external evaluation of the interventions funded by MF-II funds until the end of 2015, as set down in the allocation documents for the participating organisations. In 2014, Free Press Unlimited will keep its Dutch alliance partners and local partner organisations up to date on new developments in the scheduled joint evaluation.

In addition, Free Press Unlimited – as the main applicant for the Press Freedom Consortium – has decided in consultation with the other PF2.0 alliance members to perform its own evaluation of a number of projects. This evaluation will be made by an AMID student recruited especially for this purpose.

5.3 Learning and knowledge management

Free Press Unlimited has identified itself as a learning organisation. In concrete terms, this means that we are constantly looking for opportunities to adapt and improve our interventions, behaviour and activities – by seeking out new experiences, expanding our knowledge, increasing our insight, adjusting our opinions in response to new information and increasing and expanding our professional skills. There are clear connections within the organisation between acquiring knowledge, making it accessible to others, managing knowledge, learning and innovating.

Free Press Unlimited strives to give knowledge management a clear role and identity within its organisation and to find innovative, participatory and secure ways to encourage internal learning processes. Knowledge exchange will feature prominently on Free Press Unlimited's agenda for 2014.

5.4 External Monitoring

Every year, external auditor Lloyd's Register Quality Assurance assesses to which extent Free Press Unlimited satisfies the requirements of the ISO 9001 quality standard. In addition, Free Press Unlimited organises at least two internal audits that are included in the data for the external audit.

In addition to ISO certification, Free Press Unlimited is also certified by the Dutch fundraising supervisor Centraal Bureau Fondsenwerving (CBF). This certificate confirms that the organisation satisfies the requirements for CBF charity certification. Compliance with CBF requirements is also monitored throughout the year. This on-going process involves the regular submission of Free Press Unlimited's annual report, annual plan, long-term planning, etc.

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B. Programmatic Plan

1. Developments and priorities in 2014: An introduction

Developments at the macro level

In the year ahead, Free Press Unlimited expects various key decisions to be made at a number of levels that will impact its operations. At the multilateral level, for example, parties are working hard on the outlines of the post-2015 development framework that will succeed the UN Millennium Development Goals, which were a major factor in development aid priorities over the past 15 years. It is expected this debate will be informed by the formulation of so-called 'global public goods' such as access to clean water. However, so far, these public goods have not been explicitly linked to issues like good governance, public safety and human rights – all matters in which media development plays an important role. Free Press Unlimited will strive to focus public debate on this connection in the year ahead.

The Dutch government has presently condensed its priorities for international collaboration in a number of key terms: focus, results and specific sectors (food security, sexual and reproductive rights, water and peace and justice). Partly in response to this prioritisation, during a recent reorganisation, the Dutch Ministry of Foreign Trade and Development Cooperation established a special Stability and Humanitarian Aid department that handles all its activities in connection with fragile states: from emergency aid and crisis control to democratic transition, the fight against corruption and good governance. This increased attention will also lead to more funding becoming available for these themes. Responsibility for the human rights portfolio is borne by the new Human Rights and Multilateral Institutions department.

Free Press Unlimited's activities

Since their launch in May 2011, Free Press Unlimited has made good headway with its various activities funded within the MFS-II co-funding framework. In addition to its regular interim evaluations, after the termination of the current MFS-II programme, the organisation will be

required to pay considerable time and attention to the activities' future.

In 2014, one of the key focus areas will be reducing underspending in a number of countries. The organisation and its partners already made a start on this drive in 2013, and it will be elaborated further in the year ahead. Moreover, Free Press Unlimited will be ceasing its operations in a number of countries in line with its own long-term strategy and that of the MFS-II framework.

Priorities for the upcoming year

- Further investments in digital media including the roll-out of StoryMaker, the expansion of the foundations for the Internet Protection Lab, and the development of additional 'human security' tools in collaboration with IKV Pax Christi and other parties like IRC.
- The knowledge and experience gained by Free Press Unlimited in fragile and repressive states will be expanded further. The organisation's activities in Syria and the Middle East are a good example.
- In 2014, Kids News Network will be expanded to two new countries (Mexico and Egypt) and will be laying the foundations for operations in three other countries (Brazil, Russia and India). In addition, in 2014, the network will optimise its new library with all available material by, about and with children, so that relevant productions can be located at the click of a button. In addition, the organisation will be working hard to get its international version of KNN, named WaDaDa, broadcast in multiple countries.
- In the year ahead, Free Press Unlimited will once again be devoting considerable attention to the adaptation and modernisation of its activities in the field of community radio, in order to take advantage of new media opportunities.
- The organisation will give further shape to its programme dealing with young people and media in conflict areas.
- The Egyptian training centre al Sawt al Hurr will start operating on an independent basis in 2014.

2. Overview of countries and alliances

The present annual plan refers to all projects that Free Press Unlimited plans to execute over the course of 2014. In the year ahead, the organisation will once again be active in at least 40 countries around the world.

A large number of these projects are funded via the Dutch government's MFS-II grant framework. Free Press Unlimited is allocated MFS-II funds via five alliances. The below chart shows which countries are covered by which alliance. In addition, Free Press Unlimited also works on multiple projects with the support of other funders.

This annual plan presents Free Press Unlimited's ambitions for each country in 2014. In addition, the plan goes into four thematic programmes with a broader regional focus. In a number of countries, Free Press Unlimited will be working together with multiple partners; while in other countries, it has only selected one partner for the year ahead. We wish to point out that each project falls under a single result area (please also refer to Section A). This result area is the key focus of the project in question, although a few activities in other result areas may also be carried out in its context.

MFS-II Alliances and members	Countries in which Free Press Unlimited is active
Press Freedom 2.0: Free Press Unlimited – Main applicant Mensen met een Missie European Journalism Centre World Press Photo European Partnership for Democracy	Bangladesh / Egypt / Indonesia / Mexico / Pakistan / South Africa / Zimbabwe
People Unlimited 4.1: Hivos – Main applicant Free Press Unlimited Mama Cash IUCN – NI	Afghanistan / DR Congo / Kosovo / Moldova / Uganda / Zambia / Somalia / Iran / Tajikistan / Zimbabwe / Worldwide
Freedom from Fear: IKV Pax Christi – Main applicant Free Press Unlimited Amnesty International GPPAC	Armenia / Azerbaijan / Georgia / Iraq
Child Rights Alliance: Plan Nederland – Main applicant Free Press Unlimited Women Win ICDI Child Helpline International ECPAT / DCI	Bangladesh / Bolivia / Ethiopia / Ghana / Liberia / Nepal / Nicaragua / Sierra Leone / Zambia / Worldwide
Conn@ct.now: War Child – Main applicant Child Helpline International Free Press Unlimited – Collaboration partner TNO – Collaboration partner	Burundi / Colombia / Sudan / Uganda / Worldwide

3. Plans at the country level

Country: Afghanistan		
Intended partners:		
<ul style="list-style-type: none"> • Salam Watandar • 1TV 		
Result areas:	Objective or objectives:	Key expected results:
2. Media organisations are strengthened	<p>Free Press Unlimited works towards the following objectives in Afghanistan:</p> <ul style="list-style-type: none"> • Enable Afghan media outlets to serve the country's rural population more effectively, by upgrading their professional skills and introducing them to innovative solutions in the area of participatory and interactive media. Disseminate practical solutions and information that can help rural Afghan audiences to improve their economic and social conditions. • Upgrade the skills of Afghan media professionals so they can use these media skills more effectively to enlarge the local scope for cultural expression, freedom of speech and civic engagement in social processes. • Promote public awareness of civil society and non-governmental organisations and their work in Afghanistan. 	<p>In 2014, Free Press will provide long-term support to Salam Watandar's 'Rahe Qarya', a local radio programme that broadcasts practical information to Afghan farming families and members of rural communities.</p> <p>Specific results:</p> <ul style="list-style-type: none"> • A 13-member Salam Watandar production team that includes an editor, presenter and reporters will receive training and gain practical experience in radio production. • Journalists at Salam Watandar will take part in various training sessions, and the station will offer two structural internships to prospective radio journalists, each of which will last a number of months. As a result, a growing number of junior journalists have the opportunity to gain hands-on experience in the field. • Original RQ radio content is broadcast in both national languages, Dari and Pushto, for a total of two hours a week (in four 30-minute programmes) at peak listening times. The content is broadcast via shortwave (with national reach) and over a network of some 60 local FM stations that reach a potential audience of 17 million people. Furthermore, each 30-minute programme is broadcast at least twice to reach additional listeners.
3. Media support organisations are strengthened	<ul style="list-style-type: none"> • Introduce innovative uses of new media to expand citizens' opportunities to take part in broader public debate and enlarge their scope for cultural expression. • Enable Afghan citizens to contribute to the public debate about Afghanistan's future and specific development issues at the national and international level. • Help local Afghan citizens to better understand the views of their fellow citizens in other regions and promote international awareness of the perspectives and opinions of individual Afghan citizens. 	<p>Free Press Unlimited supports 'In Search of the Truth', a multimedia art project that provides ordinary Afghan citizens with an opportunity to express their views on major issues that concern them. This project is currently in its post-production phase.</p> <p>Specific results:</p> <ul style="list-style-type: none"> • The project has found an innovative way to involve ordinary citizens, including women and young people, in multimedia art. • The project has managed to engage ordinary Afghan citizens, by recording their individual perspectives on issues that are of vital importance to them and to broader Afghan society. After post-production, a selection of their contributions are broadcast on Afghan national television, as well as distributed internationally. This will enable ordinary Afghans to make their own contribution to the national and international debate about the future of their country.

Country: Armenia		
Intended partners:		
<ul style="list-style-type: none"> • Lori RTV • Yerevan Press Club 		
Result areas:	Objective or objectives:	Key expected results:
2. Media organisations are strengthened	<ul style="list-style-type: none"> • The project is intended to promote dialogue between the residents of Vanadzor (Armenia) and Kars (Turkey), by realising a sustainable partnership between the Armenian station Lori TV, the Turkish Serhat TV and Kanal 13 from Azerbaijan. The partners make a unique effort to provide an alternative to the nationalistic tenor of Turkish and Armenian media, focusing on what the different cultures have in common rather than peddling negative stereotypes and propaganda. Indeed, they make a valuable contribution to peacebuilding in the entire region – particularly among young people. Furthermore, the project may inspire other media organisations in the three countries to take similar steps. 	<ul style="list-style-type: none"> • Financial and production support to the three participating stations, so that they can produce solid journalism within the framework of the 'Dialogue - Mass Media for Peace' project. • Regular communication and professional exchanges between Lori TV, Serhat TV and Kanal 13 (with a special focus on relations between Lori TV and Kanal 13). • Increased understanding between the three communities, since the partners address the real needs of ordinary citizens in their respective countries through their individual and joint television productions, documentaries, conferences and competitions. • In 2014, Free Press Unlimited will visit Lori TV, Serhat TV and Kanal 13 during a consultancy mission to the region. The purpose of this mission is to improve the quality of joint programmes realised within the 'Dialogue - Mass Media for Peace' project and to evaluate the partners' activities during the previous project period. • Joint meeting of the partners (Serhat TV, Lori TV, Kanal 13 and the Free Press Unlimited coordinator) in Kars, Turkey.
6. Individual journalists/bloggers	Regional meetings of journalists from the South Caucasus and Turkey: by bringing together members of the press from the South Caucasus in Turkey, Free Press Unlimited hopes to promote change in the current journalistic rhetoric about the various 'frozen' conflicts in the region – specifically the conflict surrounding Nagorno-Karabakh.	<ul style="list-style-type: none"> • Organisation of a joint workshop for two to three journalists from each country (Azerbaijan, Armenia, Georgia and Turkey). • Development of an exchange platform/ multimedia agency for 24 journalists from Georgia, Armenia and Azerbaijan. This agency is the outcome of a Free Press Unlimited multimedia training programme organised in 2012.

Country: Azerbaijan		
Intended partners:		
<ul style="list-style-type: none"> • Baku School of Journalism • Kanal 13 • Azerbaijan National Committee of Helsinki Citizens' Assembly • Meydan TV • Omrop Fryslan • Amsterdam School of Journalism 		
Result areas:	Objective or objectives:	Key expected results:
2. Media organisations are strengthened	<p>Azerbaijan is one of the most repressive states in the world, with extremely limited press freedom.</p> <p>Free Press Unlimited will be providing structural support to the Baku School of Journalism (BSJ), its long-term partner in Azerbaijan, and to Meydan TV.</p> <p>The country team will pay special attention to the inclusion of multimedia journalism in the BSJ curriculum. In addition, the intention is to train a selected BSJ staff member in new multimedia journalism skills, which he or she can then pass on to other BSJ employees (ToT).</p> <p>Free Press Unlimited will support Meydan TV in the improvement of its management and technical capacities and the quality of its online broadcasts. This will enable Meydan TV to attract additional funding from other donors and strengthen its financial sustainability.</p>	<ul style="list-style-type: none"> • A training programme and a consultancy mission for Meydan TV, for the purpose of improving the channel's technical, management and storytelling capacities. • Upgrades to the BSJ curriculum and a more distinct profile for the School through the development of professional exchanges between the BSJ and the School of Journalism in Amsterdam. • Legal accreditation of the School.
6. Individual journalists/bloggers	<p>'Twinning' of local media organisations in Armenia, Turkey and Azerbaijan: Kanal 13 is prepared to work together with partners from Armenia and Nagorno-Karabakh, producing independent and balanced reports on regional news events on a daily basis.</p> <p>Regional meetings of journalists from the South Caucasus and Turkey: by bringing together members of the press from the South Caucasus in Turkey, Free Press Unlimited hopes to promote change in the current journalistic rhetoric about the various 'frozen' conflicts in the region – specifically the conflict surrounding Nagorno-Karabakh.</p>	<ul style="list-style-type: none"> • Production of news features within the within the framework of the 'Dialogue - Mass Media for Peace' project. • Increased understanding between the three communities, since the partners address the real needs of ordinary citizens in their respective countries through their individual and joint television productions, documentaries, conferences and competitions. • A single training mission by a representative of Omrop Fryslan for Kanal 13, in order to improve the quality of the channel's programming. • Organisation of a joint workshop for two to three journalists from each country (Azerbaijan, Armenia, Georgia and Turkey) in collaboration with the Helsinki Citizens' Assembly. • Development of an exchange platform/ multimedia agency for 24 journalists from Georgia, Armenia and Azerbaijan. This agency is the outcome of a Free Press Unlimited multimedia training programme organised in 2012.

Country: Bangladesh		
Intended partners:		
<ul style="list-style-type: none"> • Article 19 Bangladesh • Bangladesh NGOs Network for Radio and Communication (BNNRC) 		
Result areas:	Objective or objectives:	Key expected results:
1. Vulnerable groups	<ul style="list-style-type: none"> • Improve the professional capacity of individual female journalists. • Raise public awareness of discrimination against and abuse of women. 	<ul style="list-style-type: none"> • A total of 30 female journalists have completed an intensive training. • Gender-based discrimination is effectively documented and monitored. • Legal support is mobilised for and provided to female journalists requiring such assistance. • A number of public awareness and advocacy campaigns have taken place.
2. Media organisations are strengthened	<p>BNNRC: Support the Bangladeshi community radio sector in the further development of professional skills and the acquisition of necessary equipment. The underlying aim is to support the production and broadcasting of programmes that promote good governance and help to reduce poverty. BNNRC increases its capacity to make further contributions to the community media movement in Bangladesh.</p>	<ul style="list-style-type: none"> • A total of 16 community radio stations have completed trainings and received technical support for the production and broadcasting of radio programmes. • Free Press Unlimited has provided helpdesk support and other assistance to 20 new radio stations. • The BNNRC team members have the required knowledge and skills to engage in effective advocacy and awareness campaigns. This in turn will help Bangladeshi community media to fulfil a role as platform for rural and disadvantaged citizens who would otherwise be unable to share their perspectives.

Country: Burundi		
Intended partners:		
<ul style="list-style-type: none"> • Maison de la Presse • Radio Bonesha 		
Result areas:	Objective or objectives:	Key expected results:
1. Vulnerable groups	<ul style="list-style-type: none"> • Increased attention to youth issues (both quantitative and qualitative) in the Burundian media. • Improved awareness of issues affecting the daily lives of Burundi's youth among the young people themselves, parents, media and policy-makers. 	<ul style="list-style-type: none"> • The quality of participatory youth radio programming in Burundi has improved. Local media organisations are monitored in this context. • The participating radio stations work on youth radio programming that is truly geared towards children's needs. Young contributors are trained in the creative and technical aspects of radio production. • The audience and producers of the youth radio programming (the young people themselves, parents, the media and policy makers) have a greater awareness and understanding of issues affecting the daily lives of Burundi's youth. • Regular news bulletins pay more attention to child- and youth-related issues. The targeted training of Burundian media professionals in the portrayal of young people in their news coverage ensures that children and young people are shown in a greater variety of roles.

Country: Colombia		
Intended partners:		
<ul style="list-style-type: none"> • Agencia Pandi • Casa Rodante • Butch & Sundance • Fundación para la Libertad de Prensa 		
Result areas:	Objective or objectives:	Key expected results:
1. Vulnerable groups	<ul style="list-style-type: none"> • Raise attention for youth-related issues in the Colombian media. • Improve the quality of programming for children and young people in Colombia. 	<ul style="list-style-type: none"> • The quality of participatory youth radio programming in Colombia has improved. • The number of broadcast productions made by, for and with young people in Colombia has increased. • The mainstream media pay more attention to child- and youth-related issues. • The Colombian media show children and young people in a greater variety of roles. • Young Colombian reporters are able to produce quality features.

Country: Democratic Republic of the Congo (DRC)		
Intended partners: <ul style="list-style-type: none"> • Union des Radios de Proximité de Bandundu (URPB) and nine community radio stations • Remacob • Coracon • AFEM-SK • Fédération des Radios de Proximité de la R.D. Congo (FRPC) 		
Result areas:	Objective or objectives:	Key expected results:
<p>2. Media organisations are strengthened</p>	<p>Bandundu: Contribute to DRC citizens' access to reliable and relevant information, promote transparency and good governance and encourage democratic processes in DRC.</p> <p>North Kivu: Contribute to peace and security in the region by encouraging public debate and the promotion and protection of human rights and disseminating relevant and reliable information that helps to improve security conditions for the local population.</p>	<ul style="list-style-type: none"> • With URPB in Bandundu • A total of 20 journalism trainings on location, given by local trainers. • Technical maintenance and repairs, as well as a technical training held by a local technician. • A one-off Marketing training by trainer Michel Colin. • A one-off Media & Gender training by trainer Anna Maimouna Ngemba. • Internal evaluation. • Combined mission for coaching, monitoring and internal auditing purposes by Leon van den Boogerd. <p>With CORACON in North Kivu</p> <ul style="list-style-type: none"> • Training (precise contents still to be determined) • Production of new programming. <p>With AFEM in East DRC</p> <ul style="list-style-type: none"> • A total of 15 female journalists have been trained in investigative reporting. • A single initial training by a visiting trainer (Redouan) • A one-off refresher course at the end of six months. • Coaching and mentoring on location. • A one-off support mission by Free Press Unlimited staff members • A worked-out long-term plan and strategic planning.

Country: Egypt		
Intended partner:		
<ul style="list-style-type: none"> • Al Sawt al Hurr 		
Result areas:	Objective or objectives:	Key expected results:
4. Media platforms/networks	<p>In 2014, Free Press Unlimited will support Al Sawt al Hurr (aSaH, The Voice of Freedom) in its establishment as an independent organisation that can develop and organise skill trainings for individual journalists and media organisations throughout Egypt.</p> <p>Working from a central position in the Egyptian media landscape, aSaH gathers and shares up-to-date knowledge on new developments in the local media.</p> <p>In addition to offering trainings to regular journalists, aSaH also works to strengthen the reporting capacity of citizen journalists.</p>	<ul style="list-style-type: none"> • The aSaH organisation can continue its activities on an independent basis, both in financial and operational terms.

Country: Georgia		
Intended partners:		
<ul style="list-style-type: none"> • Georgian Association of Regional Broadcasters (GARB) • GO Group Media • MediaArtivism 		
Result areas:	Objective or objectives:	Key expected results:
2. Media organisations are strengthened	<p>GARB remains the strongest media organisation promoting the development and position of independence of regional television stations in Georgia.</p> <p>Significantly increase the capacity of the GO Group to report on issues of public interest in Georgia and the entire South Caucasus region.</p>	<p>Georgian Association of Regional Broadcasters (GARB):</p> <ul style="list-style-type: none"> • GARB's capacity has been increased. • A one-off digitisation training has been organised for the staff of GARB's main studio. <p>GO Group:</p> <ul style="list-style-type: none"> • GO Group's capacity has been increased.
6. Individual journalists/bloggers	<p>Georgian national and regional journalists participate in the online multimedia agency for journalists working in the three countries of the South Caucasus. The online platform that is presently being set up is the outcome of Free Press Unlimited's South Caucasus Multimedia Training (2012) and will be launched in February 2014.</p>	<p>MediArtivism:</p> <ul style="list-style-type: none"> • Online multimedia platform by the UK-based agency Digital Brand Creative (to be launched in February 2014). • Post-launch: media professionals from the South Caucasus have become members of the online agency. • The website presents the best multimedia work currently produced in the South Caucasus.

Country: Indonesia		
Intended partner: • School for Broadcast Media - SBM		
Result areas:	Objective or objectives:	Key expected results:
2. Media organisations are strengthened	The objective of the PF2.0 programme in Indonesia is to contribute to the professional development of media outlets and individual journalists, and to increase their capacity to produce quality information for local and regional audiences in Indonesia, reaching listeners and viewers who are not effectively served by the mainstream media. In this context, Free Press Unlimited will support the School for Broadcast Media (SBM) in its development of an online learning programme (e-learning) that offers participants professional training and technology for the competitive packaging of information for multiple media platforms.	<ul style="list-style-type: none"> • Journalists in remote areas have access to journalism training that increases their skills and expertise. • Members of the local press and civil society organisations – particularly women and young people – have filled gaps in their digital know-how. • Remote learning courses are effectively promoted and marketed. • SBM's acquisition capacity has been strengthened.

Country: Iraq		
Intended partners:		
<ul style="list-style-type: none"> • Independent Media Centre Kurdistan (IMCK) • Kirkuk Now 		
Result areas:	Objective or objectives:	Key expected results:
3. Media support organisations are strengthened	<p>In Iraq, Free Press Unlimited works together with the Independent Media Centre in Kurdistan (IMCK). In 2014, IMCK will organise a minimum of 40 workshops/consultancy projects, reaching some 1,000 journalists, editors and other media professionals. FPU will provide financial and technical support to IMCK with the mid-term objective of establishing IMCK as an independent, Iraq-based non-governmental organisation. In 2014, under a new director, IMCK will be making a major effort to secure funding for the medium term and build a more stable relation with its donors.</p> <p>Free Press Unlimited will contribute to the 'We are All Citizens' programme. The overall goal of this programme is to encourage new debate perspectives "to counter sectarian thinking and policies of exclusion of and violence against individuals and communities based on ethnic and religious 'otherness'".</p>	<ul style="list-style-type: none"> • IMCK has drawn up an activity plan for 2014 that includes funding arrangements, to ensure its continuity and operational independence. • Kirkuk Now has been stabilised as an organisation. Kirkuk Now operates separately from IMCK and is registered under its own name. It will be supported in increasing its income from own fundraising activities (sponsorships/advertising). • Within the 'We are All Citizens' programme, 20 young media change agents have received training in the area of minority rights and early warning, basic journalism skills and reporting by means of mobile phone technology (StoryMaker).
6. Individual journalists/bloggers	Free Press Unlimited continues to promote reporting by means of mobile phone technology via the StoryMaker project.	<ul style="list-style-type: none"> • Free Press Unlimited has organised two training rounds, each attended by some 20 people. The participants have been trained in using the StoryMaker mobile app. • In addition, FPU has worked on a safety and security programme for individual journalists. In the run-up to the 2014 elections, the organisation may develop a special programme, for which it will need to attract additional funding.

Country: Iran		
Intended partner:		
• Radio Zamaneh		
Result areas:	Objective or objectives:	Key expected results:
2. Media organisations are strengthened	<ul style="list-style-type: none"> • Radio Zamaneh operates on an independent basis and strengthens its position as an important platform for news, information and public debate. • Zamaneh has further strengthened its online training programme. • Promote public debate, and offer a platform for and increase the influence of critical perspectives that are currently underrepresented in Iranian society. • Improve the quality of independent journalism in Iran – among other things by offering an e-learning programme that is intended to improve participants’ journalism skills and increase their access to relevant knowledge. • Improve the personal security of journalists using the Internet for their work. 	<ul style="list-style-type: none"> • Radio Zamaneh has been monitored with regard to its broadcasting and publication of objective and impartial information. • Radio Zamaneh has made significant changes to its production strategy. • Radio Zamaneh’s newsroom staff have been trained both individually and on location. • New students have been trained within Radio Zamaneh’s ongoing e-learning project. • A second concise hands-on training has been organised on location for several of the more promising students. • Fundraising specialists from Free Press Unlimited have helped Radio Zamaneh to find alternative sources of funding. • In the area of public awareness and publicity, Free Press Unlimited has supported Radio Zamaneh in its on-going campaign to generate publicity for the website and the current situation in Iran.

Country: Kosovo		
Intended partners:		
<ul style="list-style-type: none"> • Kosovo 2.0 • Urban FM/Independent News Centre (INC) • Kosovo Press Council (PCK) • Organisation for Democracy, Anticorruption and Dignity (COHU) 		
Result areas:	Objective or objectives:	Key expected results:
2. Media organisations are strengthened	<ul style="list-style-type: none"> • Establish Kosovo 2.0 is as the most influential and organisationally solid platform of expression for the young people of Kosovo. • Support Urban FM/INC in the regular production of joint radio broadcasts about the political situation in Kosovo, and specifically relations between Kosovo and the Republic of Serbia. • Strengthen COHU by offering expertise and training. 	<ul style="list-style-type: none"> • A paper edition of Kosovo 2.0 is published every quarter in Albanian and Serbian. • A conference/festival marking World Press Freedom Day has been organised for the third year in a row. • A total of 17 radio stations – including stations based in Serbia – contribute to and benefit from joint programming. • The programming of the participating stations is enriched and improved in terms of quality. • A one-off training has been organised for INC staff that teaches them how to set up an advertising department. • COHU has been offered financial support to strengthen its capacity. • A one-time exchange project has been organised between COHU and the Romanian Association of Investigative Journalists.
3. Media support organisations are strengthened	Strengthen the Kosovo Press Council. The general public is aware of the Council's role in the local media landscape.	<ul style="list-style-type: none"> • A one-off seminar dealing with Media and Judiciary has been organised by PCK with financial support from Free Press Unlimited. • A one-off exchange project has been organised by PCK and the Netherlands Press Council with financial support from Free Press Unlimited.

Country: Morocco		
Intended partners:		
<ul style="list-style-type: none"> • Ibn Rochd Centre for Studies and Communication • Moroccan Association for Investigative Journalists (AMJI) • Spring Media Training 		
Result areas:	Objective or objectives:	Key expected results:
6. Individual journalists/bloggers	<ul style="list-style-type: none"> • Improve the quality of local news coverage, by promoting investigative journalism in partnership with the Ibn Rochd Centre for Studies and Communication and AMJI. • Bridge the gap between the traditional news media and citizen journalists. Free Press Unlimited will use the StoryMaker project to bring these two forms of journalism in contact with one another and encourage the development of joint approaches. The organisation will respond to new technological developments and suggest alternative approaches where relevant. • Promote public debate about freedom of expression, press freedom and the media's role in society. To this end, Free Press Unlimited will organise the Festival of Press Freedom in collaboration with local partners. 	<ul style="list-style-type: none"> • Follow-up to the on-going Investigative Journalism project - Over the past few years, Free Press Unlimited has focused on promoting and supporting a local community of investigative journalists, and offering members of the press an introductory training in investigative journalism. • Development of a curriculum for mid-career training in online journalism - Free Press Unlimited has developed a training and support programme for local online news and information media in collaboration with its new partner Spring Media. • StoryMaker – The StoryMaker project was launched in 2013. Free Press Unlimited has organised two rounds of training in 2014, each attended by 20 participants. • Festival of Press Freedom marking World Press Freedom Day 2014.

Country: Mexico		
Intended partners:		
<ul style="list-style-type: none"> • ARTICLE 19 Mexico and Central America • Periodistas de la Pie 		
Result areas:	Objective or objectives:	Key expected results:
3. Media support organisations are strengthened	<ul style="list-style-type: none"> • Develop the Investigative Online platform (design, plan) and raise funds to support the establishment of the platform. • Link and learn at the regional level, making best use of project experiences gained in Mexico. • Strengthen ARTICLE 19's capacities to efficiently and effectively execute its projects and increase its impact in the sector. 	<ul style="list-style-type: none"> • A solid business plan has been prepared for the Investigative Platform that takes account of matters like operational continuity, distribution options, content, safety and security and ownership. • Fundraising efforts for the platform have yielded results and the platform is operational no later than summer 2014. • The local partners have organised a boot camp in Colombia in 2014. • ARTICLE 19's administrative department has been strengthened.

Country: Pakistan		
Intended partners:		
<ul style="list-style-type: none"> • Pamir Times • Tribal News Network • Cause Collective 		
Result areas:	Objective or objectives:	Key expected results:
2. Media organisations are strengthened	The long-term objective of Free Press Unlimited's programme in Pakistan is to support and build the capacity of specific media initiatives that address the needs of underserved populations and ethnic minorities in the Gilgit-Baltistan and Chitra (GBC) region and Khyber Pakhtunkhwa province, in order to create sustainable media organisations for both regions. These organisations are intended to eventually operate on an independent basis as long-term sources of reliable news and information for and about these regions.	<ul style="list-style-type: none"> • The Pamir Times news/information website has upgraded the quantity and quality of its coverage of news events in Gilgit-Baltistan and Chitra. • A minimum of 25 journalists in GBC – including at least seven women journalists – have acquired new reporting and media skills which allow them to serve local audiences more effectively. • Tribal News Network (TNN) is established as a viable and trustworthy provider of local news for underserved Pushto-speaking areas of Khyber Pakhtunkhwa. • A minimum of 30 journalists and media professionals in Khyber Pakhtunkhwa and the Federally Administered Tribal Areas (FATA) – including at least five women journalists or media professionals – have acquired new reporting and media skills that allow them to serve local audiences more effectively. • TNN has drawn up a business model that allows it to continue operating as a professional media organisation with sustainable sources of income.
1. Vulnerable groups	In Search of the Truth: In 2014, Free Press Unlimited plans to set up the Truth Booth in each region of Pakistan. The aim of this innovative multimedia project is to provide ordinary Pakistani citizens – both women and men – with an opportunity to share their perspectives on various crucial issues with national and international audiences.	The Truth Booth project has been carried out in Pakistan.
6. Individual journalists/bloggers	StoryMaker <ul style="list-style-type: none"> • FPU will adapt its StoryMaker app for use by Urdu-speaking journalists in Pakistan. The app will be introduced to journalists working for its partner organisations. Local journalists– both women and men – will be able to produce video and audio reports that are more effective in informing their audiences. 	<ul style="list-style-type: none"> • The StoryMaker text content has been translated into Urdu and localised for the Pakistani cultural context. • A local Urdu-speaking Pakistani trainer has been trained in how to use the StoryMaker app. • The local trainer has started training selected journalists from Free Press Unlimited's partners in Pakistan (Pamir Times, Tribal News Network) in how to use the StoryMaker app.

<p>5. Reliable information is provided in specific situations</p>	<ul style="list-style-type: none"> • Make reliable information available to minorities and indigenous groups in their own language. • Pamir Times contributes to the protection and development of minority languages and cultures by offering pages in the Shina, Burushaski and Wakhi languages on its website. 	<ul style="list-style-type: none"> • In addition to English, services are offered in three minority languages spoken by rural populations in the Gilgit-Baltistan region, including the Balti, Shina, Wakhi and Burushaski, who are relatively underrepresented in the Pakistani media. These services are handled by paid reporters who disseminate reliable information for and about minority communities. • TNN provides daily local news bulletins for a network of private and government-owned radio stations in Khyber Pakhtunkhwa and the tribal border area, and makes local news bulletins available online. To an extent, this redresses the lack of information on local developments for communities in this unstable region, which is severely troubled by religious extremism and militant groups.
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Country: Sudan		
Intended partners: none		
<ul style="list-style-type: none"> • Radio Dabanga, a Free Press Unlimited initiative • Radio Tamazuj, a Free Press Unlimited initiative 		
Result areas:	Objective or objectives:	Key expected results:
<p>5. Reliable information is provided in specific situations</p>	<p>The overall goal of the Radio Dabanga initiative is to restore and promote the fundamental rights of freedom of speech, thought and expression in Darfur and Sudan, by providing a radio station, a television service with slides and an online platform to the people of Darfur and key players in Khartoum and the region's urban centres. Radio Dabanga's audience is offered timely, relevant, accurate and impartial news and information.</p> <p>Specific objectives:</p> <ul style="list-style-type: none"> • Create platforms via Dabanga's radio broadcasts, television service with slides and website to report on and discuss current developments affecting the people living in Darfur and the border areas, and promote conflict resolution, with all stakeholders being effectively represented. • Broadcast programmes dealing with the current security situation, peace talks and humanitarian interventions and people's access to basic services in Darfur and the border areas. • Broadcast programmes that promote basic human rights, the rule of law and deal with subjects like torture, detention, rape, international justice, the right to education and press freedom. • Train and build the capacity of local journalists to develop and contribute to the proposed programmes and sustain the Radio Dabanga project in the long term. • Support individuals who are detained and prosecuted for working towards the above objectives. 	<ul style="list-style-type: none"> • The opportunities for Darfuris and people living in neighbouring conflict areas to express their perspectives regardless of their ethnicity or political affiliation are increased. • An integrated online platform for information, peaceful dialogue and political debate that effectively circumvents current censorship in Sudan. • Improved reporting on and greater visibility of human rights issues and political discourse, promoting a dialogue between all stakeholders regarding matters that affect the Sudanese population. • Journalists' professional capacities have been increased and their personal safety situation – both on the ground and digital – has been improved, allowing them to more effectively promote freedom of expression in the long term. • Local violence has been reduced through the exposure of war crimes. • Radio Dabanga has indirectly protected individuals against 'disappearances' (advocacy). • Increased leverage for human rights advocacy (platform in Khartoum). • Civic engagement in the various urban centres, for the purpose of arriving at a political solution for the situation in Darfur. • Darfur's musical heritage has been promoted via a high-quality audio stream accompanied by slide presentations. • Opinion leaders and decision-makers in Khartoum have been provided with relevant information, so that they can reach more informed decisions. • Gender-based violence in the region is reported on. • The station has provided a comprehensive perspective on various nation-wide issues. • Increased penetration for Radio Dabanga's news coverage, so that the station's reports also reach media in Khartoum.

Country: Somalia		
Intended partners:		
<ul style="list-style-type: none"> • FM radio stations throughout Somalia • Mogadishu University • Puntland State University • University of Nairobi 		
Result areas:	Objective or objectives:	Key expected results:
2. Media organisations are strengthened	<p>A group of journalism educators/trainers, managers of local media organisations and journalists drive the move towards ethical and independent journalism in Somalia. This local journalism is improved both in terms of quality and quantity.</p> <p>Radio stations broadcasting via mobile phone increase Somalian audiences' opportunities to interact and express their personal opinions and perspectives and contribute to greater understanding.</p>	<ul style="list-style-type: none"> • The managers and owners of Somalian radio and print/web news organisations have received training in management and business skills. • The management of local media organisations have improved their business management capacity, benefiting their organisations' sustainability and credibility thanks to improved operational planning and – thanks to the establishment of editorial policies – a clear division between operational and editorial issues. • Improved interaction between media organisations and their audiences, improving audience feedback in terms of frequency and quality and offering members of the public more opportunities to share their perspectives via mobile phone technology. • Improved access to reliable information for the people of Somalia thanks to the weekly broadcasts of Radio Hirad and the distribution of its programmes to local stations around the country.
3. Media support organisations are strengthened	<p>Academic institutions enter into formal collaborations with trainers offering practical journalism training.</p> <p>The staff and students of academic and vocational training institutions exchange their knowledge and expertise, to the benefit of all parties involved.</p> <p>Local universities, training centres and media organisations adopt standardised curricula and teaching materials that have been localised for the Somalian context.</p>	<ul style="list-style-type: none"> • Journalism trainers are equipped with new skills that allow them to offer a wider variety of training programmes at the Free Press Unlimited media centre in Hargeisa. • Journalism educators are equipped with additional skills – e.g. new teaching methods – that allow them to offer practice-based training at academic institutions. • The partnerships between academic institutions and vocational training centres have been further formalised and improved, allowing for new capacity building and exchange programmes. • The skills of individual professional journalists have been improved through custom training programmes that focus on skills, collaboration and security and that have been adjusted to the needs of the target media organisations and professionals. • Journalism curricula have been localised to fit the Somali context and standardised on the basis of the UNESCO journalism curriculum. These curricula are accessed and exchanged by vocational and academic institutions via open education resource platforms.

Country: Syria		
Intended partners:		
<ul style="list-style-type: none"> • EJSA – Ethical Journalism for Syria Alliance • Syria Newsdesk • ARA News • Al-Ayyam • Shabab Souria • Enab Baladi 		
Result areas:	Objective or objectives:	Key expected results:
5. Reliable information is provided in specific situations	<p>The overall goal of the Ethical Journalism for Syria Alliance (EJSA) is to restore and promote the fundamental rights of freedom of speech, thought and expression in Syria via an inclusive, gender-sensitive multi-level approach.</p> <p>Specific objectives:</p> <ul style="list-style-type: none"> • Build an alliance of Syrian media organisations under an ethical charter that work together to foster and defend freedom of speech by organising consultative roundtable discussions. These meetings are attended by Syrian media representatives and contributed to by experts from the field. • Safeguard EJSA's integrity and ensure it is an appealing alliance for Syrian media organisations to join. This is achieved by strengthening its members' capacity to enforce the alliance's ethical code, working to establish EJSA's profile, developing a mechanism for monitoring and documenting violations and offering extensive journalism training to the alliance members. • Safeguard the continuity of EJSA and its members by providing their management teams with training in the areas of project and financial management, monitoring/ reporting and long-term planning. 	<ul style="list-style-type: none"> • The development, adoption and publication of the Ethical Journalism for Syria Charter. • The editors of participating organisations and members of EJSA's staff have been offered journalism training, reports outlining the local media landscape and capacity building support. • The Alliance has been strengthened in financial and organisational terms in order to bolster its continuity.

Country: Tajikistan		
Intended partners:		
<ul style="list-style-type: none"> • Faraj • Impulse 		
Result areas:	Objective or objectives:	Key expected results:
<p>2. Media organisations are strengthened</p>	<p>The overall goal of Free Press Unlimited's programme in Tajikistan in 2014 is to contribute to the development of a modern and sustainable media sector, increase the public's trust in local media and increase local capacity in the area of professional journalism training. This goal has been translated into two specific objectives.</p> <p>Specific objectives:</p> <ul style="list-style-type: none"> • Media organisations in Tajikistan are able to inform their target audiences more effectively by making full use of new media technologies and participatory journalism techniques. • Media training organisations in Tajikistan develop and implement an updated journalism curriculum that is used to train new journalism trainers and trainee journalists in modern professional journalism. 	<ol style="list-style-type: none"> 1. Support for local media outlets at two geographic levels. The required training is mainly handled by local trainers whose skills have been increased by taking part in the ToT sessions set out in Result 2 below. <ul style="list-style-type: none"> • At the local level, in GBAO (Eastern Tajikistan), this is achieved through support to the Impulse newsletter. The GBAO region, which makes up approximately 50% of Tajikistan's territory, is a remote area where local media have largely disappeared after Soviet subsidies were cancelled some 20 years ago. GBAO's population is ethnically mixed and culturally distinct from that of Western Tajikistan. Most of this population has a different religious affiliation (Ismaili Shia) to that of Tajikistan's Sunni majority. • At the national level, this is achieved through support to the private newspaper Faraj. Although based in the capital Dushanbe, Faraj is developing its capacity for coverage of news events in the provinces. 2. The development of local media training capacity is supported in partnership with two local media training organisations, the Independent School of Journalism and the local NGO Media Consulting. The aim is to compensate for the lack of modern, professional media training opportunities in Tajikistan and to raise the level of professionalism of local media professionals.

Country: Turkey		
Intended partner:		
<ul style="list-style-type: none"> • Serhat TV 		
Result areas:	Objective or objectives:	Key expected results:
2. Media organisations are strengthened	On-going professional exchanges and regular communications between the Armenian station Lori TV and its counterparts in Azerbaijan (Kanal 13) and Turkey (Serhat TV).	<ul style="list-style-type: none"> • Financial and production support to the three participating stations (including Serhat TV), so that they can produce solid journalism within the framework of the 'Dialogue - Mass Media for Peace' project. • Increased understanding between the three communities, since the partners address the real needs of ordinary citizens in their respective countries through their individual and joint television productions, documentaries, conferences and competitions. • One consultancy mission to the region (visiting Lori TV, Serhat TV and Kanal 13) to improve the quality of joint programmes realised within the 'Dialogue - Mass Media for Peace' project.

Country: Uganda		
Intended partners:		
<ul style="list-style-type: none"> • WizArts Media Foundation • TPO/Healthnet 		
Result areas:	Objective or objectives:	Key expected results:
1. Vulnerable groups	<ul style="list-style-type: none"> • Local radio stations provide the young people of Uganda with a platform to share their perspectives. • Ugandan youth are offered a variety of informative, entertaining and educational radio programmes. • The representation of Ugandan children in news and current affairs programmes does justice to the various roles played by children in Ugandan society and sheds light on children's specific perspectives. 	<ul style="list-style-type: none"> • The quality of participatory youth radio programming in Northern Uganda and West Nile has been raised thanks to trainings and an improved monitoring system. • The participating radio stations work on youth radio programming that is truly geared towards children's needs. Young contributors are trained in the creative and technical aspects of radio production. • Local news bulletins pay more attention to child- and youth-related issues, and young people are shown in a greater variety of roles. This has been achieved by implementing a media monitoring database that has been adapted to the Ugandan context, training adult and young media supervisors and monitoring 15 media organisations with regard to the portrayal of children in their news broadcasts.

Country: Zambia		
Intended partners:		
<ul style="list-style-type: none"> • ZAMCOM • Zambia Innovation Fund 		
Result areas:	Objective or objectives:	Key expected results:
3. Media support organisations are strengthened	<p>ZAMCOM:</p> <ul style="list-style-type: none"> • Develop skills and knowledge at community radio stations to improve their educational programming. <p>Zambia Innovation Fund:</p> <ul style="list-style-type: none"> • Strengthen civic engagement through a focus on broadcasting via radio and mobile phones. • Increase local opportunities for expression. • Actively involve young urban Zambians, including city-dwellers who are 'digitally literate'. 	<ul style="list-style-type: none"> • At least eight community radio stations have learned how to produce quality educational programming. • The Zambia Innovation Fund has been awarded. • A pilot project on mobile phone reporting has been carried out.

Country: Zimbabwe		
Intended partners:		
<ul style="list-style-type: none"> • The Zimbabwean weekly newspaper • Zimbabwe Association of Community Radio Stations (ZACRAS) • HerZimbabwe.com • Magamba Network • Mobile Community Zimbabwe 		
Result areas:	Objective or objectives:	Key expected results:
1. Vulnerable groups	<p>HerZimbabwe.com:</p> <ul style="list-style-type: none"> • Better inform the Zimbabwean public – and specifically female audiences – about issues currently affecting women in the country. • Zimbabwean women take part in discussions about how to improve their position. 	<p>Information specifically about and produced by women has increased in quantity and quality thanks to the HerZimbabwe.com website and various social media.</p> <p>HerZimbabwe has developed from a blog into a fully-fledged media organisation.</p> <p>HerZimbabwe is a breeding ground for talented future women journalists.</p>
3. Media support organisations are strengthened	<p>ZACRAS:</p> <ul style="list-style-type: none"> • Strengthen ZACRAS as a lobby group and association. • Strengthen local community radio initiatives in terms of the quality of their journalism and/or technical production. 	<p>An annual general meeting has been held for the ZACRAS membership: members have a greater say in the association's policy development and the ZACRAS secretariat has better insight in the members' specific needs and possible problems.</p> <p>The capacity of individual ZACRAS members has been strengthened thanks to trainings in journalism, new programming and format development. At least one training for a minimum of 10 participants has been organised.</p> <p>Training has enabled at least four members to produce short, attractive radio programmes.</p>
5. Reliable information is provided in specific situations	<p>C The Zimbabwean</p> <ul style="list-style-type: none"> • People in Zimbabwe have access to objective information and news reports. • The Zimbabwean is widely regarded as an important independent information source. 	<p>The continuity of the newspaper's local office is safeguarded.</p> <p>People's access to independent sources of information has been ensured (The Zimbabwean has a weekly print run of approximately 10,000. According to local sources, each copy is read on average by 10 individuals).</p>

Country: South Africa		
Intended partners:		
<ul style="list-style-type: none"> • Forum for African Investigative Reporters (FAIR) • Vuselela Media 		
Result areas:	Objective or objectives:	Key expected results:
6. Individual journalists/bloggers	Stimulate, promote and strengthen professional investigative reporting in Africa (It is not yet clear whether FAIR will obtain funding for investigative journalism in 2014, since the organisation has not yet rounded off its re-strategising and business plan development processes. A clear strategy as well as the accompanying business plan were set as conditions for further support from FAIR's funders, including Free Press Unlimited).	<ul style="list-style-type: none"> • Partner meeting with FAIR and Vuselela. • Monitoring and evaluation mission.
1. Vulnerable groups	The main objective of Free Press Unlimited's country programme in 2014 is to continue to offer local children and young people in South Africa (and surrounding countries) access to relevant news and information and enable their participation.	The plans for the youth news programme Bona Retsang have not yet been finalised (the broadcast of two 26-minute episodes per week is being considered).

Country: South Sudan		
Intended partner:		
• TBC		
Result areas:	Objective or objectives:	Key expected results:
5. Reliable information is provided in specific situations	<p>The overall goal of Free Press Unlimited's programme in South Sudan in 2014 is to provide communities in South Sudan and bordering conflict areas with accurate and objective information and enable them to participate in dialogue.</p> <p>Specific objectives:</p> <ul style="list-style-type: none"> • Establish the leading media capacity development organisation in South Sudan and support the professionalisation of private and state-owned radio and television broadcasters and print media; • Provide radio programming for underserved areas in the South Sudan/Sudan border zone, including the war-torn regions of South Kordofan and Blue Nile. • Produce high-quality radio programming that focuses on civic education and is broadcast throughout the country. • Develop investigative reporting capacity among local media parties, with a focus on the fight against corruption. • Provide communities in South Sudan with accurate and objective information about gender-based crime, enable them to participate in dialogue and monitor how authorities maintain and protect the rule of law. • Create a safe platform and soft protection for journalists and human rights defenders at all levels. 	<ul style="list-style-type: none"> • The development of independent reporting on cross-border conflicts, in order to help the local population make informed decisions with regard to issues like migration, security and political affiliations. • Greater awareness of the conflict at the international level. • At least two newspapers in South Sudan have become operational and are able to operate on an independent basis and target decision-makers and opinion leaders for the benefit of public accountability. • Victims of gender-based crime, human rights defenders and community-based organisations have a secure and well-functioning platform to discuss sexual violence and rule of law. • Improved protection for women and girls against gender-based crime, forced and early marriage and sexual abuse.



4. Thematic programmes:

<p>Theme: Kids News Network</p> <p>Countries: Bangladesh, Liberia, Sierra Leone, Brazil, Egypt, Ghana, India, Mexico, Nepal, Nicaragua, Russia, Zambia</p> <p>Intended partners:</p> <ul style="list-style-type: none"> • 10 Minuten Jeugdjournaal (Suriname) • NAPA (Peru) • PICA (Bolivia) • De Humo (Nicaragua) • PROMEDIA (Nicaragua) • Multimedia Group Limited (Ghana) • News Generation (Ghana) • Muvi TV (Zambia) • Zkids News (Zambia) • Bona Retsang (South Africa) • Naya Pusta (Nepal) • Youth Voice (Burma) • Teen Voice (Indonesia) • Plan Liberia (Liberia) • Power TV (Liberia) • Canal 7 (Mexico) • ONCE (Mexico) • Children’s Television Foundation of Bangladesh (Bangladesh) • Concept Multimedia (Sierra Leone) • NEFEJ (Nepal) <p>The partners for Free Press Unlimited’s projects in Russia, Egypt, India and Brazil still need to be determined.</p>		
Result areas:	Objective or objectives:	Key expected results:
1. Vulnerable groups	<p>The overall goal of the Kids News Network project is contribute to the development of today’s children into the responsible citizens of tomorrow. The television programmes produced and broadcast within Kids News Network enable children in the 12-15 age group to learn about issues and news that is relevant to them and to share their perspectives.</p> <p>Specific objectives:</p> <ul style="list-style-type: none"> • Improve the quality and diversity of news programming geared towards young viewers, • Expand the offer of news programming for children and young people. • Attract more viewers and score higher viewer appreciation ratings for youth news bulletins. • Closely involve children in the production of news programmes. • Involve children more closely in the broadcasted programmes with the aid of new technology. • Develop and implement effective business cases relating to news programming for young viewers by producers and stations. 	<p>Liberia:</p> <ul style="list-style-type: none"> • A refresher course has been organised for the Power TV production team dealing with the production of television programmes for young viewers. • An editing training has been provided to the Power TV team that will also benefit the station’s other programming. <p>Sierra Leone:</p> <ul style="list-style-type: none"> • The local production team has been trained in the production of television programmes for young viewers. • At least four groups of girls have been trained in video production. • At least 12 features have been produced and broadcast on television about the impact of the UN Millennium Development Goals on the girls’ daily lives.

Result areas:	Objective or objectives:	Key expected results:
		<p>Bangladesh:</p> <ul style="list-style-type: none"> • The Dutch broadcaster NOS has organised a training for KNN Nepal. • The local KNN partner has produced and broadcast a programme. • The local programme was officially launched in mid-2014. • A business and marketing plan has been drawn up. <p>Brazil:</p> <ul style="list-style-type: none"> • A local partner (still to be determined) has joined Kids News Network. <p>Egypt:</p> <ul style="list-style-type: none"> • Production of a news and current affairs programme broadcast by a national channel (still to be determined). • Creation of a digital platform (website and/ or social media environment) that offers news and current affairs items, discussion forums, polls, etc. • Local partner (still to be determined) has joined Kids News Network and contributes to WaDaDa World Kids News. • A sales, fundraising and business strategy for the local programme has been developed and implemented to contribute to its continuity and operational independence. • The production staff of KNN Egypt has been effectively trained in the production of high-quality news programming for young audiences. <p>Ghana:</p> <ul style="list-style-type: none"> • The production of 30-minute news and current affairs programme (News Generation), broadcast every two weeks by Multi TV via its channels 4Kids and JoyNews and re-broadcast by Viasat. • Improvements to a local digital platform, and an increase in its online traffic numbers. The platform offers news and current affairs reports, discussion forums, polls, etc. • Multi TV has joined Kids News Network (via the online exchange server and World Kids News programme). • News Generation has developed and implemented a business strategy to ensure the continuity of its productions. • The local production team of News Generation has been trained in the production of television programmes for young viewers.

Result areas:	Objective or objectives:	Key expected results:
		<p>India:</p> <ul style="list-style-type: none"> • A local partner (still to be determined) has joined Kids News Network. <p>Mexico:</p> <ul style="list-style-type: none"> • Production of a news and current affairs programme broadcast by a national channel. • Creation of a digital platform (website and/or social media environment) that offers news and current affairs items, discussion forums, polls, etc. • A local partner has joined Kids News Network and contributes to WaDaDa World Kids News. • A sales, fundraising and business strategy for the local programme has been developed and implemented to contribute to its continuity and operational independence. • The production team of the local KNN member has been trained in the production of television programmes for young viewers. <p>Nepal:</p> <ul style="list-style-type: none"> • Training and capacity building for production of KNN Nepal in the provinces outside of Kathmandu • Production and broadcasting of Naya Pusta (KNN Nepal) • Production and broadcasting of a radio version of Naya Pusta, uploaded to the partner's website. <p>Nicaragua:</p> <ul style="list-style-type: none"> • Production of 40 episodes of the weekly 30-minute news and current affairs programme De Humo, broadcast by the privately-owned national station Channel 12 and/or other channels. • De Humo's digital platform (Facebook page) is regularly updated and monitored. A digital journalist has been hired/trained to expand the platform's reach. • PROMEDIA has joined Kids News Network (via the online exchange server and World Kids News programme). • The development of the sales, business and fundraising strategy has been followed up with the revision of De Humo's business plan. This revision is intended to diversify the organisation's financial base and help implement strategies. • The production team of De Humo has been trained in the production of quality television programming for young viewers.

Result areas:	Objective or objectives:	Key expected results:
		<p>Russia:</p> <ul style="list-style-type: none"> • A local partner (still to be determined) has joined Kids News Network. <p>Zambia:</p> <ul style="list-style-type: none"> • Young reporters contribute reports about the local situation in their communities so that children throughout Zambia can see what is going on outside of the capital of Lusaka. • Mobile reporting: Children and young people across the country use their mobile phones to produce news items that discuss and expose sensitive issues in their local communities. They send their contributions to Zkids' Facebook site for broadcasting by Zkids News. • A training manual has been written for as a game pilot to be launched in Zambia. • The girl empowerment project Muvi TV has started on the development of a television series that deals with girls and young women who are interested in politics or who want to work in politics and with the importance of girls becoming involved in politics, in anticipation of the elections that will be held in 2016. <p>Global: World Kids News (WKN)</p> <ul style="list-style-type: none"> • World Kids News Library: All WKN items are stored and made accessible via a video content server. • Various summits and conferences have been attended to promote World Kids News. • A Kids News Network Summit has been held in Nepal. • The WKN programme has been sold to various international parties and has yielded a profit that is re-invested in the network to strengthen the continuity of several of its partners.

Theme:
Reporters Respond

Intended partners: Not applicable
Dependent on the criteria and urgency of specific cases

Worldwide

Result areas:

Objective or objectives:

Key expected results:

6. Individual journalists/bloggers

- Produce a visible plan of action (based on lessons learned and historic analyses) that includes a PR strategy.
- Evaluate selection criteria for journalists to safeguard the fund's flexibility and impact.
- Develop methods, approaches and trainings aimed at preventing attacks on journalists and protecting members of the press.
- Develop ways to reach and come in contact with victims in regions that are struck by acute crises for which no outside aid has been sought so far.
- Develop targeted regional workshops and conferences that contribute to the learning process, the assessment of local needs, research and concrete interventions in new regions.

- The programme has expanded its international profile and stature and increased its range of approaches and applications.
- More journalists are able to effectively protect themselves following an intervention by Reporters Respond.
- The programme has expanded its regional activities (with a specific focus on closed communities, exceptionally challenging regions and new areas).
- Working in collaboration with the communication team, the programme team has produced a plan of action to increase visibility (based on lessons learned and case studies) including a PR plan and historic analyses.
- Working in close contact with the local Syrian partner Menajid, the programme team have realised a one-stop system that helps mitigate the chaotic local conditions, human suffering and inefficiencies along the Syrian border and within the country itself. The Reporters Respond programme has assigned a single local representative to this system.
- The team has brainstormed about the extent to which the project could play a role in Russia. In this context, the team has clearly identified key local actors, intended beneficiaries and the profile of the party that will be implementing the programme on location.

Theme: Internet Protection Lab Worldwide		
Intended partners: <ul style="list-style-type: none"> • XS4ALL • Hivos • Tactical Tech • Chokepoint • VirtualRoad • Greenhost • iilab 		
Result areas:	Objective or objectives:	Key expected results:
6. Individual journalists/bloggers	<ul style="list-style-type: none"> • Strengthen basic human rights in specific target countries by working to safeguard the freedom of information, communication and association through the use of information technology (including the Internet and mobile devices). • Ensure secure access to uncensored and unfiltered online content for digital dissidents, journalists and human rights activists in specific target countries. 	<ul style="list-style-type: none"> • Improved insight into and more effective practical solutions for countering censorship and electronic surveillance. • Increased personal safety for individual members of the target group. • Improved tools and resources for stable and reliable online presence, communication and collaboration for members of the target group.

Theme: Wireless Reporting Application (WRApp) – StoryMaker Worldwide Egypt, Iraq, Morocco, Tunisia		
Intended partners: <ul style="list-style-type: none"> • The Guardian Project • Small World News • IMCK (Iraq) • Al Sawt al Hurr (Egypt) • Global Voices • Tunisian and Moroccan training centres 		
Result areas:	Objective or objectives:	Key expected results:
6. Individual journalists/bloggers	<ul style="list-style-type: none"> • Improve access to news and information content produced by citizen journalists. • Promote the professionalisation and contribute to the personal safety and security of citizen journalists. 	<ul style="list-style-type: none"> • Improved insight into and more effective practical solutions for countering censorship and electronic surveillance. • Improved quality of media content supplied by citizen journalists and produced with the aid of mobile devices. • Increased adoption of content produced by citizen journalists by traditional media outlets in the target countries. • Egypt, Iraq, Morocco and Tunisia: In each of these countries, 50 professional and citizen journalists have been trained in the use of mobile phones for reporting purposes.

C. Financial plan

1. Fundraising policy and reserves policy

To effectively prepare for what the future may bring – and particularly the period after 2015 – Free Press Unlimited’s Executive Board believes it is crucial to invest further in the organisation’s fundraising activities. Free Press Unlimited’s Supervisory Board endorses this view. Free Press Unlimited not only intends to raise the total number of funders, but also increase the individual grant amounts awarded by these parties. To this end, the organisation has established a new Resource Development unit as of 1 December 2013. The unit’s target for the upcoming year is to obtain EUR 2.8 million extra funding by the end of 2014. This target was set out in Free Press Unlimited’s long-term planning for 2012-2016, which aims to ensure the organisation’s relevance and continuity after 2015.

After 2015, the Netherlands’ development aid sector will no longer work with a long-term grant framework comparable to the current MFS-II system. Instead, the Dutch Ministry of Foreign Affairs will primarily organise thematic tenders, which will also be open to foreign non-governmental organisations. This means that for Dutch NGOs, competition will be stronger than ever. At this time, we cannot predict how these developments will play out, and whether Free Press Unlimited will be able to enter into a strategic partnership with the Ministry. The new guidelines for the tenders and partnerships will be announced in mid-2014. Free Press Unlimited’s fundraising and reserves policies are based on a conservative outlook that assumes that the organisation will have to deal with a drastic decline in income as of 2016.

Reserves policy

Free Press Unlimited’s reserves policy is aimed at ensuring that the organisation can bear its operational expenses for a term of one year without these costs being covered by any form of income. This means that the foundation will need to save up funds and where possible add income from, for example, the Nationale Postcode Loterij or private donors to its continuity reserve. In 2013, the Financial Audit Committee evaluated the organisation’s

reserves policy as set up in 2011 and adopted the following criteria:

- The aim is to build up a continuity reserve that can cover the organisation’s operational expenses for a term of 1 year. These expenses have been set at EUR 2 million;
- 70% of this total is the minimum reserve required;
- 150% of this total is the maximum reserve required.

The above policy was subsequently approved by Free Press Unlimited’s Supervisory Board.

2. Details on the 2014 budget

For the first time in the organisation’s history, Free Press Unlimited’s budget shows a total income in excess of EUR 12 million. This a tangible first result of the intensification of its fundraising activities embarked on by the organisation in 2013. This new balance between income and expenses translates into the following ratios:

	2014	2013
Spent on objective/total income	95.53 %	94.58 %
Spent on objective/total expenses	95.27 %	94.80 %
Costs of own fundraising activities/income from own fundraising activities	4.75 %	3.99 %
Management and accounting costs/total costs	1.99 %	2.44 %
Increase in total income compared to 2013		28.90 %
Increase in management and accounting costs compared to 2013		1.10 %

The budget for 2014 shows a modest positive balance (EUR 20,000). The organisation has amply achieved its planned acquisition target for 2013 of EUR 2 million. This is reflected in Free Press Unlimited’s 2014 budget. Most

funds were raised in late 2013, and it is expected that their implementation will take place in the spring of 2014. This explains in part the impact that Free Press Unlimited's acquisition activities in 2013 will have on the 2014 budget. The organisation will try to start as soon as possible with the implementation of the new projects before the start of the new year, so that these projects will also show positive results in the financial accounts for 2014. When a specific project has not yet been implemented (i.e. no man-hours have been recorded for the project and/or the organisation has not entered into any contracts or commitments), this project is not reflected in Free Press Unlimited's financial reporting. Only when actual costs are incurred in the context of a new or existing project, is the project in question included in the accounts. This is an inherent feature of a project-based organisation. In the year ahead, Free Press Unlimited's management team will monitor even more closely whether projects are implemented on schedule – and where necessary adjust course.

Free Press Unlimited's latest balance sheet shows an increase in staff costs. On the one hand, this is due to the fact that the organisation continues to make investments in its staff (via the Resource Development department) that are not covered by project funds; and on the other hand, because the number of projects the organisation is involved in (in Syria and the Middle East) has increased, necessitating it to recruit new staff. Free Press Unlimited's general overhead (fundraising activities, management and accounting) can still be considered low. These expenses add up to no more than 4.5% of the total budget. Free Press Unlimited strives to remain 'lean and mean'. Variable expenses are evaluated on a yearly basis and renegotiated where possible.

Free Press Unlimited's budget for 2014 shows a fine positive balance – a result which all of its staff have worked hard towards over the past year. They definitely deserve to be complimented for this achievement. However, let us not rest on our laurels. This satisfying result does not mean that Free Press Unlimited can start consolidating its fundraising focus. On the contrary: we can already expect a significant decline in income in 2015 due to a number of countries no longer being eligible for funding within the existing grant framework. However, the sharpest decline is expected in 2016, since as of that year, Dutch development aid organisations will no longer receive funding via the MFS-II system.

3. The 2014 budget in figures

STATEMENT OF INCOME AND EXPENSES				
	(1)	(2)	(3)	(4)
INCOME	budget 2014		budget 2013	difference
Income from own fundraising activities	3.150.000	19%	2.650.000	500.000
Income from third-party activities	1.561.938	9%	745.000	816.938
Government grants	11.778.171	71%	9.399.670	2.378.501
Other income	10.000	0%	10.000	0
TOTAL GENERAL INCOME	16.500.109	100%	12.804.670	3.695.439
EXPENSES				
Spent on the organisation's objective				
Media support programme	15.729.840	95%	12.111.188	3.618.652
Spent on the acquisition of new funds				
Costs of own fundraising activities	130.169	1%	105.776	24.393
Acquisition costs for government grants	303.727	2%	246.812	56.915
	433.896	3%	352.588	81.308
Spent on management and accounting				
Management and accounting costs	315.286	2%	311.866	3.420
TOTAL EXPENSES	16.479.022	100%	12.775.642	3.703.380
Balance of income and expenses	21.087		29.028	-7.941

In column (1) the budget for 2014 is included.

In column (2) the percentage ratio of the incomes and expenditures is displayed.

This illustrates that:

1. a significantly large part of the funding is through government grants (see notes on incomes) and
2. that 95% of expenditure is for the benefit of the projects, 3% is spent on fundraising and 2% on indirect costs (see notes on expenditures).

In column (3), the 2013 budget is included for the purposes of comparison and in column (4) the difference between the 2014 and 2013 budget is shown.

This clearly shows:

1. the increase in the budgeted incomes (EUR 3.7m = 28.9%), included in the foreword.
2. the increase in the costs that must be incurred to raise funds (EUR 81,308 = 23.1%)
3. the slight increase in costs, included in the foreword, for management and accounting (EUR 3,420 = 1.1%).

Finally, the Statement of Income and Expenses, drawn up in accordance with Directive 650. Reporting for Fundraising Institutions, shows a slightly positive balance of EUR 21,087 budgeted for the year 2014.

INCOME	budget 2014	budget 2013	difference
Income from own fundraising activities			
Grants for Radio Dafur Network / Tamazuj	350.000	350.000	0
Grants for projects by the South Sudan office	500.000	500.000	0
Anonymous donation to Radio Zamaneh	900.000	750.000	150.000
Internet4All		50.000	-50.000
Acquisition	1.400.000	1.000.000	400.000
	3.150.000	2.650.000	500.000
Income from third-party activities			
Nationale Postcode Loterij – structural funding	500.000	500.000	0
Nationale Postcode Loterij – project funding – journalists		75.000	-75.000
Nationale Postcode Loterij - project funding – WKN	1.000.000		1.000.000
Eurodonationfund	41.938	70.000	-28.062
Contributions by private donors	20.000	100.000	-80.000
	1.561.938	745.000	816.938
Government grants			
Ministry of Foreign Affairs – MFS-II	5.796.469	5.684.470	111.999
Ministry of Foreign Affairs – Wrapp/Storymaker	598.631	612.200	-13.569
Ministry of Foreign Affairs – Syria	290.000	550.000	-260.000
Ministry of Foreign Affairs - Somalia		200.000	-200.000
EIDHR		45.000	-45.000
European Commission – IKV/Iraq	190.000		190.000
European Commission – Somalia	400.000		400.000
European Commission – Lokaal Mondiaal	27.500		27.500
European Commission – Bangladesh	300.000		300.000
European Commission – Central African Republic	244.179		244.179
European Commission – Deutsche Welle Zimbabwe		20.000	-20.000
Syrie (Sida)	1.255.000		1.255.000
Acquisition	1.400.000	1.000.000	400.000
UK Embassy Nairobi	80.000		80.000
Government grants for Radio Darfur Network / Tamazuj	1.150.000	350.000	800.000
Kingdom of the Netherlands – DR Congo	16.392		16.392
Kingdom of the Netherlands – Ankara		38.000	-38.000
Kingdom of the Netherlands – Tbilisi	30.000		30.000
Kingdom of the Netherlands – Khartoum		800.000	-800.000
Kingdom of the Netherlands – Marocco		100.000	-100.000
	11.778.171	9.399.670	2.378.501
Other income			
Interest	10.000	10.000	0
	10.000	10.000	0
TOTAL GENERAL INCOME	16.500.109	12.804.670	3.695.439

Grants for Radio Dafur Network / Tamazuj (RDN / TZ)

These grants are always recognised anonymously in the annual financial statements. Since the budget is also a public document, it has been decided to also include grants anonymously in the budget.

Furthermore, under government grants, an item of EUR 1.15m has also been included for RDN/TZ.

Grants for projects by the South Sudan office

Again, for these grants, it is a conscious choice to include them anonymously.

Anonymous donation to Radio Zamaneh

In Iran, Radio Zamaneh provides radio transmissions in Persian. A large amount of anonymous funding has been included in this budget. Free Press Unlimited plays an active role in raising funds, providing training and monitoring for Radio Zamaneh.

Acquisition

The total acquisition post for 2014 is EUR 2.8m. In this budget, this amount is divided between incomes from own fundraising and government grants. Under the latter post, EU grants must also be recognized. Since it is never exactly clear which grants are eventually awarded, the inclusion of the acquisition post in these categories is simply a reasonably random choice. For example, in 2013, EUR 2.5m was awarded by the Nationale Postcode Loterij for the KNN/WKN projects for a period of two years to Free Press Unlimited. The amount falls under income from third-party activities.

Ministry of Foreign Affairs – MFS-II

In this budget, it has been decided to include the under spending in 2013 largely in the budget of 2014, so that any (further) delays in the projects that may arise can be spotted in good time.

EXPENSES	budget 2014	budget 2013	difference
Organisational objective	13.397.276	9.860.612	3.536.664
Staff Costs	2.301.746	2.137.029	164.717
Housing costs	160.000	152.000	8.000
General expenses	597.000	576.000	21.000
	16.456.022	12.725.641	3.730.381
Extraordinary expense *	23.000	50.000	-27.000
	16.479.022	12.775.641	3.703.381

The so-called execution costs are included in the above statement. This concerns the costs without allocation to the projects.

The personnel expenses have risen due to the new department Resource Development (1.8 fte).

In addition due to an increase in tasks (increase in income budget by 28.9% = EUR 3,7m), an extra project officer and programme coordinator have been hired (on a temporary basis).

For housing costs, an indexing of 3% has been assumed. In addition, an item maintenance (minor 'jobs') of EUR 3,000 that was not budgeted in 2013, has been included.

The increase in the item general expenses of EUR 21,000, is mainly due to the rise in the post fundraising of EUR 20,000.

The extraordinary expense, the depreciation on the renovations to the Weesperstraat in 2012, in respect of the property, was mistakenly budgeted to high in 2013.

* depreciation on the renovations to the Weesperstraat

Specification and distribution of costs according to category

category:	Objective	acquisition of income		mgt adm	budget 2014	budget 2013	difference
expenses:	Media support	Own fundraising activities	Acquisition of government grants				
Grants for partner organisations / own activities	13.397.276	21.000	49.000	5.000	13.472.276	9.915.613	3.556.663
Staff costs	1.799.405	84.216	196.504	221.621	2.301.746	2.137.029	164.717
Housing costs	125.081	5.854	13.659	15.405	160.000	152.000	8.000
Office costs	408.077	19.099	44.564	73.260*	545.000	571.000	-26.000
Total	15.729.839	130.169	303.727	315.286	16.479.022	12.775.642	3.703.380

* including depreciation costs of renovations.

From the above statement, the allocation of execution costs to projects is included.

This statement is in line with the Statement of Income and Expenses (line total).

NB: in case of comparison with the expenditure statement: the item grants for partner organisations/own activities, is not a 1-1 match with the programme costs. In addition, the item office costs is not a 1-1 match with the general expenses. The explanation for this is that Directive 650 prescribes certain allocations that are processed in the above specification.



Freeplay PLUS

Appendices

Appendix 1: List of Abbreviations

AMJI	Moroccan Association for Investigative Journalists	MISA	Media Institute of Southern Africa
aSaH	Al Sawt al Hurr - The Voice of Freedom	MFS-II	Second Co-financing Grant Framework
BNNRC	Bangladesh NGOs Network for Radio and Communication	MT	Management Team
CAPJC	African Centre for Training of Journalists and Communicators	NGO	Non-governmental organisation
CBF	Centraal Bureau Fondsenwerving	PF2.0	Press Freedom 2.0 Alliance
COHU	Organisation for Democracy, Anticorruption and Dignity	PME	Planning, Monitoring, Evaluation
CORAH	Community Radio Harare	PT	Pamir Times
CSAJ	Chisinau School of Advanced Journalism	PVT	Staff representative body
DCI-ECPAT	Defence for Children - End Child Prostitution, Child Pornography and Trafficking of Children for Sexual Purposes	RvT	Supervisory Board
EU	European Union	SBM	School for Broadcast Media
FAC	Financial Audit Committee	SGE	Stichting Gezamenlijke Evaluatie, joint evaluation structure for MFS-II alliance members
FAIR	Forum for African Investigative Reporters	SJA	Syrian Journalists' Association
FPU	Free Press Unlimited	SWRA	Short Wave Radio Africa
GARB	Georgian Association of Regional Broadcasters	TNO	Netherlands Organisation for Applied Scientific Research
GFMD	Global Forum for Media Development	ToT	Training of Trainers
GPPAC	Global Partnership for the Prevention of Armed Conflict	TPO Uganda	Transcultural Psychosocial Organisation Uganda
ICDI Initiatives	International Child Development Initiatives	UMDF	Uganda Media Development Foundation
IJC	Independent Journalism Centre	URPB	Union des Radios de Proximité de Bandundu
IKV Pax Christi	Inter-Church Council - Pax Christi	VOP	Voice of the People
IMCK	Independent Media Centre Kurdistan	WRApp	Wireless Reporting Application
INC	Independent News Centre	ZACRAS	Zimbabwe Association of Community Radio Stations
IPSI	Press & Information Sciences Institute	ZAMCOM	Zambia Institute of Mass Communication
ISO	International Organisation for Standardization		
IT	Information technology		
IUCN - NL	International Union for Conservation of Nature		
KNN	Kids News Network		
MENA	The Middle East and North Africa		

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