Annual plan 2015
Free Press Unlimited

FREE
PRESS
UNLIMITED

People deserve to know

Management summary

2015 is going to be an important year for Free Press Unlimited. The Ministry of Foreign Affairs is expected to announce the new strategic partners for 2016 – 2020 by the end of January / early February. If Free Press Unlimited becomes one of these partners, which we assume for now, we will have to work on further development of our programme, together with our partner EJC and with the Ministry. It is currently unknown how that will take shape. To prepare for this, Free Press Unlimited held several brainstorm sessions with its entire staff in October, November and December 2014. Should Free Press Unlimited not become the new strategic partner for the Ministry of Foreign Affairs, 2015 will mainly be dominated by the question as to what the (financial) consequences will be for the organisation.
Apart from that, we continue the course as set out in the multiannual plan 2013 – 2017, regarding acquisition and fundraising.

2015 is very likely to be even more characterised by worldwide conflicts. We do not believe the fights in Syria and Iraq, due to the presence of IS, to be short-lived. Free Press Unlimited is very active in this region and as a result, we follow all developments closely. So far, Free Press Unlimited has been able to continue and even expand its activities, but alternative scenarios need to be developed in case the conflict grows. Besides that, developments in Egypt following the implementation of the new NGO-legislation as of 10 November 2014, are so negative, that we need to examine alternative scenarios here as well. In Africa, our programmes also start to feel the effects of the Ebola outbreak. We could not, for example, carry out our original projects in Liberia and Sierra Leone due to the outbreak and came up with an alternative programme, which focussed more on education on the disease and aimed specifically at the young people in these countries. This will be implemented in the first quarter of 2015 in collaboration with several partners.

The coming year will see the end of a number of projects due to the expiration of the current subsidy framework MFS-2. A number of evaluations will take place and a number of projects will have to be shut down. As a result, Free Press Unlimited will withdraw from a number of countries. Most partners in these countries have professionalised so successfully that they will be able to continue their projects without the support of Free Press Unlimited - something Free Press Unlimited is very proud of. Therefore, as 2015 is also about evaluation and closure, Free Press Unlimited is planning a large partner conference in the autumn. Normally such a conference takes place every four years (the last one took place in June 2013), but considering the fact that 2015 will be a special year, we think it is appropriate to hold a partner conference earlier. Especially considering the many developments in the world.

Like the previous years, the Annual Plan is made up of three parts:
A. Organisation Plan
B. Programmatic Plan
C. Financial Plan

The setup has been changed slightly and is more like the layout of the Annual Report 2013, based on the many positive reactions to this report. This way, we hope to provide a clearer and more accessible Annual plan.

Content

A. Management Plan

1. Vision
Free Press Unlimited's vision and mission remain unchanged and are still very current. The Freedom House index 2014 shows that press freedom in the world is in a worse state again than the previous year. In fact, it is in the worst state since Freedom House has started its index. Press freedom is under a lot of pressure, partly due to conflicts such as the one in Eastern Europe and the Middle East. Therefore, our work is still necessary.

Our vision is simply summarised by the payoff: "People deserve to know". All people have a right to reliable and timely information. This enables them to evaluate and influence their own living circumstances. Press freedom and freedom of expression are necessary for collecting and distributing reliable information. Media play a crucial role in providing free and complete access to information, which is necessary for the development of people and for holding governments and large enterprises accountable.

2. Mission
Free Press Unlimited is present where journalism and/or journalists are under pressure and tries to further professionalise journalism or counsel and support media professionals. Free Press Unlimited does this based on its five core values: independent, inspiring, inventive, dedicated and demand-driven (provide customisation).

3. Targets
In 2013, Free Press Unlimited wrote a Multiannual Strategic Plan (MASP) which was approved by the Supervisory Board at the end of 2013 and shared with the employees at the beginning of 2014. The plan describes the strategy for 2013 – 2017. In 2013, a start was made with the setup of a Donor Relations department, focussed on fundraising. In 2014 this new department became fully operational. In 2013, Free Press Unlimited also started the CPDP (Continuous Professional Development Plan), an in-house training programme to ensure that all employees are ready for a changing future. In 2015 we will start the implementation of the MASP regarding programmatic choices.

In the coming years, Free Press Unlimited will place more emphasis on its aim to increase the quality and success of the organisation through so called 'signature projects'. One of the characteristics of a 'signature project' is that it leads to a recognisable brand / product that is linked to Free Press Unlimited and is under centralised direction. A good example is the project 'WADADA, News for Kids' (formerly known as Kids News Network), which is a specific project that is unique to Free Press Unlimited and is operational and deployable in several countries.

Besides this, Free Press Unlimited places more focus on quality projects and the selection of target countries based on knowledge and research. The reason for this is twofold: it is clear that the organisation's operation is currently spread too thinly across too many countries and furthermore this way of working is inefficient and increases operational costs, resulting in a decreased control on projects.

The central objective of Free Press Unlimited, therefore, is to be more focussed. To do this, we will develop effective projects in fewer countries. Free Press Unlimited wants to develop a deeper understanding of more strategic themes and excel at these. Themes that can be replicated in multiple countries, which will also help to avoid fragmentation and inefficiency.

This new course for Free Press Unlimited is a response to a changing environment, an environment that Free Press Unlimited wants to adapt to. Free Press Unlimited feels that with its ability to enter into various partnerships it is also able to work together on a strategic level with other / various parties. This choice will be made easier if Free Press Unlimited will indeed develop into an important international player in the field of media development.

4. Strategy

The new strategic choices as described above indicate that Free Press Unlimited will have to make priority choices regarding:

• Countries and regions
• Thematic specialisation
• Security and protection
• Professionalization

4.1 Countries and regions

Free Press Unlimited is internally and externally recognised as an organisation specialised in the field of media in fragile and repressive states where press freedom is seriously threatened. Examples of projects that confirm this image are Radio Zamaneh (Iran), Radio Dabanga/ Radio Tamazuj (Sudan) and Radio Hirad (Somalia). The core values of these projects are based on the ethics of independent journalism. The entire organisation of Free Press Unlimited recognises itself in these core values and characteristics, which is our 'unique selling point'.

The available donor funding indicates that there are opportunities for focussing on information-deprived areas in fragile and repressive states. Scandinavian donors, the European Union and the Dutch Ministry of Foreign Affairs give priority to fragile states and post conflict reconstructing countries.

Investments in independent media in extremely repressive states receive the support and attention of a large number of donors when labelled as human rights activities, rather than development work. But the arena of repressive countries also knows many information-deprived areas which simply do not receive political attention, and receive less donor funding as a result. Free Press Unlimited is a mission-driven organisation and as such has never turned its back on difficult counties where the people are deprived of qualitative and reliable information. Even when it turned out to be difficult sometimes to provide effective work and services in such countries.

The coming years, Free Press Unlimited has to follow a course with the challenges as depicted here. The Board seeks a pragmatic approach. Within the boundaries of donors' priorities and objectives there is enough room for setting up important work and projects that correspond with the principle choices and objectives of the organisation.

Based on its strategy, Free Press Unlimited will mainly focus on being present where we can make a difference the coming years. As a result, Free Press Unlimited will keep striving for continuation in the following countries: DR Congo, Iran, Pakistan, Sudan, Somalia, Syria and South Sudan. In these countries we can make a difference by our focus, approach, results and knowledge.

Within the current MFS-2 framework, Free Press Unlimited will terminate projects in Kosovo, Moldova and Tajikistan. The successful work in Kosovo has resulted in a network of capable local partners who now know the ropes. Tajikistan has proved to be a difficult country for successful operation. Apart from that, 2015 will be the final year Armenia, Georgia, Uganda and Zambia as core countries in the Free Press Unlimited portfolio. In these countries in particular we have capable media partners who do not depend on the support of Free Press Unlimited anymore, despite the fact that press freedom is still an issue in these countries. That is why it is recommended that we continue to connect with the partners in these countries within the boundaries of specific themes or signature projects for which local knowledge is not available yet.
Free Press Unlimited will reconsider Iraq, Afghanistan and Mexico in the course of 2015.

4.2 Thematic specialisation

Over the past years Free Press Unlimited has invested time and energy in the field of freedom of the Internet. This has led to Free Press Unlimited being a recognised innovative force in the field of implementing digital media, by governments, the civil society and donors. Apart from the tailor-made project development in countries where press freedom is threatened the most, as mentioned in paragraph 4.1, Free Press Unlimited wants to define thematic areas which will form the core of the work Free Press Unlimited wants to carry out in other countries. These will mainly be poor developing countries and countries in transition to democracy.

Gender and participation

The most important factor in the field of participation worldwide is the under-representation of women in the media; not just in personnel numbers in general, but in management positions in particular. In most countries where Free Press Unlimited works, discrimination of women is manifest and often structural. This is also true for the media. Leading media organisations lack female leadership and have little focus on women as a target audience when choosing their topics. Free Press Unlimited has some experience in promoting female leadership and gender sensitive programming, but it is a long-held wish of the organisation to develop more specialised and effective programming in this field. In 2015, this priority

will be developed further and a gender policy will be formulated and implemented.

Digital access is coming. It is also reaching the poorest areas of Africa and Asia. The people in those countries would like to respond to and have a voice in the media. This is not always guaranteed in community radio projects. Participation is mainly incorporated institutionally, but the media themselves mainly broadcast information and participation in the programming is often restricted to a small group. Free Press Unlimited wants to refresh the grassroots approach of community radio and add innovative digital technology. This can be achieved by placing more emphasis in our interventions on providing a voice to (self-expression), co-creation (empowerment) and cooperation with (engagement) the people. That way they can influence their governments and leaders more effectively and hold them accountable. Countries where this kind of modernisation is desperately needed are Bangladesh, Burundi, Colombia, DR Congo, Ghana, Indonesia, Mexico and Zambia. Perhaps countries like Mozambique and Myanmar are also suitable for such a thematic approach. Free Press Unlimited will start this modernisation in 2015.

Young people and media
Free Press Unlimited has successfully established itself with its work in the field of children, young people and media in poor developing countries and upcoming economies. WADADA News for Kids is well on its way to becoming an internationally acclaimed network of media professionals that has an increasing impact it their countries. WADADA is a 'signature' project that should be cherished and nurtured.

A lot of work is currently being spent on sharing knowledge within the network. Joint productions are already a fact and improving children's participation in the programmes is ongoing. Free Press Unlimited is setting up a WADADA News for Kids in Brazil and India in 2015 and is discussing the option with other countries.

The approach to media for young people and children in conflict areas is currently mainly focussed on radio. Smaller projects have been started successfully in Burundi, South Sudan and Colombia. Within Free Press Unlimited, this work is still somewhat disconnected from other projects. However, these programmes deserve to be upgraded to a model whereby an effective specialist approach is developed together with specialised partners in the field of children and young people. This has to be started in 2015.

Investigative journalism
Many people who think about development work give high priority to increasing the (downward and upward) accountability in developing projects. This accountability is necessary for proper management and social development. And this is exactly where investigative journalism can play a crucial part. It is hard to imagine how a government can be held accountable without good, qualitative and independent investigative journalism. Investigative journalism and reliable media are necessary to provide effective accountability. Free Press Unlimited developed basic modules and an approach to promotion and education in the area of investigative journalism in Morocco, Moldova and South Africa. In Egypt, a lot of attention was paid to training financial journalists. Limited investments have led to good results. This is an interesting area for developing a Free Press Unlimited specialism from 2015 onwards.

Experience-based learning and digital applications
The many efforts by Free Press Unlimited to set up self-sufficient educational institutes for journalism have been less successful than expected. While many schools for journalism, set up by Free Press Unlimited in South-eastern Europe in the past, still exist today, these same successes were not achieved in Asia, Africa and the Middle-East. Financial and organisational sustainability of such educational institutes is, in fact, a task for ministries, universities and colleges. That is why Free Press Unlimited intends to stop investing in media-supporting institutes and educational institutes that provide classroom training and that do not directly contribute to the media production by media professionals. In 2015 an exit strategy will be applied to these institutes (Egypt, Iraq).

Free Press Unlimited only wants to invest in partner organisations whose core objective is providing experience-based learning during the media production process ('learning by doing'). In other words: Free Press Unlimited strongly believes in the need for professionalization and the development of skills of media professionals in their working environment. Using experience-based methods, Free Press Unlimited will enable knowledge transfer in an innovative way together with media partners.

An example of such methods is the StoryMaker project, whereby knowledge on journalism is provided for free using digital resources. Also, students who are interested can develop into trainers and experts through targeted guidance and mentorship. This makes StoryMaker a 'signature project' as well. The objective is to provide

cheap resources as a vehicle for popularising and spreading the journalistic method and in doing so, democratising journalism.

Security and protection

Over the past years, Free Press Unlimited has increasingly realised that the security and protection of journalists is an issue that requires an effective and integrated approach. Targeted attacks on journalists with the aim to avoid information being published, threats to female journalists and targeted observation of data are a constitutional threat to human rights defenders including journalists and their sources.

More and more we see a combination of 'classic' physical violence, psychological intimidation and digital paranoia. This takes its toll among journalists, whistle-blowers, investigative journalists and citizen journalists. Free Press Unlimited is proud to enable these people, so that they can continue their brave and important work of providing information. It is becoming increasingly important to protect these people, because the threats to these information providers take place in nearly all areas we work in and are not restricted to the repressive countries. That is why Free Press Unlimited has strengthened its connections with lobbying and advocacy organisations such as Freedom House. Free Press Unlimited remains focussed on the pragmatic support of local journalists in need, within and beyond its thematic programmes.

Examples of Free Press Unlimited's programmes are: the Internet Protection Lab (IPL) and the emergency fund for journalists, 'Reporters Respond'. These programmes will be expanded in 2015, because security and protection in general are a priority focus area of Free Press Unlimited.

4.3 Professionalization

The ambitions described above require a further professionalization of the organisation and employees of Free Press Unlimited. Professionalization of communication and networking in order to better assess situations, as well as developing unique projects that can count on comprehensive support. The Continuous Professional Development Plan, which was started in 2013, will therefore be continued and will develop into a trademark of the organisation.

Apart from that, Free Press Unlimited will have to embrace the further development and implementation of the Planning, Monitoring and Evaluation System (PME). Donors increasingly ask for results combined with a relevant track record to assess if the organisation is able to carry out programmes within the available time and in a systematic manner. Free Press Unlimited will further develop its monitoring protocol in 2015 and incorporate it into the organisation.

As far as lobbying and advocacy are concerned, Free Press Unlimited plays a part based on themes and/or in countries where it is present and works with partners. This particularly applies to the following areas:

- Protection of journalists via the emergency fund, 'Reporters Respond', by the protection of and lobby for individual human rights defenders and the room for civil society in general
- Freedom of the Internet and protection of digital liberties by working on secure access to information and the prevention of digital persecution
- Anchoring the importance of media in development, by strengthening upward and downward accountability, media in fragile states and crisis situations and strengthening freedom of expression.

All this is high on the agenda for 2015.

5. Good Governance

5.1 Supervisory Board
The Supervisory Board (SB) of Free Press Unlimited will consist of the following people in 2015:

Joop Daalmeijer	*chairperson*
Marietje Schaake	*vice chairperson*
Teus Eenkhoorn	*member* (chairperson financial auditing commission)
Henk Boer	*member* (member financial auditing commission)
Corine de Vries	*member*
Ronald Gijsbertsen	*member*
Mark Fuller	*member*

In 2015, three meetings are planned for the Supervisory Board (April, September and December). Besides that, the financial auditing commission, consisting of Teus Eenkhoorn (chairperson) and Henk Boer (member), will meet at least twice per year. They mainly prepare the finances. During these meetings, the budget (October/November) and annual accounts (April) are discussed in detail with the Director of Operations and the Financial Manager, possibly in the presence of an external accountant

5.2 Board of Directors
The day to day management of the organisation will remain with the Board of Directors in 2015. The Board consists of:

- Leon Willems. *Chairperson, Director Policy & Programme*
- Ruth Kronenburg. *Member, Director Operations*

To properly manage the more than 80 projects in approximately 36 countries, the Board of Directors is assisted by the Management Team. The Management Team consists of five members. In 2015 these are:

- Leon Willems, *chairperson*
- Ruth Kronenburg, *vice-chairperson*
- Leon van den Boogerd, *Team leader Participative Media*
- Rens van de Walle, *Financial Manager*
- Teun Gautier, *interim Team leader Journalistic Initiatives*

The Board of Directors meets once a month and the Management Team meets once every two weeks on average. The roles and responsibilities of the Board are recorded in the Directors' Regulations. The position of Team leader Journalistic Initiatives has been temporarily given to Teun Gautier. We are currently looking for an appropriate replacement. We expect to welcome the new Team leader to Free Press Unlimited early in 2015.

5.3 Confidential Committee
The Confidential Committee has consisted of the following people since the start of 2012:

Jan Bonjer	*Editor-in-Chief of 'Financieel Dagblad'*
Fieneke Diamant	*Journalist*

The Confidential Committee follows the procedure as described in the Code of Conduct in case of an incident or event. The Committee reports to the Board of Director on a yearly basis.

5.4 Staff representation PVT
Due to the retirement of a number of members of the current PVT, new elections will be held early in 2015 (January).

6. Internal organisation

6.1 Training and education
As mentioned before, Free Press Unlimited runs a continual internal training programme (CPDP). The programme is coordinated by the Coordinator of Knowledge and Quality. There are a number of courses planned for 2015, including Evaluation methods, Finances and 'Lobbying and advocacy'.

6.2 Trainers Network
Trainers and consultants play an important role in strengthening our partners' capacity. Free Press Unlimited would therefore like to involve trainers and consultants in the day to day business of our organisation more often and use them as 'ambassadors' as well. The network is brought together via a separate group on LinkedIn. This way, Free Press Unlimited aims to expand the network while at the same time keeping it up to date. The LinkedIn group is already live, but we will start using it more actively in 2015.

6.3 Systems: Promis, IATI, ISO, PME and security policy

Promis / IATI
Free Press Unlimited wants to be completely IATI-proof by January 2016. IATI stands for International Aid Transparency Initiative. This is an international method for

exchanging information on development cooperation in a similar and transparent manner. The Ministry demands that organisations publish via IATI from January 2016 if they wish to apply for subsidies. This is completely in line with the trend of donors wanting to monitor and influence results. Via IATI, projects can be compared. Available information includes, for example, the amount of money spent in a country, the objectives of a project and the results achieved. In order to publish information in accordance with IATI, Free Press Unlimited's internal organisation will need to start reporting in a uniform manner, as well. That is why Free Press Unlimited is examining a new project management information system (Promis). Free Press Unlimited has set up a task force for this far-reaching project. They will carry out as much of the preparation as possible and have been given the assignment to inform employees of Free Press Unlimited on a regular basis and involve them in decision-making. We plan to publish a number of projects in accordance with the IATI standards early in 2015 (April) using a manual system (AIDstream). The new promis must be ready by the end of 2015 so it can be used on 1 January 2016.

ISO
Our current ISO certificate expires in April 2015. Free Press Unlimited carries out at least 2 internal audits per year, but has decided to aim for the ISO Partos certificate this time, instead of the standard ISO 9001 certificate. The ISO Partos certificate is officially recognised and clearly better suited for the work of NGOs. We do not expect this certificate to cause problems. The quality accreditation is the responsibility of the Risk Manager at Free Press Unlimited.

PME
The current PME system is still very much focussed on MFS. As this does not apply anymore after 2015 and Free Press Unlimited is preparing for this through its MASP, the PME system will have to be altered. 2015 will focus on evaluating and finishing MFS projects and setting up an adjusted PME system.

Security policy
The current security policy needs to be updated and this will take place at the beginning of 2015. Focus has shifted to the 'duty of care' that may be expected of Free Press Unlimited regarding various target groups. Furthermore, training on crisis management will take place in 2015.

6.4 Communication
Early in 2015 we plan to provide an adapted version of the multiannual plan for the purpose of (external) communication. The plan will, of course, be in line with

the Multiannual Strategic Plan 2013 – 2017. With regard to internal communication, we have planned an employee survey. Based on the outcome of this survey, a few aspects of internal communications will be changed. The survey will be carried out together with the Staff Representation (to be) and the Communications department.

6.5 Corporate social responsibility
Much of Free Press Unlimited's policy on CSR has already been incorporated in our 'Code of Conduct'. Apart from that, Free Press Unlimited stimulates a paperless office, the use of public transport, environmentally friendly detergents, the use of sustainable power sources and biological products for the company lunch.

B. Programmatic Plan

The programmatic part is divided into six result areas that Free Press Unlimited has focused on since 2011.

Result area	Description
1.	Vulnerable groups are able to produce and use news and information.
2.	Media organisations have been strengthened and have a better relationship with the public.
3.	Media supporting organisations have been strengthened.
4.	Media platforms/networks have been set up and are operational.
5.	Providing reliable information in specific situations.
6.	Individual journalists / bloggers are able to produce qualitative news and information in secure circumstances.

The appendix shows an overview of the planned activities for 2015, in accordance with the above set up and subdivided by country.

C. Financial Plan

1. Policies on Fund raising and Reservations

To be prepared for the future, especially after 2015, it is the Board of Directors' opinion that investments need to be made in fund raising. The Supervisory Board supports this opinion. Free Press Unlimited does not just want to increase the number of donors, but especially the subsidies allocated by those donors. For this purpose, a new department, called the Department of Donor Relations, has been set up in December 2013. Their target for 2015 is to acquire an additional 3.6 million euros of funding. This target is taken from the multiannual plan 2013 – 2017, which aims to continue Free Press Unlimited's viability after 2015.

Policy on reservations

The policy on reservations is meant to ensure that the cost of operation can be covered for one year, without any income. This means saving up and, if possible, adding the donations by the National Postcode Loterij and by private donors to the continuity reservation. The policy on reservations, as established in 2011, was evaluated in 2013 by the Financial Auditing Commission and established as follows:

- The aim is to have built up a continuity reservation to cover the cost of operation of 1 year. This was calculated to be 2 million euros;
- The minimum is 70%
- The maximum is 150%.

The policy as described above has been approved by the Supervisory Board.

2. Explanation of the budget for 2015

The budget for 2015 has been determined with some caution in light of the changing world around us and the need for funding other than governmental. That is why the main challenges for the coming year are the cost cuts on government spending for development cooperation, the end of the MFS-2 projects and the ambition to gain more private funding. The latter in particular requires investments and leads to an increase in the percentage of own fundraising from 4 to 8% (forecast).

The end of the MFS-2 funding will result in a reduction of budgeted income from this Co-Financing System by € 2.2 million in 2015. Mainly due to an increase of the budgeted acquisition post by € 800k, the reduction in the total income is limited to € 1.5 million, i.e. -9%. As the budgeted total expenses will decrease by 8%, a negative balance is forecast which will be withdrawn from the continuity reservation if the year actually closes with a negative balance. Of course, Free Press Unlimited strives to keep this deficit to a minimum. That is why there will be even more emphasis on qualitatively good funding with sufficient coverage of the indirect costs, little or no own contribution and balanced rates.

The figures take into account investments in hardware, costs for implementation of IATI and extra expenditure for fundraising. The latter can be seen in the higher budget for personnel expenses, although this increase is also explained by expansion for specific projects.

3. Quantified budget 2015

in € in accordance with Guideline 650

STATE OF INCOME AND EXPENDITURE						

INCOME	Budget 2015		Budget 2014		Difference 2014/2015	
Income from own fundrasing	1,350,000	9%	850,000	5%	500,000	59%
Income from actions by third parties	1,540,000	10%	1,561,938	9%	-21,938	-1%
Government subsidies	8,535,000	57%	11,278,171	68%	-2,743,171	-24%
Other income	25,000	0%	10,000	0%	15,000	>100%
Acquisition	3,600,000	24%	2,800,000	17%	800,000	29%
TOTAL INCOME	**15,050,000**	100%	**16,500,109**	100%	**-1,450,109**	-9%

EXPENDITURE						
Spent on objectives						
Media support programme	14,576,866	96%	15,738,456	95%	-1,161,590	-7%
Spent on acquisition of donations						
Cost of own fundraising	106,190	1%	131,975	1%	-25,786	-20%
Acquisition of government subsidies	247,776	2%	307,942	2%	-60,166	-20%
	353,966	2%	439,917	3%	-85,952	-20%
Spent on management and administration						
Management and administration	324,351	2%	316,348	2%	8,003	3%
TOTAL EXPENDITURE	**15,255,183**	100%	**16,494,721**	100%	**-1,239,539**	-8%
Balance income and expenditure	**-205,183**	-1%	**5,388**	0%	**-210,570**	>100%
Change to reserves and funds	205,183					
FINAL BALANCE	**0**					

RATIOS	2015	2014
Objective expenditure / total income	96.9%	95.3%
Objective expenditure / total expenses	95.6%	95.5%
Costs own fundraising / income own fundraising	7.9%	4.1%
Management & administration / total expenses	2.1%	1.9%

Annexes

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Annex 1: B. Programmatic Plan 2015

Plans at country level

Afghanistan	Intended partners: • Salam Watandar	
Result area(s):	**Objective(s):**	**Most important expected results**
2. Strengthened media organisations	FPU's specific objectives in Afghanistan are the following: • Enabling Afghan media outlets to serve the country's rural population more effectively by upgrading skills and introducing innovative uses of participatory and interactive media. Disseminating practical ideas and information which can help rural Afghan audiences to improve their economic and social livelihoods. • Upgrading the skills of Afghan media professionals so they can more effectively use these media skills to enlarge the space for cultural expression, freedom of speech and citizen engagement in social processes. • Promoting the awareness of civil society and non-governmental organisations and their work in Afghanistan.	In 2015 Free Press will provide long-term support and development of Salam Watandar's "Rahe Qarya", a radio broadcast to provide practical information by radio for Afghan farming families and rural dwellers. Results: • A Salam Watandar production team of 18 provincial reporters plus 8 production staff members (including interns), will receive training and practical experience in improved radio production skills. • Salam Watandar journalists will take part in specific training sessions, and two radio journalist interns will be employed for a number of months at all times, giving practical, on-the-job experience to an increasing number of junior journalists. • Original RQ radio content is being broadcast for a total of two hours a week (4 x 30-minute programmes) at peak listening times in both national languages, Dari and Pushto, on a network of more than 60 private, local FM stations in 34 provinces which reach a potential audience of 17,000,000 people. Each 30-minute programme is also rebroadcast at least once in order to reach additional listeners. • FPU will support Salam Watandar in sourcing new funding to support the improved Rahe Qarya in the longer term.

Armenia	Intended partners: • **Lori RTV** • **Yerevan Press Club**	
Result area(s):	**Objective(s):**	**Most important expected results**
2. Strengthened media organisations	• The project aims to create dialogue between the inhabitants of Vanadzor (Armenia) and Kars (Turkey), by establishing up a sustainable partnership between the Armenian Lori TV, the Turkish Serhat TV and Kanal 13 from Azerbaijan. Their attempt to offer an alternative to Turkish and Armenian nationalist media, stereotypes and propaganda, by paying attention to cultural similarities instead of differences, is unique. It is also a valuable addition to building peace in the entire region, especially amongst young people. Moreover, the project can inspire other media in both countries to take similar steps.	• Professional exchange and regular communication between Lori TV Armenia and its counterparts in Azerbaijan (Kanal 13) and Turkey (Serhat TV) is ensured through financial and journalistic support of FPU. • Three stations contribute to fostering mutual understanding between the three communities through making (joint) TV programmes, documentaries, organizing conferences and competitions on local and regional issues. • The quality of joint productions of Lori TV, Serhat TV and Kanal 13) is improved addressing the real needs of the local audiences in border towns and in the wider region. • Three stations develop a fund-raising plan to ensure the sustainability of their joint activities beyond 2015.
6. Individual journalists / bloggers	• Regional meetings of journalists from South Caucasus and Turkey: by uniting journalists from South Caucasus in Turkey, FPU hopes to bring about a change in journalistic rhetoric over the various 'frozen' conflicts in the region, especially the conflict over Nagorno-Karabakh. • Supporting initiatives of young journalists on multimedia journalism in order to establish a sustainable network for critical journalism products with high quality visuals.	• Regional meetings and trainings are organised to facilitate cooperation and exchange between individual journalists/ photo journalists from Southern Caucasus and Turkey. • New media initiatives by trained journalists promote fact-based and balanced journalism in the wider region and employ non-nationalistic rhetoric.

Azerbaijan	Intended partners:
	• **Baku School of Journalism**
	• **Meydan TV**
	• **Kanal 13**
	• **Azerbaijan Committee of Helsinki Citizens' Assembly**
	• **Omrop Fryslan**
	• **Amsterdam School of Journalism**

Result area(s):	Objective(s):	Most important expected results
2. Strengthened media organisations	Azerbaijan is one of the most repressive states and press freedom is extremely limited. Media in Azerbaijan is under strict government control and journalists largely unable or unwilling to serve as a watchdog of government actors and activities. Free Press Unlimited will provide structural support to long-term partner in the country the Baku School of Journalism (BSJ) & Meydan TV. Meydan TV will be supported to improve their managerial and journalistic capacity with a special focus on investigative journalism. The idea is to improve the quality of the items produced and the overall managerial capacity which would allow Meydan TV to attract more funding from other donors and become financially sustainable. A new component in 2015 will be the professional partnership between Meydan TV and Baku School of Journalism. The new graduates of BSJ will prepare a weekly program which will focus on the highlights of the week with in-depth investigations and reportages. Special attention will be given to the protection and improvement of digital security of the partner organisations. The most pressuring issue during the course of 2014 appeared to be increasing government pressure on media in Azerbaijan. All indications are there to suspect that all media operations are considered as threat by the government and its security apparatus is in constant alert to identify and suppress all free media, including online media. Thus it is imperative that our partners are trained so as to be aware of and respond properly to surveillance attempts, to ensure the security of their news sources and their online operations and be ready to encounter unexpected and possibly extra judicial government • 'Twinning' between Armenian, Turkish and Azerbaijani local media: Kanal 13 is prepared to collaborate with partners from Armenia and Nagorno-Karabakh and produces independent and balanced news on regional topics.	• Baku School of Journalism (BSJ) continues to execute its activities as the sole organisation providing quality journalism training in Azerbaijan through financial support of FPU. • The quality and variety of the courses and modules offered by BSJ are improved through professional exchange between BSJ and the vocational School of Journalism in Amsterdam. • Meydan TV's local and international profile as a professional news organisation is increased. • Awareness on political, social and cultural developments in Azerbaijan among national public and other key stakeholders is increased as a result of Meydan TV's improved investigative journalism capacity. • BSJ and Meydan TV jointly produce and broadcast programs with in-depth investigations and reportages. • All partners in Azerbaijan employ self-help measures to protect their digital security and to prevent security failures. • A fund-raising strategy is developed in cooperation with the partners in Azerbaijan to ensure their sustainability. • Professional exchange and regular communication between Kanal 13 in Azerbaijan, Lori TV in Armenia and Serhat TV in Turkey is ensured through financial and journalistic support of FPU. • Three stations contribute to fostering mutual understanding between the three communities through making (joint) TV programmes, documentaries, organizing conferences and competitions on local and regional issues. • The quality of joint productions of Kanal 13, Lori TV and Serhat TV is improved addressing the real needs of the local audiences in border towns and in the wider region. • Three stations develop a fund-raising plan to ensure the sustainability of their joint activities beyond 2015.

| 6. Individual journalists / bloggers | • Regional meetings of journalists from South Caucasus and Turkey: by uniting journalists from South Caucasus in Turkey, FPU expects to bring about a change in journalistic rhetoric over the various 'frozen' conflicts in the region, especially the conflict over Nagorno-Karabakh.
• Supporting initiatives of young journalists on multimedia journalism in order to establish a sustainable network for critical journalism products with high quality visuals. | • Regional meetings and trainings are organised to facilitate cooperation and exchange between individual journalists/ photo journalists from Southern Caucasus and Turkey.

• New media initiatives by trained journalists promote fact-based and balanced journalism in the wider region and employ non-nationalistic rhetoric. |

Bangladesh	Intended partners: • **Article 19 Bangladesh** • **Bangladesh NGOs Network for Radio and Communication (BNNRC)**	
Result area(s):	**Objective(s):**	**Most important expected results**
1. Vulnerable groups	• Improve capacities of women journalists • Raise public awareness on discrimination and abuse against women	• 30 female journalists have received intensive training • Gender discrimination is documented and monitored • Mobilization and legal support for protecting women journalists is provided • Awareness raising and advocacy campaigns take place
2. Strengthened media organisations	BNNRC: To support community radio stations in the further development of skills and the procurement of equipment, with the aim to produce and broadcast programmes in the context of poverty reduction and promotion of good governance. BNNRC improves its ability to commit itself to the community media movement in Bangladesh.	• 16 community radio stations receive training and technical assistance for the production and broadcast of radio programmes • Helpdesk and support provided to 20 new radio stations • Personnel of BNNRC have the necessary knowledge and skills to dedicate themselves to representation and awareness; as a result, community media can act as a platform to give a voice to the voiceless and the disadvantaged.

Burundi	Intended partners:
	• **Radio Bonesha**

Result area(s):	Objective(s):	Most important expected results
1. Vulnerable groups	• Increased attention and coverage (quantitative and qualitative) in the Burundian media about youth issues. • Improved understanding of important issues in the daily lives of young people by Burundian young people themselves, parents, media an policymakers.	• The quality of participative youth radio programmes in Burundi has increased. • Participating radio stations are working towards real youth-led radio programme production. Youth journalists are trained in creativity and radio production. • Listeners and makers of the youth radio shows (young people themselves, parents, media and policymakers) demonstrate an improved understanding about important issues in the daily lives of Burundian youth • Attention in news bulletins for child and youth related issues increased and children and youth are portrayed in a diversity of roles through training of media professionals in the portrayal of youth in the news

Central African Republic	Intended partner:
	• **Association des Radios Communautaires ARC**

Result area(s):	Objective(s):
	The **overall objective** of the programme is to promote peace by strengthening the role of the media in conflict prevention, rehabilitation, reconciliation and stability The **specific objective** is a quality improvement of the technical, journalistic and management capacities of 11 community radio stations so that they can contribute to pacification and socio-economic rehabilitation of the Central African republic. Most important expected results: • The community stations have access to effective equipment to continue or restart broadcasting. • The quality of the programs of the community radio stations has been improved permitting the radio stations to play their role in the prevention of violence, sensibilisation of the population in a culture of peace, promoting social cohesion and with special interest for women and youth. • The own revenues of the stations allow them to cover (a large part) of their costs, and safeguard their continued existence. The management of the stations is more efficient and effective. • The Association of Community Radios (ARC), is a professional organisations that strengthens the capacities of their members and defend their interests.

Colombia	Intended partner: • **Agencia Pandi** • **Ayara/Young in Prison** • **Casa Rodante**	
Result area(s):	**Objective(s):**	**Most important expected results**
1. Vulnerable groups	• Increased attention for youth issues in the media in Colombia • Improvement of quality and participation of children and youth programmes in Colombia	• The quality of participative youth programmes in Colombia has increased • The quantity of the broadcasting of productions made by, for and with CYP has increased • Attention for child and youth related issues in the media has increased • Children and youth are portrayed in the media in a diversity of roles • Colombian child reporters are able to produce good-quality pieces that are regularly broadcasted by an alliance of national (and possibly international with WADADA) media outlets

Democratic Republic of the Congo	Intended partner: • **Journalistes en Danger – JED** • **Collectif des Radios Communautaires du Nord Kivu, CORACON** • **Association des Femmes de Média, AFEM-SK** • **Federation des Radios de Proximites du Congo (FRPC)** • **Radio Maendeleo**	
Result area(s):	**Objective(s):**	**Most important expected results**
2. Strengthened media organisations	North Kivu: to contribute to peace and safety by speeding up dialogue, better safeguarding of human rights and distributing relevant and reliable information that will increase the safety of the people.	With CORACON in North Kivu • Training (precise subject to be defined) • Programme production
4. Media platforms / networks	Review of the legislation on freedom of expression and press freedom.	With JED and FRPC • Review of law on press freedom
6. Individual journalists/ bloggers	To promote the influence of female journalists in the media world of DRC.	With Radio Manedeleo in Bukavu • Set up of a MESH network for young bloggers, journalists, students With AFEM in North and South Kivu • Training 10 female journalist on investigative journalisme and on line media

Egypt	Intended partner: • **Icon Media Productions**	

Result area(s):	**Objective(s):**	**Most important expected results**
1. Vulnerable groups	To start up a WADADA News for Kids programme called I-news in Egypt together with Icon Media Productions There will be weekly broadcasts on national state television via terrestrial and via satellite.	• The news for children will be broadcast on national state television reaching other surrounding Arabic countries via the station's satellite channel. • According to planning, the first broadcast of the programme I-news will be on 9 March 2015.

Georgia	Intended partners: • **Georgian Association of Regional Broadcasters (GARB)** • **GO Group Media** • **MediaArtivism**	

Result area(s):	**Objective(s):**	**Most important expected results**
2. Strengthened media organisations	GARB remains the strongest media organisation that promotes the development and independence of regional television stations.	Georgian Association of Regional Broadcasters (GARB): • Increase of GARB's capacity • Locally organized training for GARB's central studio & staions re. Presentation, editing, gender coverage. • GARB builds its programming based on audience reasearch • Small stations members of GARB benefit from digital switch over and do not disappear.
	The capacity of the GO Group to report on social topics in Georgia and the entire South Caucasus increases.	GO Group: • Increased capacity of Go Group to produce news and analysis from the whole Caucasus region (online news hub project), • Consultancy related strategy planning delivers results and is followed by the management
6. Individual journalists/ bloggers	Georgian (regional) journalists become part of the on-line multimedia agency of journalists from all three South Caucasus countries.	MediArtivism: • On-line multimedia platform MyAngle is further developed and re-launched early 2015, not only in Tbilisi but also in Yerevan and Baku • 200 media professionals from the South Caucasus become members of the on-line agency • The web site displays the best multimedia work produced in the South Caucasus

Indonesia	Intended partner: • **Indonesian Association for Media Development - PPMN**	
Result area(s):	**Objective(s):**	**Most important expected results**
2. Strengthened media organisations	The objective of the Indonesia PF 2.0 program is to contribute to the professional development of media outlets and women journalists from community media to produce quality information for local and regional audiences in Indonesia, reaching listeners and viewers deprived from mainstream media. In order to do that, the Indonesian Association for Media Development (PPMN) will be supported to develop a fellowship and training program for women professional and citizen journalists from community media in remote regions of Indonesia.	• Professional and citizen women journalists in remote areas will have increased journalistic skills capacity • Bridging of information gap between the urban centers and the remote areas through improved programming of community media • Capacity strengthening of PPMN on organizing fellowships for women journalists from community media in remote areas

Iran	Intended partner: • **Radio Zamaneh**	
Result area(s):	**Objective(s):**	**Most important expected results**
2. Strengthened media organisations	To provide Iranian citizens with access to reliable information on issues that are of relevance to their daily lives, information that is relevant, trustworthy and that respects the plurality of voices and lifestyles in Iranian society. FPU does so be supporting exile 'Radio Zamaneh' (RZ) In 2015 the aims are: • to prepare RZ for mobile media consumption; • to develop RZ app for mobile devices, • to develop Persian version of StoryMaker.	• RZ websites are prepared for mobile platforms • A RZ app is available for mobile phone users and widely distributed inside Iran • An Iranian version of StoryMaker has been developed and is available for the Iranian/Persian market

Iraq	Intended partner: • **Independent Media Centre in Kurdistan (IMCK)** • **Kirkuk Now** • **Awene** • **AlMahabe FM**	
Result area(s):	**Objective(s):**	**Most important expected results**
3. Strengthened media supporting organisations	Overall aim of the program is to promote professional standards in journalism. Important elements are citizen participation and public dialogue in democratization processes. In view of the present IS-related crisis in Iraq and the deteriorating safety situation for journalists, the focus in 2015 will be on conflict reporting, ethics and reporting on minorities and gender related issues. FPU will seek ways to guarantee continuity of its main implementing partner in Iraq – IMCK – and the few remaining independent media Awene and KirkukNow. FPU will seek to introduce new innovative media technologies and projects like Stortymaker, publeaks and factchecker.	• The mid term sustainability of the IMCK is secured – and IMCK is able to continue its offer of training and consultancy to the media • FPU/IMCK have organised a series of seminars/trainings on conflict reporting. Reporting humanitarian crisis for at least 100 journalists/ reporters. • Awene and KirkukNow, leading independent media, have been able to continue to operate and to expand their operations • Under the Pax/ FPU program 'We are all citizens', 20 young journalists have been trained in minority reporting. 10 participants received a grant to enable them to produce a multi-media production. • AlmahabaFM has developed a publeaks-based platform for secure communication on issues related to violence against women.
6. Individual journalists can safely produce media content	FPU will also continue to promote new practices in mobile phone reporting through the project StoryMaker.	50 citizen reporters will be trained in mobiel phone reporting, using StoryMaker.

Kosovo	Intended partner: • **Kosovo 2.0** • **Urban FM/Independent News Centre (INC)** • **Kosovo Press Council** • **Centre for Investigative Reporting (COHU)**	
Result area(s):	**Objective(s):**	**Most important expected results**
2. Strengthened media organisations	• Kosovo 2.0 will be the most influential platform for young people in Kosovo. • Urban FM/INC regularly produces joint radio programmes on politics in Kosovo and on the relation between Kosovo and Serbia in particular. • COHU will be strengthened by offering expertise and training	• The printed edition of Kosovo 2.0 will appear every quarter in Albanian and Serbian • Organization of a conference / festival marking the World Press Freedom Day (for the third year in a row) • 17 radio stations, including stations from Serbia, contribute to and benefit from joint programming • Programming of 17 radio stations is enriched and improved. • One training for INC about setting up an advertising agency • Financial support to increase COHU's capacity • One exchange between COHU and the Romanian Association of Investigative Journalists

3. Strengthened media supporting organisations	Strengthening the Kosovo Press Council. The public is aware of its role in the media world.	• One seminar Media and Judiciary to be organized by PCK using financial support of FPU • One exchange between PCK and the Raad voor Journalistiek using financial support of FPU

Mexico	Intended partners: • A NationalTelevision Channel to be defined • MexicoLeaks – partners: Proceso, PODER, Emeequix, Periodistas de a Pie • Periodistas de la Pie	
Result area(s):	**Objective(s):**	**Most important expected results**
1. Vulnerable groups	We will hopefully start a WADADA News for Kids programme in Mexico on either Canal ONCE or Canal 22. Negotiations are ongoing.	Contract negotiations and start-up of WADADA News for Kids programme in Mexico.
3. Strengthened media supporting organisations	• Develop the whistle blowers online platform (design, technical set up, promotion, security) in cooperation with PODER a new partner in Mexico, relying on local expertise re. ICT and digital security. • Link and learn at the regional level, making best use of all the project experiences from Mexico • Awareness raising related secuirty and especilluy digital security • Strengthening of capacities to investigate for Periodistas de a Pie network.	• MexicoLeaks in launched with the participation of key independent media and civil society organizations. • A follow up to the boot camp (2013) taked place in 2015 taking into account sustainability, ways of distribution of content, safety and security, and ownership of reporting produced by PaP network. • Continued efforts to fund raisie are made so that both PdaP and MexicoLeaks platforms can produce good investigative jpurnalism. • A similar boot camp it organized in Columbia in 2015.

Morocco	Intended partners: • Spring Media Training • Qandisha	
Result area(s):	**Objective(s):**	**Most important expected results**
6. Individual journalists/ bloggers	FPU aims to promote and expand (defend) the space for independent, professional journalism in Morocco by: • promoting investigative journalism • strenghten online news and information media • bridging the gap between traditional media and citizen journalists. • develop new tools for media, enhancing their capacity for secure communication	• 10 online media in North Morocco have participated in a program to enhance the multi-media reporting skills of their reporters. • Qandisha – an online women magazine – has developed a publeaks-based platform for secure communication on issues related to violence against women. • 20 young journalists/ citizen reporters are trained in using StoryMaker as a device for mobile phone reporting. • At least one new innovative project, using publeaks type of technology, has been developed and funded.

Pakistan	Intended partner: • **Pamir Times** • **Tribal News Network** • **Bytes For All** • **Pakistan Press Foundation**	
Result area(s):	**Objective(s):**	**Most important expected results**
2.Strengthened media organisations	The long-term objective of the programme is to support specific media initiatives addressing the needs of underserved populations in the Pushtun areas of western Pakistan (Khyber Pakhtunkhwa and FATA), the mountainous northern areas (Gilgit-Baltistan and Chitral), southern Punjab and the Makran coast of Baluchistan, building the skills of local and citizen journalists in order to create sustainable media organisations in these overlooked regions which will eventually operate independently as long-term sources of reliable news and information for these regions.	• The Pamir Times news/information website upgrades the quantity and quality of its coverage of developments in Gilgit-Baltistan and Chitral • A minimum of 25 journalists in GBC, including at least 7 women journalists, acquire new reporting and media skills which will enable 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 and FATA. • A minimum of 30 journalists and media workers in Khyber Pakhtunkhwa and the Federally Administered Tribal Areas (FATA) – including at least 5 women journalists and media workers -- acquire new reporting and media skills which will enable them to serve local audiences more effectively. • TNN's partner radio stations will be trained which will lead to beneficial, long-term partnership with the network of partner stations.
1. Vulnerable groups	PakVoices platform: B4A will build a network of local and citizen journalists that will highlight developments (social and governance issues) in underserved areas.	PakVoices network will be set up in southern Punjab and the Makran coast, two regions that have underserved and impoverished communities, which will allow reporting on local developments. For this, local and citizen journalists are trained in reporting and multimedia skills; a citizens' news and information portal is created on which reports on themes of social relevance will be published or broadcast widely via the portal and other social media platforms, including to mainstream media.

6. Individual journalists:	StoryMaker: • FPU will adapt its StoryMaker app for use by Urdu-speaking journalists in Pakistan and introduce it to partner journalists with the objective of enabling local journalists, both male and female, to produce more effective video and audio media reports to inform their audiences more efficiently.	StoryMaker: • Translate StoryMaker text into Urdu language and adapt content for the Pakistani cultural context. • Train (Urdu-speaking) Pakistani trainer in use of StoryMaker. • Pakistani trainers train selected journalists from FPU partners (Pamir Times, Tribal News Network, PPF/B4A network) in use of StoryMaker.
	Journalists safety training: • FPU will support Pakistan Press Foundation that will organise training in cooperation with Bytes For All to assist journalists where FPU projects are implemented to make them aware of physical and digital threats to their safety and reduce those risks.	Journalist safety training: • PPF develops training modules on physical and digital safety awareness, including practical exercises. • 180 journalists, media professionals and media owners (including women) are trained in physical and digital safety during practical workshops in three major cities - Karachi, Multan, and Rawalpindi/Islamabad. Local police, Red Crescent, and press clubs are involved in training. • 24 of the journalists will also receive the advanced training in digital security.
5. Providing reliable information in specific situations	• Provide reliable information in local language of minority and underserved groups. • The Pamir Times contributes to the protection and development of minority languages and cultures by its support for minority language pages in Shina, Burushaski and Wakhi. • Pamir Times will monitor and report on local elections in GB-region.	• Beside English, the news is offered in 3 minority languages that are spoken in Gilgit-Baltistan-Chitral, including Shina, Wakhi and Burushaski, which are underrepresented in mainstream media. The reporters will report reliable news on local issues. • In the GB-Votes project, the reporters of Pamir Times are trained by B4A on election reporting in Gilgit-Baltistan region. A GB Votes website will collect, produce and publish election-related news, views and statistics (on constituencies, election violence, results, etc). • TNN will provide daily bulletins of local news for a network of private and government radio stations in Khyber Pakhtunkhwa and the tribal border area, and bulletins of local news available online. This will begin to redress the absence of information on local developments for residents of this unstable area, which is profoundly troubled by religious extremism and militant groups.

Somalia	Intended partner: • **FM Radio Stations, websites, kranten in Zuid Centraal Somalie, Puntland en Somaliland** • **Mogadishu University** • **Puntland State University**

Result area(s):	Objective(s):	Most important expected results
2. Strengthened media organisations	A cohort of journalism educators/trainers, media managers and journalists is driving the transition to ethical, independent journalism that is growing in quantity and quality. Radio stations via mobile phone technology increase audience interaction/understanding, voicing public opinion.	• Media management and business training of Somali radio and print/web news outlet managers and owners • Improved skills of media managers: improved business management, benefiting the sustainability and credibility of the media outlets through better business planning and a clear division between management and editorial affairs through setting up editorial policies. • Improved interaction between media outlets and audience; increasing the frequency and quality of audience research and providing more avenues for public voices and opinions through mobile phone technology. • Improved access to credible information for the people of Somalia through the production of the weekly Radio Hirad programme and redistribution of programmes to local stations country-wide.
3. Strengthened media supporting organisations	Academic journalism training institutions formally collaborate with vocational/practical journalism trainers Universities, training centres & media outlets are using standardised curricula & materials, adapted to Somali context The media association of Somaliland (SOLJA) is functioning	• Journalist trainers are equipped with additional skills for providing a wider variety of training at the FPU media centre in Hargeisa. • Journalist educators are equipped with (didactic) skills for providing training at academic institutions. • Improved skills of professional journalists: through tailor made training programmes focused on skills, collaboration and security, adjusted to the needs of the targeted media organizations and practitioners. • Journalism curricula are standardised to the Somali context on the basis of the UNESCO journalism curriculum and used and exchanged through open education resources by vocational and academic training institutions. • Improved skills and understanding of SOLJA.

South Africa	Intended partners:
	• ANCIR (African Network of Centers for Investigative Journalism) (projects are pan-african, coordinated from South-Africa).

Result area(s):	Objective(s):	Most important expected results
6. Individual journalists/ bloggers	Overall objective for both projects: • To stimulate, promote and strengthen professional investigative journalism in Africa. • To provide direct support for investigative stories through a small grants fund.	Based on the funding available, a total of 10 stories will be funded between Dec 2014 to June 2015. The final number of supported stories depends on submissions.
5. Providing reliable information in specific situations	• To deploy Publeaks and promote AfriLeaks throughout the continent.	• By June 2015, AfriLeaks will be provided to 20 media entites from 15 countries across the continent. • Each media house will have received a customized IJ programme targeting investigative capacity weaknesses to complement the AfriLeaks programmes. • In the process, 2 new IJ hubs (Zambia and Zimbabwe) will be developed.

South Sudan	Intended partners:
	• TBC • Free Voice /Conn@ctNow

Result area(s):	Objective(s):	Most important expected results
1. Vulnerable groups	• Increased attention for youth voices in the media in South Sudan • Improvement of quality and participation of children and youth programmes in South Sudan	• The quality of participative youth radioprogrammes in South Sudan has increased • The quantity of the broadcasting of radioproductions made by, for and with children and youth has increased • Attention for child and youth related issues in the media has increased • Children and youth are portrayed in the media in a diversity of roles

Syria	Intended partners:
	• **EJSA – Ethical Journalism for Syria Alliance which includes**
	• **Syrian Journalists Association (SJA)**
	• **Syria Newsdesk**
	• **ARA News**
	• **Al-Ayyam**
	• **Shabab Souria**
	• **Enab Baladi**
	And so far up to 25 Syrian emerging mediaorganisations
	There is a EU call that seems to have been approved (waiting for concrete steps and signiture) that covers coordination at all levels on Syria media development intervention (Int-nat-local) and coordination/exchange/sensitisation between media-organisations and Civil society Organisations (Title: "Contributing to social cohesion in Syria through strengthened cooperation and coordination between Syrian media, CSOs and international stakeholders").
	Partners: Internews Europe; Madani Organisation, Global Forum for Media Development
	Beneficiaries: members of Madani, ESJA and beyond.

Result area(s):	Objective(s):	Most important expected results
5. Providing reliable information in specific situations	General objective: The Ethical Journalism for Syria Alliance (EJSA) aims to restore and enhance the basic fundamental rights of freedom of speech, thought and expression in Syria via an inclusive gender sensitive multi-level approach. Specific objectives: • To build an alliance of Syrian media organisations under an ethical charter with the aim to foster and defend free speech by holding consultative round table discussions attended by Syrian media representatives and facilitated by experts • To ensure the integrity of EJSA and its attractiveness to other Syrian media by building capacity among its members to enforce the alliance's code-of-ethics, establishing a presence for EJSA, developing a mechanism for monitoring and documenting violations, and providing extensive journalistic training to the alliance's members • To ensure sustainability of EJSA and its members by coaching their management teams on project/financial management, monitoring/reporting and long-term business plans	• Development, adoption, publication of the Ethical Journalism for Syria Charter • Journalism training, media landscape reports, and capacity-building of the beneficiaries' editors and of EJSA staff • Financial and organisational institutional strengthening for sustainability
	General objectives EU project further strengthen Syrian civil society and contribute to social cohesion through the support of cooperation and coordination processes between Syrian media, CSOs and international stakeholders (overall objective). More specifically the project aims to support independent media and civil society organisations in Syria by improving coordination, developing their capacity and building alliances between relevant stakeholders (specific objective).	Results EU project Result 1: "Improved knowledge of Syrian media landscape and media consumption habits contributes to an improved understanding of the media situation inside Syria" Result 2: "Improved collaboration between Syrian media organisations, civil society organisations and international stakeholders contributes to increase their operational efficiency" Result 3: "Syrian Civil Society Organisations develop their capacity to communicate their organisational messages via the media"

Tajikistan	Intended partners: • **Faraj newspaper/website** • **Impuls newspaper/website** • **Media Consulting** • **Independent School of Journalism "Tajikistan XXI century"**	
Result area(s):	**Objective(s):**	**Most important expected results**
2. Strengthened media organisations	The aim of Tajikistan programme 2015 is to contribute to the creation of a modern and sustainable media sector, increase citizens' trust in local media and built a greater capacity for professional journalism training. This goal is translated to one main objective: Objective 1: The partners are able to identify donor funding available locally from international organisations and embassies; they can devise good project ideas; and encapsulate them in a proposal acceptable to international donors	A training is carried out in which the four partner organisations participate. Through the training they will be able to identify potential funding opportunities, improve proposal writing capacity to gain access to funds from international donors. With the enhanced ability to source donor funds, the partners will be able to continue build their capacities as modern media businesses with diversified sources of income appropriate to the Tajik market.

Tunisia	Intended partners: • **Centre pour le Developpement des Media**	
Result area(s):	**Objective(s):**	**Most important expected results**
1. Vulnerable groups	FPU aims to promote and expand (defend) the space for independent, professional journalism in Tunisia. Concretely FPU in Tunisia will: 1. promote investigative journalism 2. bridge the gap between traditional main stream media and citizen journalists by training citizens reporters to produce quality content using the **StoryMaker-app**. 3. promote new, innovative media solutions that enhance the capacity of media to inform, analyse and debate issues of relevance to the general public.	• 3-4 trainers are enabled to lead training in investigative journalism and to coach investigative journalists. • 20 young journalists have participated in a training investigative journalism and have carried out an published an investigation. • 20 citizen journalists have been trained in using StoryMaker and are regularly producing reports. • At least one innovative project (e.g. Factchecker-Tunisia) has received funding and implementation started.

Turkey	Intended partner: • **Flying Broom, Serhat TV**	
Result area(s):	**Objective(s):**	**Most important expected results**
2. Strengthened media organisations	• Increasing investigative journalism quality and capacity of the women news website ´Flying Broom´ to address women rights violations in Turkey and empowering female journalists in their professional capacity. • 'Twinning' between Armenian, Turkish and Azerbaijani local media: Kanal 13 is prepared to work together with partners from Armenia and Nagorno-Karabakh and produces independent and balanced news on regional topics (MFS-II).	• Strengthened female voice in the public and media domain: a stronger reach, both qualitatively as well as quantitatively, of the female perspective in the press and public debate in Turkey through a women-led innovative and secure media outlet. • Empowered female journalists in their professional capacities through securing a free and unchallenged media environment, training and support. • Professional exchange and regular communication between Serhat TV in Turkey, Kanal 13 in Azerbaijan and Lori TV in Armenia is ensured through financial and journalistic support of FPU. • Three stations contribute to fostering mutual understanding between the three communities through making (joint) TV programmes, documentaries, organizing conferences and competitions on local and regional issues. • The quality of joint productions of Serhat TV, Kanal 13 and Lori TV is improved addressing the real needs of the local audiences in border towns and in the wider region. • Three stations develop a fund-raising plan to ensure the sustainability of their joint activities beyond 2015.
6.Individual journalists/ bloggers	• Supporting professional cooperation and exchange between individual journalists/ photo journalists from the South Caucasus and Turkey through regional meetings and trainings • Supporting initiatives of young journalists on multimedia journalism in order to establish a sustainable network for critical journalism products with high quality visuals.	• Regional meetings and trainings are organised to facilitate cooperation and exchange between individual journalists/ photo journalists from Southern Caucasus and Turkey. • New media initiatives by trained journalists promote fact-based and balanced journalism in the wider region and employ non-nationalistic rhetoric.

Uganda	Intended partners: • **WizArts Media Foundation**	
Result area(s):	**Objective(s):**	**Most important expected results**
1. Vulnerable groups	• Increased attention for youth voices in the Ugandan media • Improvement of quality and participation of children and youth programmes in Uganda	• The quality of participative youth radio programmes in Northern Uganda and West Nile has increased • Participating radio stations are working towards real youth-led radio programme production by providing technical and creativity support to youth in radio production. • Media attention in for child and youth related issues increased and children and youth are portrayed in a diversity of roles

Zambia	Intended partners: • **Zambia Institute of Mass Communication (ZAMCOM)** • **House of Consciousness (HoC)** • **KBA Innovations – the founder of NewZambian.com** • **African Network of Centres for Investigative Reporting (ANCIR)**	
Result area(s):	**Objective(s):**	**Most important expected results**
1. Vulnerable groups	HoC • To provide journalistic skills & online platform for young female voices and diversify media content	• Min 4 local trainers trained in StoryMaker • Min 20 young females trained in citizen journalism using StoryMaker • Min 100 videos produced • Local partner's capacity strengthened and possibilities to raise funds increased
3. Strengthened media supporting organisations	ZAMCOM • To downsize and close down its current community radio training programme by June 2015	• Min. 6 stations trained • Min. 60 people trained • 2 trainers trained in StoryMaker • ZAMCOM gains knowledge of new tool and is able to use it for other trainings
5. Providing reliable information in specific situations	NewZambian.com & ANCIR • To strengthen investigative journalism by deploying Afrileaks in Zambia	• Small hub for IJ is established • Zambian media connected to Afrileaks • Min 4 local journalists trained in research techniques and digital security

Zimbabwe	Intended partners: MFS 2: • **The Zimbabwean weekly** • **Mobile Community Zimbabwe (this is an FPU project that will be locally coordinated by Her Zimbabwe.** **Other boundary partners are Newsday, ZACRAS, Magamba, MISA, MMPZ, and HIFC and many others)**

Result area(s):	Objective(s):	Most important expected results
1. Vulnerable groups	Mobile Community Zimbabwe • Educate individual journalists on gender issues during StoryMaker training	• More media content on gender issues. • Increased awareness of the position of women in Zimbabwe.
5. Providing reliable information in specific situations	The Zimbabwean • Zimbabweans have access to objective information and news • The Zimbabwean is widely recognised as an important source of independent information	• Continuity of the local office is safeguarded • Access to independent news sources is safeguarded (weekly circulation +/- 10,000. Local sources say that 1 newspaper is read by an average of at least 10 persons)
6. Individual journalists/ bloggers	Mobile Community Zimbabwe • To promote the pluralism and diversity of news and informative media in and from Zimbabwe by providing individuals with training and a platform.	• A maximum of 70 people have been trained in the use of StoryMaker and know how to sell their journalistic product. • The MCZ website serves as a project portfolio and the videos can be seen in the Zimbabwean media world.

Thematic programmes

Theme:
WADADA News for Kids

Countries: Bangladesh, Liberia, Sierra Leone, Brazil, Egypt, Ghana, India. Mexico, Nepal, Nicaragua, Russia, Zambia, Burma, Indonesia, Bolivia, Peru, South Africa.

WADADA News for Kids programmes:
- **Tien Minuten jeugdjournaal (Suriname)**
- **NAPA (Péru)**
- **PICA (Bolivia)**
- **De Humo TV (Nicaragua)**
- **News Generation (Ghana)**
- **Zkids News (Zambia)**
- **Bona Retsang (South Africa)**
- **Naya Pusta (Nepal)**
- **Youth Voice (Burma)**
- **Teen Voice (Indonesia)**
- **Power TV (Liberia)**
- **Wetin Now!? (Sierra Leone)**
- **Kanastara (Bangladesh)**
- **Journal Rá Tim Bum (Brazil)**
- **I-News (Egypt)**
- **TocToc (Mexico) ovb**

WADADA News for Kids partners:
- **Children's Television Foundation Bangladesh – CTFB (Bangladesh)**
- **Concept Multimedia (Sierra Leone)**
- **NEFEJ (Nepal)**
- **Stichting the Backlot (Suriname)**
- **TV Cultura (Peru)**
- **Nicobis (Bolivia**
- **Promedia (Nicaragua)**
- **Multi TV (Ghana)**
- **Muvi TV (Zambia)**
- **Vuselela Media (South Africa)**
- **Democratic Voice of Burma – DVB (Burma)**
- **KBR68H (Indonesia)**
- **Power TV (Liberia)**
- **TV Cultura (Brazil)**
- **Icon Media Productions (Egypt)**
- **Canal ONCE (Mexico) – tentative**

Partners are yet to be identified for the project in India. We are looking for an alternative for Russia. Taiwan and Ecuador have expressed serious interest.

Result area(s):	Objective(s):	Most important expected results
1. Vulnerable groups	General: WADADA News for Kids contributes to the development of children into the responsible citizens of tomorrow. The television programmes that are produced and broadcast as part of WADADA News for Kids enable children (12 – 15 years old) to learn and talk about topics that are relevant to them.	Liberia • Producing and broadcasting a monthly production about the impact of the millennium development goals on the girls daily lives; • Training girls groups in video production • It is highly dependent on the development of the current Ebola crisis if the planned activities can be executed before 30 June 2015. It is expected that we should start again 1 January 2015 latest to be able to meet this deadline.

Result area(s):	Objective(s):	Most important expected results
	Specifically: To improve the quality and diversity of news programmes for children. To attract more viewers to news programmes for children and achieving a higher viewer rating. To actively involve children in the broadcasts using new technology. To come up with and implement effective business cases concerning news programmes for children by producers and stations.	• Sierre Leone: • Continue last year partnership with another six months which includes a weekly production of a WADADA News for Kids programme called Wetin Now?!?. The partner is also expected to contribute to the bi-weekly world edition of WADADA News for Kids. Sierre Leone: • Dedicated production team is trained in making TV programmes for a youth audience • At least 4 girls groups are trained in video production • At least 12 TV productions made and broadcast on TV about the impact of the millennium development goals on the girls daily lives Bangladesh: • A follow up training will be organized for the WADADA News for Kids team members in Bangladesh • The WADADA News for Kids program will be produced and broadcasted • The program will have its official launch mid 2014 • A business and marketing plan will be set up Bolivia: • Annual WADADA News for Kids summit will be held in Bolivia in August 2015. The location needs to be determined and considered because of the altitude. Brazil: • Training will be organized by WADADA News for Kids headquarters in Amsterdam. • The WADADA News for Kids program will be produced and broadcasted starting March 2015. Egypt: • Training will be organized by WADADA News for Kids headquarters in Amsterdam. • The WADADA News for Kids program will be produced and broadcasted starting March 2015

Result area(s):	Objective(s):	Most important expected results
		Ghana: • In 2015, Multi TV continues the twice weekly production of News Generation without the financial contribution of FPU. • News Generation remains part of the network and contributing to the bi-weekly world edition of WADADA News for Kids. • An alternative project / production in Ghana / West-Africa is at the time of writing being explored; if and how a special production on Ebola awareness / information can be made and distributed. **India:** • Partner [to be identified] is part of WADADA News for Kids network **Mexico:** • Partner [to be identified] is part of WADADA News for Kids network **Nepal:** • Training and capacity building for production of KNN Nepal in the provinces outside of Kathmandu • Producing and broadcasting Naya Pusta (KNN Nepal) • Production and broadcast of radio version of Naya Pusta, website uploads **Nicaragua:** • Production of 9 episodes of the weekly 30" news and current affairs programme (De Humo), broadcast by national private Channel 12 and aired by several local channels • Establishing a network of correspondents with Plan Nicaragua "young communicators", girls from all over the country provided with cameras and basic know-how to play "correspondents" of the show, providing content that shed light on their own experiences, triumphs and troubles. • PROMEDIA is one of the WADADA News for Kids Network members • Staff of DHTV trained in format and storytelling to increase the quality of the program. • Kids and pre-school congress to connect, inspire, exchange and inform kids news creators from whole Latin-America. • Audience survey which will indicate the reach and impact of De Humo • Peer- to Peer visit from Nicaragua to Pica in Bolivia to exchange knowledge on sustainability and fundraising matters.

Result area(s):	Objective(s):	Most important expected results
		Russia: • Partner [to be identified] is part of WADADA News for Kids network. Russia will be a problem to start an independent, objective news programme for children, so we will probably start a kids news programme in Taiwan and Equador instead. Zambia: • Children's media conference to be held in Lusaka in June 2015 for Zambian media professionals on how to make programmes for preschool children and teenagers. Global: WADADA News for Kids network • Audience Survey on the impact and importance of having a news and human interest programme for children and young people in a country. This will be conducted in 10 countries of the WADADA News for Kids network: Suriname, Bolivia, Peru, Nicaragua, Ghana, Zambia, South Africa, Burma, Indonesia and Nepal. The deadline for the report will be 30 November 2015. • Annual WADADA News for Kids summit will be held in Bolivia in August 2015 right before the Prix Jeunesse Iberioamerica. The exact place and date is to be decided upon mainly because of the altitude of La Paz it might be held in Cochabamba or Santa Cruz. • The evaluation of the Girl Power Alliance of Plan that will provide FPU and the directors of the Girl Power Alliance with information to make an overall assessment about the collaboration within the alliance and what the effect thereof has been on the Girl Power program of the Plan Alliance in general but especially on the kids news program in the countries that will be evaluated. • The researcher (AMID) will identify key lessons learned and practical recommendations for future references. We will focus on three countries on three continents: Nepal, Ghana and Bolivia.

Theme: **Reporters Respond** **Worldwide**	**Intended partners: N/A** **Worldwide, depending on criteria and urgency**	
Result area(s):	**Objective(s):**	**Most important expected results**
6. Individual journalists/bloggers and independent news organisations	• To supply one-off financial aid to as many media workers and independent media organisations as possible, who are hindered in their freedom of expression or their work by external threats / influences. • To expand the brand recognition, effectiveness and intervention quality of FPU's Reporters Respond programme by extending and increasing the involvement of local support networks and key contacts. • To further develop region specific networks such as the Syria Response Group (SRG), together with other aid mandated organisations • To develop specific regional workshops and conferences that contribute to the learning process, the evaluation of local requirements, investigate and tangible interventions. • To increase training of partner organisations and FPU personnel in evaluating and screening RR cases.	• There are more journalists and independent media organisations who are able to protect themselves effectively and can continue their work after an RR intervention • We have achieved a broader international profile and status; the number of applications and uses has increased • A more effective regional way of working by using/collaborating with local support networks and key contacts • More access to and collaboration with regional support networks • More efficient collaboration within the JID, EAJID and SRG networks • Regional workshops and conferences that contribute to the evaluation of local requirements, investigation and tangible interventions have been organised • FPU personnel and local partner organisations have had increased training and information on the methods used by RR.

Theme: Internet Protection Lab **Worldwide**	**Intended partners:** • **XS4ALL** • **Hivos** • **Tactical Tech** • **Chokepoint** • **Virtual Road** • **Greenhost** • **iiLab**	

Theme: Wireless Reporting Application (WRApp) StoryMaker Worldwide Egypt, Iraq, Morocco, Tunisia	Intended partners: • Guardian Project • Small World News • IMCK (Irak) • Al Khatt (Tunisia) • Unknown (Morocco) • Unknown (Egypt)	
Result area(s):	**Objective(s):**	**Most important expected results**
6. Individual journalists/ bloggers	• Train 80 citizen reporters, journalists, bloggers, activists, refugees and Internally displaced persons across Tunisia, Morocco, Egypt and Iraq. • Strengthen and increase the network of StoryMaker trainers through Training of Trainers and the StoryMaker trainers guide. • Fully develop StoryMaker 2 into a fully functioning new version of the app released to the wider public. • Establish a new partnership with an NGO or local media institution in Morocco and Egypt to continue the StoryMaker project. • Launch the new StoryMaker website. • Organize the second annual StoryMaker camp for final evaluation, feedback on app and trainings.	• StoryMaker trainings will organized in the four project countries in the following format: • ToT – 5 trainees • StoryMaker Training Initial – 20 trainees (cj´s, journos, activists, refugees, IDPs) • Mentoring • StoryMaker Training Follow-up – 20 return trainees (cj´s, journos, activists, refugees, IDPs) • The second annual StoryMaker Camp (4 or 5 days) will be organized in Turkey or Tunisia with all StoryMaker trainers, project staff, partners, developers and experts. • StoryMaker.org will be launched with new and enhanced user features such as group pages, sharing and profiles of StoryMakers. • Launch of StoryMaker 2.0 into Google Play store with fully functioning features and stability • Identify new partners in Egypt and Morocco • Launch the StoryMaker trainers guide as a resource for StoryMaker trainers.

Annex 2: List of abbreviations

AMJIL   L'Association Marocaine des Jeunes Informaticiens
aSaH   Al Sawt Al Hurr - The voice of freedom
ASJ   Associated Syrian Journalists
BNNRC   Bangladesh NGO's Network for Radio and Communication
CAPJC   Centre Africain de Perfectionnement des Journalists en Communicateurs
CBF   Central Bureau for Fundraising
COHU   Centre for Investigative Reporting
CORAH   Community Radio Harare
CSAJ   Chisinau School of Advanced Journalism
DCI-Ecpat   Defence for Children - End Child Prostitution, Child Pornography and the Trafficking of Children for
                 Sexual Purposes
EU   European Union
FAC   Financial Auditing committee
FAIR   Forum for African Investigative Reporters
FPU   Free Press Unlimited
GARB   Georgian Association of Regional Broadcasters
GFMD   Global Forum for Media Development
GPPAC   Global Partnership for the Prevention of Armed Conflict
ICDI   International Child Development Initiative
IJC   Independent Journalism Centre
IKV/Pax   Interkerkelijk Vredesberaad (interdenominational peace council)
IMCK   Independent Media Centre in Kurdistan
INC   Independent News Centre
IPSI   Institut de Presse & des Sciences de l'Information
ISO   International Organisation for Standardization
IT   Information Technology
IUCN - NL   International Union for the Conservation of Nature
KNN   Kids News Network
MENA   Middle East and North Africa
MISA   Media Institute of Southern Africa
MSF-II   Medefinancieringsstelsel (Co-Financing System)
MT   Management Team
NGO   Non Governmental Organisation
PF 2.0   Press Freedom 2.0 Alliantie
PME   Planning, Monitoring, Evaluation
PT   Pamir Times
PVT   Personeelsvertegenwoordiging (staff representation)
RvT   Raad van Toezicht (Supervisory Board)
SBM   School for Broadcast Media
SGE   Stichting Gezamenlijke Evaluatie
SWRA   Short Wave Radio Africa
TNO   Innovation for Life

ToT	Training of Trainers
TPO	Transcultural Psychosocial Organisation Uganda
UMDF	Uganda Media Development Foundation
URPB	Union des Radios de Proximité de Bandundu
VOP	Voice of the People
WRApp	Wireless Reporting Application
ZACRAS	Zimbabwe Association of Community Radio Stations
ZAMCOM	Zambia Institute of Mass Communication

FREE
PRESS
UNLIMITED

People deserve to know