



Annual Plan

**Free Press Unlimited
2018**

**FREE
PRESS
UNLIMITED**

People deserve to know

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Management summary

Freedom of the Press and Freedom of Expression, and therefore also Free Press Unlimited, are facing even more challenges in 2018 than before. 2017 saw an even further decline in Freedom of Expression as a global trend. Not only because of outbreaks of conflict, but also because of a new phenomenon: fake news. Fake news largely dominated the press in 2017 and it is expected that this will continue in 2018. Mainstream media and media development organisations do not have a straight and clear answer to this phenomenon, even though media and social media play a vital role in this. Does it affect their audience and if so, in what way? We clearly need more research on the impact of fake news and how it destabilises societies. Not only in the western hemisphere, but also specifically in developing and emerging countries. With these developments, it seems more important than ever to continue our projects on ethical journalism. Ethical or principle journalism should be the standard again, and all journalists and media houses should apply and commit themselves to this standard. Editors in Chiefs should seek the truth, not sensation and a large audience. Media should go back to their reason for being: bringing independent and reliable information.

Free Press Unlimited implements over 60 projects, all based on this principle. 2018 will be the year of the truth: does it have impact to bring independent information or not? We will conduct at least 10 workshops in 10 different countries to introduce the method of 'Outcome Harvesting'. This, together with other methods such as 'Most Significant Change' and measuring indexes and rates, will serve as input for a mid-term review. This mid-term review will be a measurement of results after 2,5 years of implementing our Theory of Change: No News is Bad News. It will give us a good indication whether we are on the right track, or if we need to re-strategise and rethink some of our planned activities and assumptions and change our pathway to achieve our long-term objective. We will discuss these outcomes with our partners during our next partner meeting, which will take place at the end of 2018. It will be interesting to see whether some of the results achieved are similar, even though the circumstances and the environment differs in each country, or whether there is no singularity at all due

to different variables. The mid-term review will give us many opportunities to learn more, not only from our partners, but also from the way we look at the world and try to influence it. This will help us to see whether our Theory of Change makes sense or needs adaptation.

So 2018 will mainly be a year of knowledge and learning, marked by methodology, sharing information, a partner meeting and trying to learn from it. It will be an interesting period, and of course we will share our findings with you.

2018 will also be a challenge in terms of acquisition and fund raising. Our paramount project Radio Dabanga is in dire need of new grants. It is the only reliable and independent flow of information for all Sudanese people but despite the popularity of the radio station (over 2 million listeners per day) the interest of donors is diminishing. Any ideas to overcome that and make sure that Radio Dabanga is able to continue its broadcasting, are welcome.

Another challenge we face is how to connect with youth all over the world. More research is needed on how young people consume news and how they distinguish false information from the truth. How can we, as Free Press Unlimited, play a role in guiding them in this and make sure that they grow up to be well-informed citizens.

These challenges are not new, but considering the vast speed of technological progress, they are becoming more and more important and urgent. A taskforce has been set up to work on this specific challenge.

Again, 2018 will not be a quiet year, but it will be an interesting one. A year of learning, of performing and acting, a year of continuing our important work. Work, we can not do without the support of our donors and friends. Both Free Press Unlimited and the worldwide struggle for press freedom, owe them a lot. We look forward to keep working with them in 2018 to make reliable news available to everyone.

Leon Willems, Director Policy & Programmes
Ruth Kronenburg, Director Operations

A. Management

1. Vision

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

2. Mission

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

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

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

3. Objective

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

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

We believe that the existence of an enabling environment is a precondition for Civil Society Organisations (CSOs) to perform their role as advocates

for inclusive and sustainable growth and development. Access to information, independent media, and freedom of expression should therefore be an integral part of any development policy that aims to foster the strength of civil society and increase people's participation in achieving poverty reduction and more equitable societies.

4. Strategy

To reach this long term objective, we have developed several intervention strategies (or activities) which together form our strategy. Which strategy works best, of course depends on the context in a specific country or area. Free Press Unlimited does not develop a strategy on its own, but always in close consultation with partners or local actors, because they understand and know the context better than we do. Subsequently, we are able to come up with the best strategy based on our expertise and experience. Examples of our activities can be found in part B of this Annual Plan.

5. Governance

The governance structure of Free Press Unlimited has not changed compared to previous years. For a detailed overlook we refer to our Annual Report 2016. The governance is structured as follows:

Supervisory Board	Oversees and is responsible for the general strategy of Free Press Unlimited, decides on annual budget and annual reporting.
Board of Directors	Responsible for daily management including strategy, policy, finance and human resources.
Works Council	Representation of all staff.
Confidential Counselor	Independent external trust person for undesirable behavior within the organisation.

6. Internal organisation

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

6.1 Human Resources

To guarantee good human resource management, Free Press Unlimited has developed a Human Resource Policy. The policy was adapted in 2017 and describes the three main features of this policy:

1. Our employees form the mainstay of our organisation.
2. Free Press Unlimited aims to be an attractive employer.
3. Our human resources management needs to be professionalised further.

In close negotiation with the Works Council, the current 'Legal Regulations' will be transformed into a 'Personnel Guide', which is easier to read and therefore more accessible. In addition to the Personnel Guide, there will be a Human Resource Manual made available which contains all official documents, such as job descriptions, HR policy and the introduction booklet for new colleagues.

We take learning seriously, both on an individual and an organisational level. We pay attention to learning at dedicated FPU days, sharing experience and knowledge. During the FPU days, which take place twice a year, we get together with all staff to pay attention to learning. In 2017 we started with on-the-job training for all line managers, which will continue in 2018. Human Resources is also looking for other innovative ways to share knowledge and information within Free Press Unlimited.

In 2017 the job descriptions of the support staff were updated and benchmarked. These updates were included in the salary scheme, which will be implemented as of January 2018. We started to register leave in an online registration system and in 2018 we would like to explore the possibilities to also digitize the personnel files. A working conditions (ARBO) policy will be created.

In November 2017 a staff satisfactory survey has been sent out to all staff. The survey was set up in collaboration with the Works Council and an external professional organisation. The results will be presented to all staff in January 2018. Together with an internal task force, Human Resources plans to evaluate the current staff appraisal system in 2018 and look for alternatives. Related to this, Human Resources also wants to create guidelines for a Personnel Development Plan.

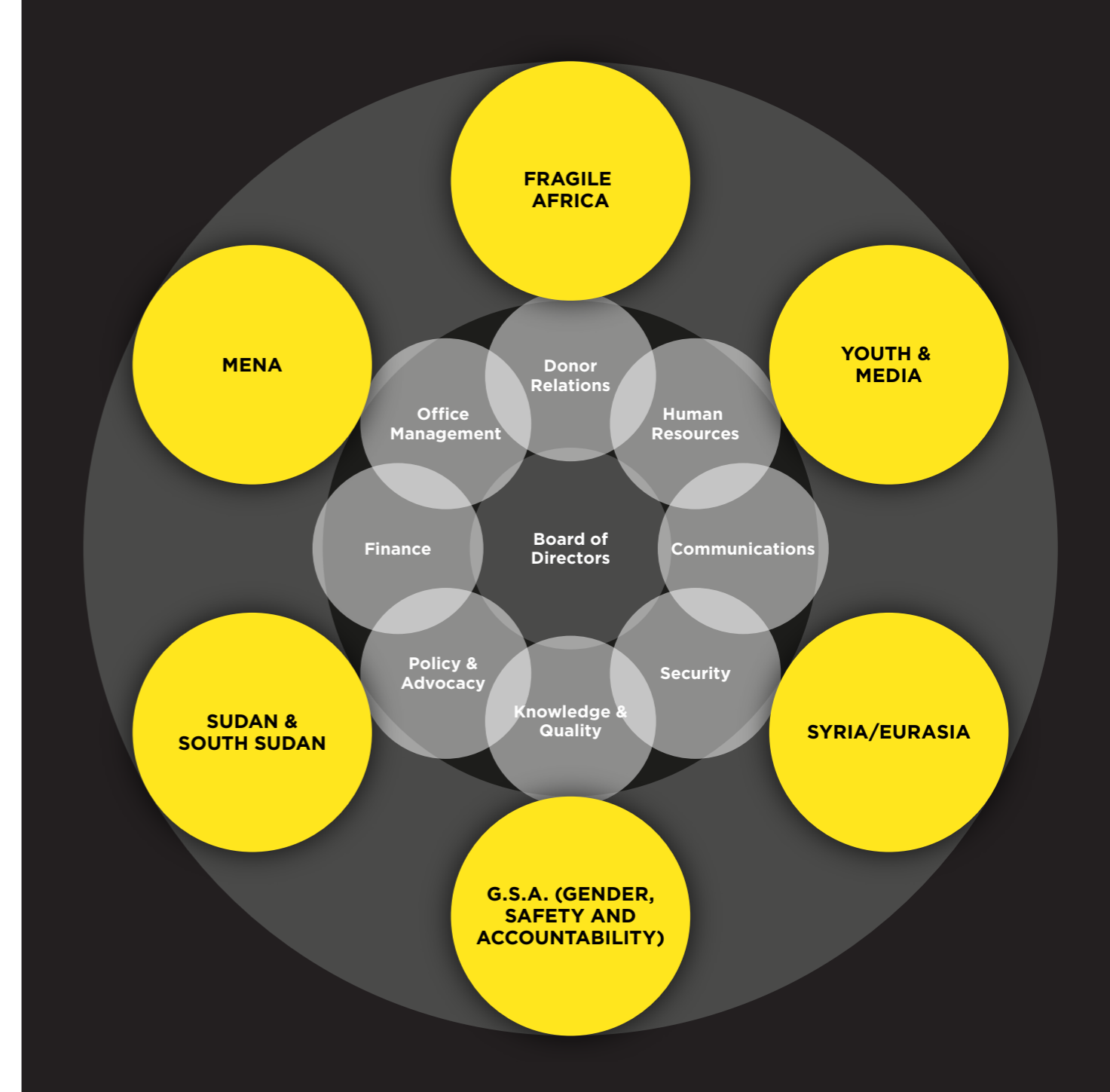
6.2 Quality systems

6.2.1 Audits

Free Press Unlimited strives to have a solid quality system in place to ensure that all projects, as well as the cooperation with our numerous partners, proceed according to the Free Press Unlimited and international quality standards (ISO). Within The Netherlands, Free Press Unlimited follows the standards prescribed by organisations such as 'Goede Doelen Nederland' and 'CBF'. Both supervisory organisations monitor charitable institutions on financial, social and governance elements. Both institutions conduct a yearly audit to determine whether a charity organisation is operating according to their guidelines.

The following instruments and/or institutions audit the quality of Free Press Unlimited:

ISO	instrument/methodology to monitor quality system. Audit done by an external auditor.
Goede Doelen Nederland	organisation with specific guidelines on governance and finance. Audit is done through the annual report of Free Press Unlimited.
CBF	organisation with specific guidelines on governance, finance, donor relations and communications. Audit is carried out through the annual report of Free Press Unlimited as well as an annual survey.
Annual Report	is audited and approved by an external auditor, mainly based on financial capacity.



6.2.2 Promis

In November 2016, Free Press Unlimited started a pilot with the project management system 'Sigmah' (open source based software). However, the pilot showed that our line of work is not easily put into standards and a system, and that Sigmah was very user unfriendly. Based on an evaluation it was decided not to go ahead with this system. As a result, we reviewed all options again and decided to develop a system ourselves. We believe we are able to do so within a due period of time and budget. We aim to have the system, named Promis, operational and running in the beginning of 2018.

6.2.3 Knowledge and Quality

The Team Knowledge & Quality (established in January 2016) has been of great added value to the whole organisation. In 2017, the team introduced several M&E methods, such as Stakeholder Analysis, Outcome Harvesting, Most Significant Change, and Gender Media Monitoring. In 2018 the aim is to roll out these methods in many projects and harvest new insights from the data generated. The Mid-Term Review of the No News is Bad News programme will be instrumental for this. New areas of work in 2018 will be knowledge management and research. An organisation-wide

knowledge management strategy will be developed and implemented. "FPU Days" will be organised for all staff members twice a year to stimulate knowledge sharing, reflection and innovation. The objectives of Free Press Unlimited's research are to generate evidence around our Theory of Change and to inform our advocacy agenda around developments that threaten freedom of the press and quality journalism in certain contexts.

Finally, the Team Knowledge & Quality will lead the ISO certification process described under 6.2.1. In summary, the objectives for 2018 are:

1. Monitoring, evaluation and learning are part of every project cycle
2. Free Press Unlimited has an evidence base for advocacy and fundraising
3. Knowledge is managed effectively
4. Quality Management is implemented according to ISO 9001:2015.

6.2.4 Safety & Security Policy

The need for an holistic approach to safety and security was raised mid 2017. Safety for journalists was mainly focused on physical safety and security was mainly focused on digital security. But both elements showed overlap and it was inevitable that safety and security should be based on the same principles. As such, Free Press Unlimited developed a holistic approach which will result in one Safety & Security Guide, to go into effect at the beginning of 2018. Specific focus will be given to integrating Free Press Unlimited's safety activities with the various country programmes. Needs, experiences and best practices will be investigated and connected to the various components of the safety programme.

The Safety and Security Policy for Free Press Unlimited staff will be updated and integrated with a special focus on information security. As of May 2018 the new General Data Protection Regulation will be applicable. The General Data Protection Regulation (GDPR) is the European Union's response to the increasing privacy demands of the European society. The primary objective of the GDPR is to establish personal data as property and to shift control of said property to

the individual or user, rather than to the business or provider. Free Press Unlimited will establish a Privacy Impact Assessment (PIA) and all information will be classified according the information and digital security procedure. We also believe that information security is not only related to the GDPR but more as an integrated security procedure within the organisation.

6.3 Communications

Though the visibility of Free Press Unlimited has grown over the past years, it is still a challenge to engage more people with our mission and projects. In terms of communications, branding and visibility, two issues will shape the activities of the Communications department for the coming year:

- Our name familiarity among donors, partners and other stakeholders is growing, but we need to present our results, stories and expertise more clearly in order to engage these audiences.
- We have a solid base of individual donors, but unfortunately did not yet manage to grow this database outside of our existing network. In order to achieve a growing, sustainable donor database, we will need to work on our name familiarity and engage new supporters.

That is why in 2018 we will start a campaign which will engage new supporters in our work, by signing a manifesto calling for the protection of journalists. The goal of this campaign is twofold: to increase the name familiarity and visibility of Free Press Unlimited and to engage a new group of (potential) supporters. It is essential for Free Press Unlimited to show our impact and expertise in order to make us a more appealing partner for donors, partners, individual donors and other stakeholders. Although steps have been taken over the past year to engage these groups (e.g. update of our website, gathering of stories in the No News is Bad News newspaper), we need to make our results and learnings more visible in all of our communications: presentations, communications materials, the website, on social media. The process of gathering and telling the amazing stories about our work will be better integrated into the existing work flow of project teams. We will look into how we can use our existing methods for measuring impact to gather stories that show the impact of our work.

6.4 Corporate Social Responsibility

The Code of Conduct of Free Press Unlimited describes the ethical codes that all staff and all partners of Free Press Unlimited should abide by. On top of this ethical code Free Press Unlimited endorses a paperless office as much as possible, promotes the use of public transportation, environmental friendly cleaning, use of sustainable energy sources and the use of organic products for lunch and events. We book climate-neutral flights and offset our emissions via the Climate Neutral Group.

7. The Theory of Change

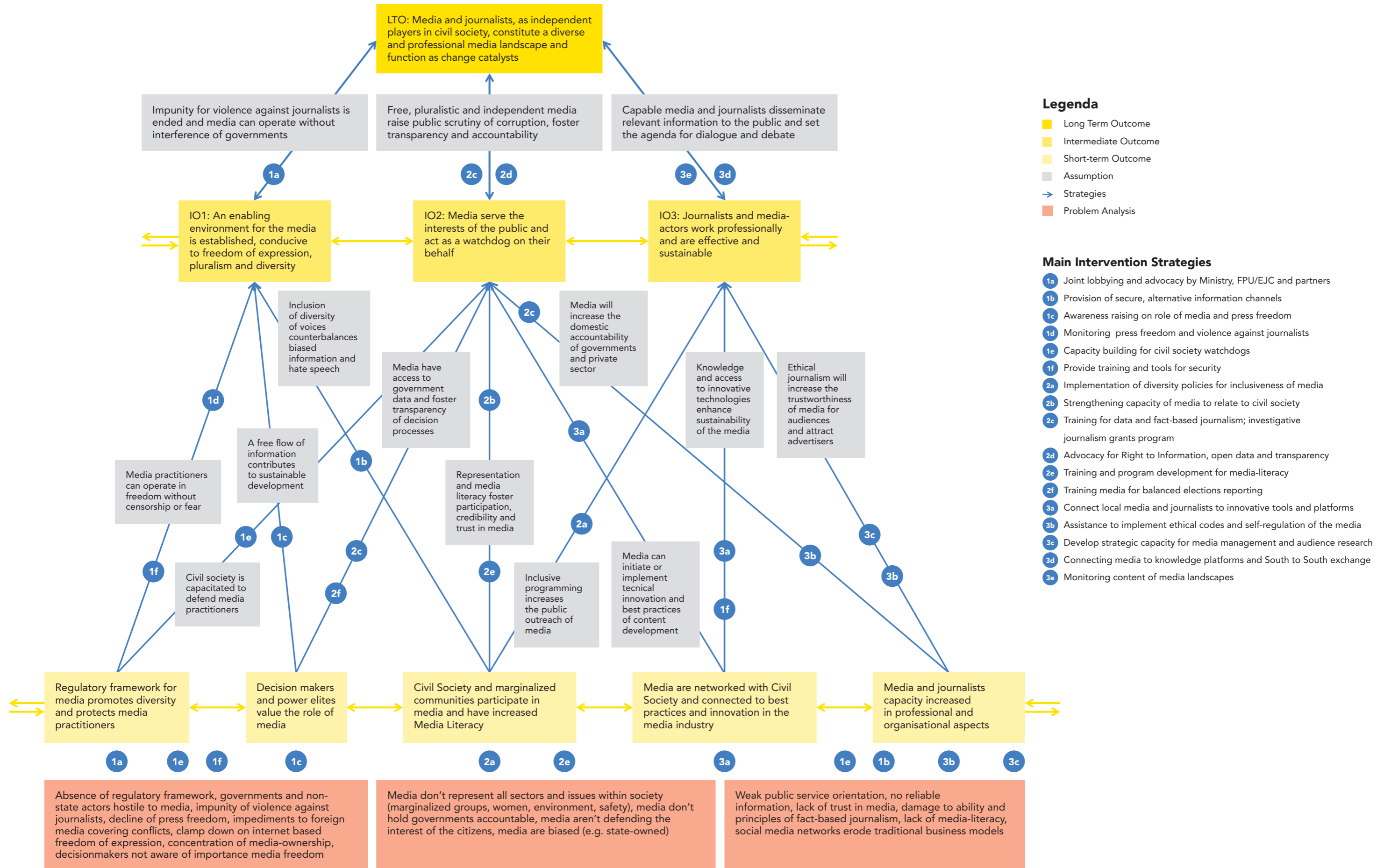
What is the best way to achieve our goals? And what is the best way to contribute to independent, professional local media that can help realise positive social change? This is described in what we call the Theory of Change, or perhaps it's better to speak of a pathway to change. In the Theory of Change we have stated that in order to help local media to be able to fulfill their vital role in society, three intermediate objectives (or outcomes) need to be achieved. These are:

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

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



Theory of Change



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

Free Press Unlimited fosters the independence of media and journalists by strengthening the legal environment and regulatory framework and by supporting the development of highly trained, professional and sustainable media advocacy groups. This strategy is based on the idea that these groups are able to monitor press freedom violations, engage on specific cases of violations of press freedom and raise awareness amongst government, 'rule of law' institutions and decisionmakers about the importance of press freedom. The strategy is also based on the idea that decisionmakers are not fully aware of international standards and norms for press freedom, and therefore can be persuaded by public pressure through (inter)national lobbying and advocacy. Trained media professionals are able to monitor press freedom violations and report them. This strategy provides an enabling environment for a free flow of information, public discourse and a multitude of voices.

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

Free Press Unlimited's strategy to guarantee media practitioners' role as a watchdog is to ensure that they are well connected with civil society. This requires that the media represent the diversity of society through its institutions and content production, paying special attention to equal representation of women in media management positions. Improved gender sensitivity in the content produced by media will intensify public debate. At the audience level, people lack media literacy, the capacity to make sense of the vast amount of information, as well as trust in the reliability of that information, needed to make informed decisions. Media can gain public trust by implementing a good complaint mechanism for the audience. Independent media contribute to reducing corruption and increasing domestic accountability because they investigate malpractices by power elites and place issues relevant to civil society on the public agenda, raising public scrutiny of national development policies.

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

Free Press Unlimited's strategy to ensure the use of ethical codes and professional standards by the media is to reinforce the principles of independent journalism. Conflict-ridden societies can prevent abuse and hate speech by investing in the quality of media practitioners. Secure and anonymous access to information networks is a fundamental precondition for media and journalists to function as change-catalysts in fragile states. The increased use of mobile phones and social media facilitates new connections between the media and the public. Technology and audience research can help increase revenues for media outlets. Free Press Unlimited believes that innovative technologies will increase the ability of audiences to participate in discussions and help journalists protect the free flow of information in a secure environment. Independent media contribute to reducing corruption and increasing domestic accountability because they investigate any malpractice by power elites and place issues relevant to civil society on the public agenda, raising public scrutiny of national development policies. All our projects are subject to the overall Theory of Change. As such, we have formulated three indicators per intermediate outcome. Based on these indicators we will monitor and evaluate all projects. Of course there can be a difference or nuance per project, and sometimes a project relates to more than one outcome. The to be implemented new project management information system (Promis) is based on these intermediate outcomes and indicators.



B. Projects & Activities

Gender and Media

Despite some progress in worldwide gender equality over the past decades, the participation of women in media is still alarmingly lagging behind. Even through the number of female media professionals has increased, women are largely under-represented at the (higher) management and decision making levels. In the content that media generate, the lack of women's voices and perspectives is also rampant. Gender is therefore addressed in all of Free Press Unlimited's interventions in a variety of ways. Through systematic gender media monitoring of content published in the countries where we work, linked to engaging editors with the results, gender balanced reporting will be improved. Free Press Unlimited's partners will also work on producing more stories from and for women, at times focusing on specific issues such as child marriage. To improve the situation of female media professionals, partners are asked to set up gender policies and report on issues such as hiring practices and a safe working environment. In 2018 the focus will be on developing larger gender programmes based on the successful approaches in the different countries and look for possibilities to upscale these to other regions.

Safety and Media

Safety of journalists is declining at a fast rate; 2016 was the worst year for press freedom in 13 years. A safe media environment is of crucial importance to Free Press Unlimited's work. If media workers are unable to

do their work without risking harm, they will be unable to function as watchdogs, expose crimes and injustice, and provide reliable and independent information. Safety therefore plays an important role in all our work and a lot of activities to improve the situation are being implemented in our partner countries. In 2018 Free Press Unlimited will further integrate its safety activities into a more comprehensive Safety Programme. Our activities on safety will be categorised into four main domains: Emergency Support, Safety Training, Tools & Resources and Lobby & Advocacy. Specific focus will be given to mitigating and preventing gender-based violence in the media sector and an action plan will be drafted to this end. Research exploring the development of a global database for joint monitoring of violence against journalists will be conducted. In the current situation many different organisations monitor violence against journalists without a clear methodology which makes comparison between data sets impossible, while it is important to have a complete picture of the situation. Free Press Unlimited will also look into the possibilities to establish a global emergency fund for journalists in distress by coordinating efforts of various actors. Closer to home, Free Press Unlimited intends to establish a Journalists-in-Residence House (safe house) for journalists. This will be done in close cooperation with the municipality of Hilversum and other relevant actors in Netherlands. The annual event on 2 November, the International Day to End Impunity for Crimes against Journalists will also be organised in 2018.

Country / Project name	Donor(s)	IO 1	IO 2	IO 3
Bangladesh	Dutch Ministry of Foreign Affairs	Lobby and advocacy for the adoption of regulation of a government fund to support the financial sustainability of community radio.	Introducing media and information literacy programs at schools or universities by implementing a pilot project for youth Men4Women marches across the country at International Women's Day.	Empowerment of 50 women and marginalized groups to produce gender sensitive content and work at community radio stations or other independent media through fellowships.
Burundi	Dutch Ministry of Foreign Affairs	Re-open the private media through lobby & advocacy.	Support various initiatives to give young people and women a voice. Create dialogue between people in exile and people in Burundi.	Security training for journalists (in exile).
CAR	Dutch Ministry of Foreign Affairs	Distribution of Press Cards.		Capacity strengthening in journalistic, technical, management and marketing skills of community radio sector.
DR Congo	Dutch Ministry of Foreign Affairs Belgium Ministry of Foreign Affairs	Distribution of Press Cards. Monitoring the press freedom and legal assistance to journalists in danger.		Capacity strengthening of female journalists in gender sensitive reporting and upgrade skills in ICT. Training journalists in remote areas in election reporting, voter education and citizenship.
Jeune S3 – DR Congo, CAR	Cordaid			Production of media programme focusing on adolescents regarding issues related to sexual reproductive health in North and South Kivu, and Central African Republic.

Country / Project name	Donor(s)	IO 1	IO 2	IO 3
Central America (Honduras, El Salvador, Guatamala, Nicaragua)	Dutch Ministry of Foreign Affairs		<p>Providing the necessary tools and (digital) platforms for journalists to investigate and report in a safe way on sensitive topics (gender-based violence, corruption, abuse of power, organised crime).</p> <p>Stimulating reflection and critical thinking through media literacy to create an environment in which the public demands balanced reporting about the real issues in society. A special focus will be on youth, as they are prone to be recruited by criminal gangs. Creating space for dialogue between different actors in society, resulting in increased and improved use of accountability mechanism.</p>	Training in physical, psycho-social and digital safety and security for investigative journalists.
Indonesia	Dutch Ministry of Foreign Affairs	Lobby and advocacy to enforce protection of press freedom at local level by including the Press Freedom Index in the development plans of 5 provinces.	Establishment of a secure whistle-blowing platform for media. Production and publication of quality investigative stories by local media and engage with CSO's in follow up actions to pressure authorities to take measures.	Capacity strengthening of media and CSO's to improve skills in evidence-based reporting, make better use of data, and to be more successful in lobby and advocacy.

Country / Project name	Donor(s)	IO 1	IO 2	IO 3
Iraq	Dutch Ministry of Foreign Affairs	Lobby & Advocacy: strengthen the reporting mechanism to UNESCO addressing crimes against journalists & impunity Improve the safety and advocate for safety of journalists towards Iraqi media via international media development organisations. Lobby and advocacy efforts related to raising the ethical standards of journalism; e.g. copy right laws in Kurdistan & the spread of biased / fake news during political challenging moments (specifically in the disputed territories of Iraq).	Strengthen the voice of women in the Iraqi media, by providing gender sensitive media content and supporting women becoming professional (photo) journalists. Strengthen Iraqi independent media actors to publicly address socially challenging issues related to minorities, water/ climate change, peaceful co-existence & violence against women/girls (via campaigns & photo exhibitions). Improve public trust in the media by creating greater upwards and downwards accountability and support media to interact with their audiences (audience research).	Strengthen independent media actors who report on disputed territories of Iraq and support them to become more professional (new reporting skills development, safety & gender training and financial sustainability). Increasing the use of photography and images / storytelling formats (video) in the Iraqi media. Connect independent media actors to regional media networks & outlets via international expert meetings and conferences.
Mali	Dutch Ministry of Foreign Affairs	Engage with civil society and public sector to improve the enabling media environment.		Improve the production and dissemination of accurate, timely and balanced information. Training of young journalists in online media and use of creative formats.
Media4-Democracy	EIDHR	Tender with Particip/ Article 19 to strengthen EU delegations worldwide on mainstreaming the issue of freedom of expression in their programing.		
Myanmar	Dutch Ministry of Foreign Affairs		Pilot project: design an investigative journalism program and produce, publish and distribute stories.	Training in evidence-based reporting for investigative journalists. Training in digital safety and security for investigative journalists.

Country / Project name	Donor(s)	IO 1	IO 2	IO 3
Nepal	Dutch Ministry of Foreign Affairs	Monitoring of freedom of expression violations, violence against journalists and awareness raising among media and local authorities of Right to Information regulation Lobby for improvement of community radio regulation / national broadcast law. Bring cases of impunity of violence against journalists under (inter)national attention.	Production of TV content for and with youth, in particular girls on issues of gender inequality and discrimination. Men4Women march in Nepal on International Women's Day: male staff of local media organisations show solidarity with women by marching outside.	Development and implementation of a business plan for Naya Pusta and NEFEJ to reduce donor dependency. Capacity building for journalists and media to better understand Right to Information and Freedom of Expression regulation.
NetAidKit	Dutch Ministry of Foreign Affairs and others	Development of version 2 of the NetAidKit with more sustainable hardware and software. Explore public-private partnership for NetAidKit sales, marketing, managing software. Deployment of the NetAidKit to Free Press Unlimited partners.		
Nigeria	Dutch Ministry of Foreign Affairs	Lobby and advocacy by a coalition of media and civil society organisations on press freedom and internet freedom issues. Publication of an annual State of Press Freedom in Nigeria report.	Produce and publish investigative journalism stories. Maintaining a safe and secure whistle-blowing platform for media and encourage collaborative reporting of leaks.	Newsroom leadership training for female journalists.
Open Media Hub - Lybia / Syria	EC			Strengthen the capacity of media professionals in mobile journalism.
Pakistan	Dutch Ministry of Foreign Affairs	Lobby & Advocacy: strengthen the reporting mechanism to UNESCO addressing crimes against journalists (& bloggers) & impunity. Improve the safety and advocate for safety of journalists towards Pakistani media via local & international media development organisations Lobby & Advocacy: in support to greater access to information, specifically in the provincial level in Pakistan.	Contribute to a culture of professionalism through skills development on investigative journalism (training/resource center). Address the issue of online harassment of girls/women in the media. Provide a national platform for local citizen reporting about social impact stories.	Professionalize (citizen) journalists and their cooperation with civil society. Create more (gender sensitive) information for citizens in media-dark areas. Strengthen local media to become more professional, regionally connected and financially sustainable.

Country / Project name	Donor(s)	IO 1	IO 2	IO 3
Publeaks - the Netherlands	Contributions from participating media		Maintain support role of Publeaks platform, increase membership. Annual members meeting.	
Reporters Respond - world wide	Dutch Ministry of Foreign Affairs	Provide emergency support to media practitioners in distress. Provide training opportunities for media professionals in challenging environments. Maintain a global network of organisations on emergency support to journalists. Monitor safety issues of female media workers based on incoming cases.		
RLNE Russia, Azerbaijan, Moldova, Ukraine, Georgia, Baltic's, Central Asia, Belarus	Several funders	IO1 Enabling stronger media partners with growing audiences in target countries to increasingly contribute to enabling media environment through advocacy, revealing and investigating stories of public interest, inclusive reporting.	IO2 Inclusive cross-border reporting for Russian-speakers and beyond allows media to reveal to public essential political and economic processes in the region.	IO3 Collaboration of independent media outlets facilitated by the Central Newsdesk results in creation of journalistic content in attractive for new audiences formats, this new content as well as modern ways of its distribution make media outlets, as well as their cooperative efforts, more sustainable and financially independent.
Somalia	Dutch Ministry of Foreign Affairs EC	To enable Somali media and civil society to act together as watchdog towards local authorities and to foster social change by means of fair, free, gender-sensitive and ethical reporting, embedded in a safe climate of mutual respect. Improved awareness among Somali security forces on the rights and existing laws that protect journalists in Somalia.	Increased collaboration between Somali journalists and CSOs in holding decision-makers accountable for their actions or omissions, through investigative reporting and storytelling.	Training in basic and advanced journalistic skills. Management training for radio station managers. Strengthening capacities in audience participation and marketing strategies.

Country / Project name	Donor(s)	IO 1	IO 2	IO 3
Radio Tamazuj - South Sudan	Several funders		<p>Broadcasting radio programmes and news 2 hours daily on shortwave, with specific attention for women and refugees.</p> <p>Constant posting of news on the website (English and Arabic) and daily news sharing in a newsletter.</p> <p>Social media outreach and engagement via Facebook, Twitter, SoundCloud, etc.</p>	<p>Capacity building of journalists.</p> <p>Capacity building of the team in media management and media business development.</p>
Radio Dabanga - Sudan	Several funders		<p>Broadcasting radio programmes and news on shortwave 1.5 hrs daily, including targeted programming for women.</p> <p>Broadcasting TV with Slides (24/7) on satellite.</p> <p>Constant posting of news and backgrounds on the website (English and Arabic) and in regular newsletter, including targeted content development for international and foreign public, private and civil society actors.</p> <p>Social media outreach and engagement via Facebook, Twitter, SoundCloud, YouTube, etc, including special focus on youth.</p>	<p>Capacity building of the team in professional journalism, media management and business development.</p> <p>Educational programming for the audience including mobile learning programme.</p>
Ethical Journalism - Syria	Sida	To support and contribute to reliable data on the Syrian media environment and audiences.		<p>To improve the organisation and effectiveness of the Syrian media sector.</p> <p>To support Syrian media outlets and media institutions towards sustainability and increased institutional and professional capacity.</p>
TOTEM - world wide	Greenhost			Deliver an online training environment aimed at digital security.

Country / Project name	Donor(s)	IO 1	IO 2	IO 3
Tunisia	Netherlands Embassy Tunis		Professionalise investigative journalism in the provinces by supporting journalists in their publications. Promote the inclusion of youth voices in the Tunisian media.	To strengthen the provincial production capacity of investigations.
UNESCO/IPDC - worldwide		Increase the visibility and effectiveness of the UNESCO/IPDC programme towards member states in relation to journalist safety and foster media pluralism.		
Speak up Zambia	EU		Production of quality content by citizens and media that monitor public resource management. Production of fact checking reports.	Training of fact-checkers Mama Sosa: Production of media output that empowers women and amplifies their voices in a slum in the capital through training in mobile reporting. Inclusion of 5 young men, the Papa Sosa.
Zimbabwe	Dutch Ministry of Foreign Affairs			Production and distribution (both on- and offline) of stories made by citizen reporters.

C. Budget

The budget is drawn up in accordance with the revised Dutch Accounting Standards for Fundraising Institutions (Richtlijn 650, version 2016-13). The main change for Free Press Unlimited, coming from these guidelines, is that several income categories have changed. Income from third-party activities and Income from own fundraising activities were removed. Income from Lottery organisations and Income from other not-for-profit organisations were added. For comparison purposes the budget of 2017 has undergone the same reclassifications.

In general the budget of 2018 shows an increase versus 2017. This is mainly caused by the increase of the structural income from the Dutch Postcode Lottery from € 500.000 to € 900.000 per year. Furthermore we aim to realize more income from other not-for-profit organisations. The fundraising target for 2018 is higher than previous years, roughly 10 million of the budgeted income of 16 million is secured. This budget was approved by the Supervisory Board on December 8th, 2017.

Ratios

	2018	2017
Objective expenditure / total income	93,2%	94,4%
Objective expenditure / total expenses	93,7%	94,4%
Fundraising costs / fundraising income	3,1%	2,6%
Management & administration / total expenses	3,2%	3,0%



INCOME (in €)

	2018	2017	difference
Min. of Foreign Affairs - No News is Bad News*	6.500.000	6.475.000	25.000
Several donors - Russian Language News Ex.*	1.500.000	1.660.000	-160.000
Several donors - Syria	2.500.000	2.095.000	405.000
Several donors - Radio Tamazuj	850.000	940.000	-90.000
Several donors - Radio Dabanga	1.140.000	900.000	240.000
Several donors - Somalia	250.000	388.000	-138.000
Several donors - Iran	0	0	0
European Union - Zambia	50.000	207.000	-157.000
Other projects	150.000	174.000	-24.000
Government grants	12.940.000	12.839.000	101.000
Dutch Postcode Lottery - Structural	900.000	500.000	400.000
Dutch Postcode Lottery - Wadada	0	330.000	-330.000
Dutch Postcode Lottery - Dance4Life Nepal	15.000	0	15.000
Dutch Postcode Lottery - Fund for Journalists	170.000	250.000	-80.000
Other projects	250.000	400.000	-150.000
Income from lottery organisations	1.335.000	1.480.000	-145.000
Cordaid - C.A.R. / D.R.C.	300.000	300.000	0
Humanity United - Radio Dabanga	125.000	220.000	-95.000
Peach Tech Lab / IOM - Zuid Soedan	0	0	0
Other projects	900.000	42.000	858.000
Income from other not for profit organisations	1.325.000	562.000	763.000
Other projects	225.000	100.000	125.000
Income from companies	225.000	100.000	125.000
Other income	50.000	50.000	0
TOTAL INCOME	15.875.000	15.031.000	844.000

EXPENSES

	2018	2017	difference
Programme costs	14.794.806	14.183.718	611.088
Fundraising	494.271	390.653	103.618
Management & administratoion	508.497	450.754	57.743
TOTAL EXPENSES	15.797.574	15.025.125	772.449
Result before financial gains and losses	77.426	5.875	71.551
Financial gains and losses	-25.000	-25.000	0
BALANCE INCOME AND EXPENSES	52.426	-19.125	71.551

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