



Annual Plan

**Free Press Unlimited
2019**

**FREE
FREE
FREE
PRESS
UNLIMITED**

People deserve to know

Colophon

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Management summary

The year 2019 started on a somber note: last year, global freedom of expression had sunk to new lows. Killings, imprisonment, hostage-taking and enforced disappearances of journalists all increased¹. It was reported that threats against journalists worldwide had reached their highest level in 10 years².

The first months of 2019 showed no signs of this horrifying trend abating. Three journalists were murdered for their work in the first three weeks of the year, in Ghana, Libya and Mexico. In the Philippines, legal harassment of the country's most prominent investigative journalist, Maria Ressa, came to a head when she was arrested on what are widely believed to be bogus charges. In Sudan, the biggest anti-government protests in decades led to a further crackdown by the regime on media in the country. These events make it abundantly clear to us at Free Press Unlimited that now more than ever, we need to keep up the fight for a free press and access to information. And we will.

Last year, Free Press Unlimited evaluated our Theory of Change, the theoretical foundation to all of our work. In 2019, we will test these findings with our partner organisations who work in the field and jointly set priorities for the coming years. A big step in this direction is taken at our Global Partner Meeting. Here, representatives of partner organisations come together with Free Press Unlimited staff to discuss opportunities and challenges within the media landscapes they operate in. Together, our partners formulate their ambitions as well as their needs from organisations like Free Press Unlimited and donors. 2019, then, will be a year of looking ahead. Fundraising for projects as well as our core operations will be an important focal point and improving our relationship management is an important component of it. This is why we decided to expand our resource mobilisation department. We also want to focus more on our external communications and appeal especially to our Dutch audience. We sometimes tend to look over our borders and focus too little on where our roots are. By targeting a Dutch audience we want to engage more with them and explain the complexity of our work. Directing our gaze closer to home includes a renewed focus on Europe. Calls from our former partners in the

Balkans to return are strengthening. Ten years ago, we left the region. Our work there was done: our partners had become strong and sustainable to the point that we felt we no longer added value. But today, media in the Balkans are under pressure once again. The erosion of traditional business models sparked by the advent of the digital era coupled with a deteriorating economic outlook in some countries in the region have put financial independence of our former partners in jeopardy. After carrying out a needs assessment in the western Balkans this year, we will gradually start working in the region again in 2019.

Our resolve to strengthen our work in Europe comes at a time where democratic values in the continent are under fire. Hungarian strongman Viktor Orbán has been chipping away at the central European country's democratic institutions for some years. But the influence of right-wing populism is now spreading throughout the continent and is posing a threat to the media and journalists. Early this year, the Council of Europe warned that "press freedom in Europe is more fragile now than at any time since the end of the Cold War". Italy saw the sharpest increase in alerts on threats to media freedom in 2018, the Council said. Its report highlighted concerns that media professionals in the country now face "a constant risk of violence fuelled by the hostile rhetoric" of politicians.

It is just one of many examples where politicians have depicted media who are critical of them as partisan and a threat to society. Similar anti-media rhetoric is being flung around in countries throughout Europe and the rest of the world. Of course, the opposite is true. Independent media and investigative journalists work on behalf of society and are essential for a functioning democracy. The findings from our Mid-Term Review conducted last year confirmed this once again. It is clear that our work is becoming increasingly important, not just in distant countries, but also in our own backyard. Here at Free Press Unlimited, we are determined to keep up the fight for press freedom and access to independent information, all over the world. Thanks to your support, we can keep doing this.

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

1. Reporters Without Borders, Worldwide round-up of journalists killed, detained, held hostage, or missing in 2018. https://rsf.org/sites/default/files/worldwide_round-up.pdf
2. Article 19, The Expression Agenda Report 2017/2018. https://www.article19.org/wp-content/uploads/2018/12/XPA-Report_A19.pdf

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 relevant information. This enables them to assess their own living conditions, influence these and make the right decision.

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

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

3. Objective

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

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

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

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

4. Strategy

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

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 2017 which can be found on our website. The governance is structured as follows:

Supervisory Board	Oversees and is responsible for the general strategy of Free Press Unlimited as well as responsible for the Board of Directors, decides on annual budget and annual reporting.
Board of Directors	Responsible for daily management including strategy, policy, finance, human resources, etc.
Works Council	Representation of all staff.
Trust person	External person according to our Code of Conduct.

6. Internal organisation

Free Press Unlimited does not believe in a very hierarchical structure. We want to support that all teams and departments learn from each other and therefore encourage mutual exchange of both information, experiences and expertise.

6.1 Human Resource

To guarantee good human resource management, Free Press Unlimited has developed a Human Resource Policy (2016- 2020) The policy was presented early 2017 and describes the three pillars for Free Press Unlimited seen from HR perspective:

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

In 2019 HR will focus on the following topics:

- Review FOCUS appraisal system → Free Press Unlimited finds it important that employees feel appreciated, rewarded and supported in their professional development. FOCUS, the appraisal system plays an important role in this. To review FOCUS (in place since 2011) an survey is conducted to see what can be done better.
- Diversity and inclusion → Workshops with experts will be organized to keep this alive in the organisation. A start is made in 2019 in the recruitment process. HR gives anonymized CV's to the managers.
- Professionalisation of HR → Personnel files will be digitized. This includes as well the Focus appraisal forms.
- This also includes the FOCUS appraisal forms.

6.2 Quality systems

6.2.1 Audits

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

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

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

6.2.2 PROMIS

In November 2018, Free Press Unlimited started working with a new project management system 'PROMIS' (open source based software). PROMIS stands for Project Management Information System. The system will gradually be expanded and improved in 2019. The current version includes all projects, partners, and donors, as well as results in the form of quantitative indicators and qualitative outcomes and stories. Key authorization workflows have been included in the system as well. In 2019 we will include more workflows and data analysis as well as visualisation modules.

6.2.3 Knowledge and Quality

In 2018 the Team Knowledge & Quality (K&Q) performed an internal mid-term review of the No News Is Bad News Programme. Based on this review, the Theory of Change was adapted and a research agenda was developed. In 2019 K&Q will focus on research in line with the research agenda and on sharing knowledge through networks with partner organisations. Another core activity will be capacity building of staff and partners on several priority themes identified during the mid-term review and the partner satisfaction survey (done by the K&Q team in 2018). This will include advocacy training, gender and safety mainstreaming, content monitoring, and innovative income streams. The K&Q team will continue to develop PROMIS (see above). Finally K&Q will coordinate the requirements related to the ISO re-

certification in 2018 and will organise internal audits, annual reviews and half-yearly ISO surveillance visits.

6.2.4 Safety & Security Policy

The space for civil society is still shrinking and governments across the world are increasingly attacking non-governmental organisations (NGOs) by creating laws that subject them and their staff to surveillance, nightmarish bureaucratic hurdles and the ever-present threat of imprisonment. In many countries, organisations who dare to speak out for human rights are being bullied into silence. Groups of people who come together to defend and demand human rights are facing growing barriers to working freely and safely. Silencing them and preventing their work has consequences for everyone. Unfortunately again 2018 had a high number of killed and detained journalists around the globe and 2019 will be another challenging year for journalists and Free Press Unlimited to execute our mission. For 2019 we predict increased security risk challenges like cyber security risks and travel risks when visiting our partners abroad. After the implementation of the GDPR in 2018 we must also stay focused on handling and protecting (private) information and stay in compliance with rules and regulations. This year the Safety & Security Policy will strongly focus on information security and further implementation of the information security level system. New staff must be trained in digital and travel security and present staff will be "refreshed" when needed. Although the security culture within Free Press Unlimited is improved, our environment demands a constant "state of alert" to monitor the actual security situation and adjust our behavior and procedures when necessary.

6.2.5 Integrity

Free Press Unlimited considers it very important that our staff treats their partners and stakeholders with respect at all times. Therefore we work hard to perfect our integrity policy. So far, many of the necessary measures to make sure that our staff Many measures have already been taken to make sure that our staff and partners do their work in an integer way, and to prevent unacceptable behaviour and the abuse of power. The implementation of these measures is supervised, for example through a procedure for whistle-blowers, a confidential counselor, a security policy and risk management at the macro, meso and micro level. Since early 2018 we have worked on improvements: our internal and external complaints mechanisms are being expanded and made more easily accessible, our fraud and corruption policy is strengthened and our Code of Conduct (2012) has been updated. In this Code of Conduct, our norms and values were already

clearly described, in the updated version the practical behaviour of employees is expanded on.

In 2019, the full integrity policy will be adjusted according to the principles above. After this, we will actively get to work with this policy, through workshops in which practical matters related to ethics and integrity will be discussed by staff and experts.

6.3 Communications

In 2019, Free Press Unlimited will focus on increasing its visibility, both within and outside the Netherlands, engaging more supporters, followers and other interested parties with our mission: making reliable information available to everyone. In the coming year we will focus on:

- Telling the story of Free Press Unlimited. 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 in order to make our communications more suitable for these target groups (e.g. update of our website, gathering of stories in the No News Is Bad News newspaper), in order to position ourselves as an organization with great expertise and result, we need to make our results and lessons learned more visible in all of our communications: communications materials, presentations, our website, social media, etc. 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 target groups.
- Engaging new supporters to our work. We have a solid base of individual donors and people who support our work in other ways (e.g. through signing a petition or attending our events), but unfortunately did not yet manage to grow this database outside of our existing network. In order to achieve a growing, sustainable database of supporters and donors, we will need to work on our name familiarity and engage new supporters.

We will engage new supporters through different activities throughout the year: Move4Women on International Women's Day, International Press Freedom Day and the International Day to End Impunity for Crimes Against Journalists. During these events, we will engage both our existing supporters and try to engage new supporters for 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, environmental friendly cleansers, use of sustainable energy sources and the use of organic products for lunch and events. Moreover, we foster environmental awareness amongst staff in choosing means of transport, for commuting as well as contact with foreign partners. When flying is necessary, we book climate-neutral flights and offset our emissions via the Climate Neutral Group.

7. Our 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.

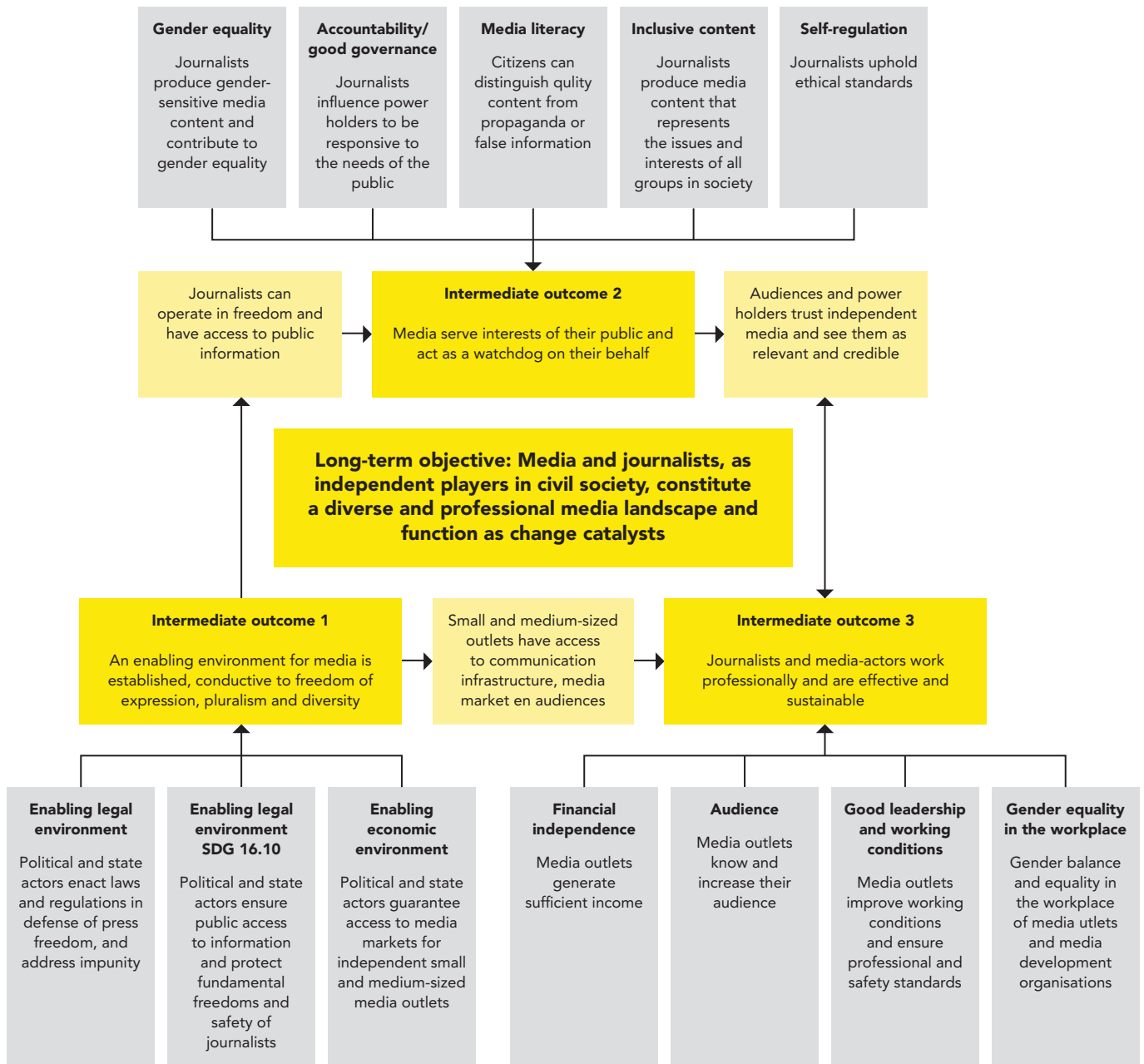
In the Theory of Change we have stated that in order to help local media being able to fulfill their vital social role, three intermediate objectives (or outcomes) are necessary to achieve. These are:

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 realise these outcomes. Media play a crucial role in inclusive and sustainable growth and development, linking grass-roots civil society concerns to national and global policy levels.



Theory of Change



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

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

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

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

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

Free Press Unlimiteds strategy to ensure the use of ethical codes and professional standards by the media is to reinforce the principles of independent journalism. Conflict-ridden societies can prevent abuse and hate speech by investing in the quality of media practitioners. Secure and anonymous access to information networks is a fundamental precondition for media and journalists to function as change-catalysts in fragile states. The increased use of mobile phones and social media facilitates new connections between the media and the public. Technology and audience research can help increase revenues for media outlets. Free Press Unlimited believes that innovative technologies will increase the ability of audiences to participate in discussions and help journalists protect the free flow of information in a secure environment. Independent media contribute to reducing corruption and increasing domestic accountability because they investigate any malpractice by power elites and place issues relevant to civil society on the public agenda, raising public scrutiny of national development policies. The strategy, as well as the activities of the five new themes of Free Press Unlimited, is derived from the abovementioned outcomes.

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 new project management information system (PROMIS) is based on these intermediate outcomes and indicators.

B. Projects & Activities

Gender and Media

Globally, the problems surrounding the position and portrayal of women in the media remain relatively unchanged, even though slow and occasional success is also seen. The number of female media professionals has increased, but women are largely under-represented at (higher) management and decision-making levels. In media content, women's voices and perspectives are still largely absent. Gender and the empowerment of women in the media is therefore addressed by Free Press Unlimited in a variety of ways. For instance, through systematic gender media monitoring of content published in the countries where we work, linked to engaging editors on the results, gender balanced reporting will be improved. Another example is the female leadership fellowship in Nigeria that will continue with a new group of promising women working in media. In 2019 the focus will be on developing a larger gender programme based on the successful approaches in the different countries and look for possibilities to upscale these to other regions. In the Netherlands, more concrete cooperation will be sought with WO=MEN and other relevant networks to the work areas of Free Press Unlimited. At the level of policy and advocacy Free Press Unlimited will co-host a side event at the UN Commission of the Status of Women together with other members of the GFMD working group Women in the Media. The M4W event on International Women's Day (8 March) to highlight the importance of gender equality in the media will also be organized by Free Press Unlimited and a large number of its partners throughout the world.

Safety and Media

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. Efforts of Free Press Unlimited in 2018 to gain more attention and resources for the safety of journalists were successful and will see us implement new projects in 2019 to improve safety of journalists both globally as well as in Latin America. Through the establishment of the global Justice and Safety project, including a legal defense fund for journalists, Free Press Unlimited will be able to provide concrete support to journalists and media houses facing court cases. Also in 2019, Free Press Unlimited will continue providing emergency support through the Reporters Respond fund. On the level of advocacy and policy, Free Press Unlimited will build and maintain international networks such as the CSO Safety Coalition as well as the Journalists in Distress Network to coordinate efforts.

Country / Project name	Donor(s)	IO 1	IO 2	IO 3
Bangladesh	Dutch Ministry of Foreign Affairs		<p>Introducing media and information literacy programs at schools or universities, including places outside the capital.</p> <p>M4W marches across the country at International Womens Day</p>	<p>Increase financial sustainability of community radio stations in line with the new Regulation Policy</p> <p>Empowerment of 36 women and marginalized groups to produce gender sensitive content and work at community radio stations or other independent media through fellowships</p>
Burundi	Dutch Ministry of Foreign Affairs	Engage in international advocacy efforts to enable a safe environment for journalists.	<p>Support various initiatives to give young people and women a voice.</p> <p>Create dialogue between people in exile and people in Burundi.</p>	<p>Evaluation of a Burundian partner to be more effective.</p> <p>Support training of young bloggers.</p>
CAR	Dutch Ministry of Foreign Affairs	<p>Organisation and facilitation of International Press freedom Day.</p> <p>Organisation of International radio Day.</p>	<p>Gender sensitive radio programme production "Women of Afrika"</p> <p>Participation at March 8 event to promote gender sensitive reporting</p>	<p>Capacity strengthening in journalistic, technical, management and marketing skills of community radio sector.</p> <p>Infrastructural support of the community radio sector</p> <p>Capacity strengthening in storytelling skills of editorial team of "Women of Afrika"</p>
DR Congo	Dutch Ministry of Foreign Affairs	<p>Distribution of Press Cards.</p> <p>Safety training of rural journalists in extreme volatile regions (Kananga, Inongo, Kindu)</p> <p>Publication of the annual report on crimes against journalists and organisations on November 2nd event.</p> <p>Organisation and facilitation of International Press freedom Day.</p> <p>Meetings with Judges and Lawyers on safety and the rights of journalists</p> <p>Strategic session on the future of state broadcaster RTNC</p> <p>Refreshment course of the reporters network of Journalists en Danger</p>	<p>Monitoring the press freedom and legal assistance to journalists in danger.</p> <p>Gender sensitive radio programme production "Special Envoi" and support to Mama Radio in Bukavu</p> <p>Gender media monitoring</p> <p>Organisation of M4Women events in 10 congolese cities on March 8</p>	<p>Capacity strengthening of female journalist in gender sensitive reporting and upgrade skills in ICT</p> <p>Capacity strengthening of on line media FemmeAfrque Magazine</p> <p>Capacity strengthening of greates on line medium Actualité.CD and improvement of gender sentive reporting.</p>

Country / Project name	Donor(s)	IO 1	IO 2	IO 3
Ethiopia	United States Embassy-Ethiopia			Strengthen the capacity of emerging independent media in the area of sustainability, professionalism and innovation by providing small grants and/or advise
Jeune S3 – DR Congo, CAR	SRHR/ Cordaid		Production of media programme focusing on adolescents regarding issues related to sexual reproductive health in North and South Kivu, and Central African Republic.	Organize a social media training to improve the reach and impact of social media in the programme Organize a training on newsroom management for editor in chiefs
Justice and Safety Programme - worldwide	Dutch Ministry of Foreign Affairs	Engage in global lobby efforts to gain an affordable insurance for journalists Increase the use of verified data on impunity and legal violations against media professionals by issuing research To strengthen legal defense for journalists and media houses by operating a Legal Fund Select and support a limited number of strategic legal cases against journalists to create an example that can be used for similar cases in the future		Increase capacity of 5 local organisations to strengthen their legal support networks, for instance by training lawyers on media law and developing a legal awareness guide Localize and translate existing Free Press Unlimited training material on physical, psycho-social and digital safety Develop a curriculum for safety training of female journalists
Central America (Honduras, El Salvador, Guatamala, Nicaragua)	Dutch Ministry of Foreign Affairs	Creating space for dialogue between different actors in society, resulting in increased and improved use of accountability mechanisms. Advocacy in all countries to be set up.	Providing the necessary tools and (digital) platforms for journalists to investigate and report in a safe way on sensitive topics (GBV, corruption, abuse of power, organised crime). Stimulating reflection and critical thinking through investigative reporting to create an environment in which the public demands balanced reporting about the real issues in society.	Training in physical, psycho-social and digital safety and security for investigative journalists

Country / Project name	Donor(s)	IO 1	IO 2	IO 3
Indonesia	Dutch Ministry of Foreign Affairs	<p>Lobby and Advocacy to enforce protection of press freedom at local level by including the Press Freedom Index in development plans of 5 provinces</p> <p>To engage stakeholders in the Voluntary National Reviews in relation to Sustainable Development Goal 16.10</p>	<p>Continue publishing investigative stories on the basis of tips by whistleblowers through Indonesialeaks</p> <p>Production and publication of quality investigative stories by local media and engage with CSOs in follow up actions to pressure authorities to take measures</p> <p>Strengthening networks of citizen journalists in eight provinces to produce content to improve service delivery by local authorities</p> <p>Activities around M4W on 8 March International Women's Day</p>	<p>Improve gender mainstreaming at partner organisations and in the media.</p> <p>Capacity strengthening of media and CSO's through organizing clinics to improve skills in evidence-based reporting, make better use of data, and to be more successful in lobby and advocacy</p> <p>Improve digital safety at Tempo Magazine on organisational level.</p> <p>Improve the capacity of female journalists in remote areas</p>
Iraq	Dutch Ministry of Foreign Affairs	<p>Lobby & Advocacy: Strengthen the reporting mechanism, of the government, to UNESCO addressing crimes against journalists & impunity and contribute to coalition building on the SDG 16.10 agenda.</p> <p>Coordinate with local and international media development organizations to advocate for safety of journalists .</p> <p>Advocate and support local media and CSOs to improve the ethical standards of journalism; e.g. implementation of copyright laws, combating fake news and supporting sensitive reporting in disputed and conflict areas.</p>	<p>Strengthen the voice of women in the Iraqi media, by providing gender sensitive media content and providing capacity building workshops for women, including photo journalism training. Strengthen independent media outlets to produce reporting that breaks stereotypes and improves accountability on issues relating to minorities, water/ climate change, IDPs, and marginalized groups (including women and youth), including through photo exhibitions. Improve public trust in the media through independent, quality journalism and supporting the media to interact effectively with their audiences (social media, audience research).</p> <p>Strengthen the capacity of journalists to report on climate change, water & conflict and to play an active role with civil society & governments at the Planetary Security Conference.</p>	<p>Build capacity and organizational professionalism of local independent media actors to become more effective (quality reporting, safety & gender training, strategic & management consultancy, financial sustainability).</p> <p>Improving the use of multimedia storytelling formats in Iraqi media.</p> <p>Connect independent media actors to regional/ international media networks & organizations, support the networking and fundraising capacities of local actors.</p>

Country / Project name	Donor(s)	IO 1	IO 2	IO 3
Keeping it Real	Swedish Postcode Lottery	<p>The overall goal of Keeping it Real is to comprehend how young people understand information and distinguish between fake news, false news and reliable information so that digital media literacy tools can be developed.</p> <p>The project aims to improve digital media and information literacy of children and youngsters in developing countries and countries in transition.</p> <p>The short term goals are: a) gain insight into the behavior of 13-year-olds with digital media in Mexico, South Africa and Sweden; b) provide recommendations and concepts that will improve digital media and information literacy with 13-year-olds.</p>		
Mali	Dutch Ministry of Foreign Affairs	Engage with civil society and public sector to improve the enabling media environment.	Strengthen the capacity of journalists to report on climate change, water & conflict and to play an active role with civil society & governments at the Planetary Security Conference.	<p>Improve the production and dissemination of accurate, timely and balanced information.</p> <p>Training of young journalists in Online Media and use of creative formats.</p>
Media4 Democracy - worldwide	European Instrument for Democracy & Human Rights (EIDHR)	<p>Tender with Particip and others to strengthen EU Delegations worldwide on mainstreaming the issue of freedom of expression in their programming and policy & dialogue actions for which Free Press Unlimited provides gender & media packages. Focus in 2019 will be on EU Delegations in Malaysia, Burkina Faso and possibly DR Congo.</p> <p>Another part relates to strengthening EU delegations knowledge of safety of journalists via the publication of a practical safety handbook and publish annual updates on the issue of journalist safety. FPU will propose to develop specific trainings of EUD's on the handbook.</p>		

Country / Project name	Donor(s)	IO 1	IO 2	IO 3
Money Trail - worldwide	Dutch Postcode Lottery through Oxfam Novib			<p>Provide training course on digital safety for investigative journalists from Europe, Africa and Asia.</p> <p>Provide tailor-made support on digital security to participants of Money Trail through the Technical Support Desk.</p>
Myanmar	Dutch Ministry of Foreign Affairs		To introduce media literacy for diverse target groups (government officials and/or secondary schools)	
Nepal	Dutch Ministry of Foreign Affairs	<p>Monitoring of freedom of expression violations, violence against journalists and awareness raising among media and local authorities of Right to Information regulation</p> <p>Bring cases of impunity of violence against journalists under (inter)national attention</p> <p>Review of legislation related to safety of journalists</p>	<p>Production of TV content for and with youth, in particular girls on issues of gender inequality, discrimination and climate change</p> <p>Produce and publish investigative reports on climate related issues through a fellowship for 15 journalists</p> <p>Create pools of experts on climate change including journalists to countering fake news through fact checking</p> <p>Introducing media and information literacy programs at secondary schools</p> <p>Continued nation-wide gender media monitoring using an app created by FPU partner Tuwindi from Mali as well as engaging the media industry about the results and promote gender equality in the newsrooms</p> <p>M4W activities on International Women's Day, 8 March</p>	<p>Continued awareness raising of journalists (focus on women and students) to better understand Right to Information and Freedom of Expression regulation</p> <p>Improve safety of journalists through a legal help desk</p> <p>Introduce newsroom leadership training for female journalists</p>

Country / Project name	Donor(s)	IO 1	IO 2	IO 3
Nigeria	Dutch Ministry of Foreign Affairs		<p>Increase production and publication of gender-sensitive human interest stories on gender roles in Boko Haram affected areas</p> <p>Increase production and publication of high quality and fact-based stories on conflict and humanitarian crises in Nigeria by training both advanced journalists as well as students</p> <p>National media monitoring on current conflict sensitive reporting in Nigerian media</p> <p>Maintaining a safe and secure whistle-blowing platform for media and encourage collaborative reporting of leaks</p> <p>Strengthen the capacity of journalists to report on climate change, water & conflict and to play an active role with civil society & governments at the Planetary Security Conference.</p>	<p>Newsroom leadership training for female journalists, including modules on safety for female journalists</p> <p>Select media houses have established a gender policy and plan on how to implement it along with a plan on how to mainstream gender in their newsroom</p> <p>Number of advanced journalists with increased knowledge and skills on holistic safety and security</p> <p>Increase capacity of young talented journalists based in Borno State through a fellowship</p>
Pakistan	Dutch Ministry of Foreign Affairs	<p>Lobby & Advocacy: strengthen the reporting mechanism to UNESCO addressing crimes against journalists (& bloggers) and the issue of impunity, contribute to coalition building on the SDG 16.10 agenda.</p> <p>Advocate for safety of journalists towards Pakistani media via local & international media development organizations; providing access to holistic security training and particular attention for the safety of female media actors (online).</p> <p>Advocating for access to information, by raising awareness of Right to Information laws, and improving capacity of (citizen) journalists to make use of them.</p>	<p>Contribute to the development of a professional investigative journalism culture through an ongoing fellowship and established investigative journalism center, strengthening media for accountability.</p> <p>Provide trainings, resources and a network to protect and support women in the media, particularly relating to the issue of harassment (online).</p> <p>Support networks of local citizen journalists to report in marginalized and rural areas, providing increased access to information, accountability and producing reports with local impact.</p> <p>Strengthen the capacity of journalists to report on climate change, water & conflict and to play an active role with civil society & governments at the Planetary Security Conference.</p>	<p>Capacity building for (citizen) journalists to develop their professional skills, gender sensitive reporting, cooperate with civil society, and work safely.</p> <p>Strengthen local media to become more professional, regionally connected and financially sustainable.</p>

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Open Media Hub – Libya / Syria	European Commission			Strengthen the capacity of media professionals in mobile journalism
Publeaks – the Netherlands	<p>Contributions from media members</p> <p>GoogleDNI</p>		<p>Maintain support role of Publeaks platform, increase membership.</p> <p>Annual members meeting.</p> <p>To develop a secure prototype of Publeaks Mobile to increase secure communication between whistle blowers and journalists</p>	
Reporters Respond – world wide	Dutch Ministry of Foreign Affairs	<p>Provide emergency support to media practitioners in distress</p> <p>Provide training opportunities for media professionals in challenging environments</p> <p>Maintain a global network of organisations on emergency support to journalists</p> <p>To increase access to Reporters Respond for female journalists</p>		

Country / Project name	Donor(s)	IO 1	IO 2	IO 3
Russia	Anonymous			Journalists, independent media and information-related civil society organisations in Russia, including its regions, increase professionalism in producing and distributing new formats, as well as business models that enable their outlets to be more sustainable.
Russian-Language News Exchange	Range of European donors	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.	Inclusive cross-border reporting for Russian-speakers and beyond allows media to reveal to public essential political and economic processes in the region.	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. New ways or measuring and engaging with the audience are tested alongside new business models.
Somalia	Dutch Ministry of Foreign Affairs European Commission	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.
Radio Tamazuj - South Sudan	Several funders		Broadcasting radio programmes and news 2 hours daily on shortwave, with specific attention for women and refugees. Constant posting of news on the website (English and Arabic) and daily news sharing in a newsletter. Social media outreach and engagement via Facebook, Twitter, SoundCloud, etc.	Capacity building of journalists. Capacity building team in media management and media business development.

Country / Project name	Donor(s)	IO 1	IO 2	IO 3
Radio Dabanga - Sudan	Several funders		<p>Broadcasting radio programmes and news on shortwave 1 hr daily, including targeted programming for women and focus on peace & reconciliation.</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>Piloting and further development of chatbot technology to filter through citizen news and tip-offs and for direct engagement and tailor-made narrowcasting.</p>	<p>Capacity building team in professional journalism, media management and business development.</p> <p>Educational programming for the audience.</p>
Ethical Journalism - Syria	Sida	To support and contribute to reliable data on the Syrian media environment and audiences	To support Syrian media outlets and media institutions towards sustainability and increased institutional and professional capacity	To improve the organisation and effectiveness of the Syrian media sector
TOTEM - worldwide	Greenhost			Deliver an online training environment aimed at digital security through the provision of multiple modules to journalists, activists and human rights defenders.
Tunisia	Netherlands Embassy Tunis	Promote the inclusion of youth voices in the Tunisian media.	Professionalise investigative journalism in the region by supporting journalists in their publications.	To strengthen the regional production capacity of investigations.
Western Balkans - regiona	Dutch Ministry of Foreign Affairs	Provide legal support to journalists through a network of five regional journalists associations		<p>Encourage innovation within the media sector by supporting small pilot projects in Serbia and Kosovo</p> <p>Strengthen a network of female journalists and editors in Bosnia i Herzegovina to better protect the freedom of expression and other female journalists human rights</p>

Country / Project name	Donor(s)	IO 1	IO 2	IO 3
Zimbabwe	Dutch Ministry of Foreign Affairs		Promote citizen journalism as a tool to empower young Zimbabweans to have a voice	<p>Increase quality of and capacity in reporting by citizen journalists at local level</p> <p>To consolidate the position of TheFeedZW and continue creating new formats</p>

C. Budget

The budget is drawn up in accordance with the revised Dutch Accounting Standards for Fundraising Institutions, Richtlijn 650 (version 2016-13).

In general the budget of 2019 shows an increase versus 2018. This is mainly caused by the increase of Government grants. Furthermore we do not foresee an increase in income from organisations other than governments. The fundraising target for 2019 is less

than previous years, roughly 15 million of the budgeted income of 16 million is secured. The fundraising efforts will therefore mainly concentrate on the years after 2019. Because this requires a focus on program development, we have chosen to free up capacity from our Programme Coordinators for this.

This budget was approved by the Supervisory Board on November 29th, 2018.

Ratios

	2019	2018
Objective expenditure / total income	92,9%	93,2%
Objective expenditure / total expenses	93,2%	93,7%
Fundraising costs / fundraising income	3,0%	3,1%
Management & administration / total expenses	3,9%	3,2%

INCOME (in €)	2019	2018	difference
Min. of Foreign Affairs - No News is Bad News	6.690.000	6.500.000	190.000
Several donors - RLNE / Eurasia	2.060.000	1.500.000	560.000
Several donors - Syria	2.025.000	2.500.000	-475.000
Several donors - Radio Dabanga	1.200.000	1.140.000	60.000
Several donors - Radio Tamazuj	725.000	850.000	-125.000
Min. of Foreign Affairs - Safety for Media Professionals	680.000	0	680.000
Min. of Foreign Affairs - Burundi	415.000	0	415.000
Dutch Embassy - Costa Rica	215.000	0	215.000
Several donors - Somalia	170.000	250.000	-80.000
Min. of Foreign Affairs - Tunisia	150.000	0	150.000
Other projects	740.000	200.000	540.000
Government grants	15.070.000	12.940.000	2.130.000
Dutch Postcode Lottery - Structural	900.000	900.000	0
Dutch Postcode Lottery - Oxfam Novib Money Trail	190.000	0	190.000
Swedish Postcode Lottery - Keeping it real	120.000	15.000	105.000
Other projects	0	435.000	-435.000
Income from lottery organisations	1.210.000	1.335.000	-140.000
Cordaid - C.A.R. / D.R.C.	350.000	300.000	50.000
Radio Dabanga - Anonymous donor	0	125.000	-125.000
Other projects	0	900.000	-900.000
Income from other not for profit organisations	350.000	1.325.000	-9.75.000
VISTAS	65.000	0	65.000
Other projects	55.000	225.000	-170.000
Income from companies	120.000	225.000	-105.000
Other income	50.000	50.000	0
TOTAL INCOME	16.800.000	15.875.000	925.000
EXPENSES	2019	2018	difference
Programme costs	15.609.240	14.794.806	814.434
Fundraising	496.699	494.271	2.428
Management & administration	645.061	508.497	136.564
TOTAL EXPENSES	16.751.000	15.797.574	953.426
Result before financial gains and losses	49.000	77.425	-28.425
Financial gains and losses	-25.000	-25.000	0
BALANCE INCOME AND EXPENSES	24.000	52.425	-28.425

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