



# Organisational Annual Plan 2023

**FREE  
PRESS  
UNLIMITED**

People deserve to know

## **Colophon**

### **Text**

Free Press Unlimited

### **Cover photo**

Israeli journalist reporting in Kiev after a bomb explosion.

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# Foreword **Annual Plan 2023**

**For 2023 (and beyond) we anticipate a new set of complex political and socioeconomic challenges. Besides the massive impact that the war in Ukraine has had on global geopolitics, including spiralling energy and food prices, we also notice an overall increase in conflicts, authoritarianism and disgruntled citizens in other parts of the world. This has all had a negative effect on press freedom, which for the past years has been declining worldwide and in countries closer to us.**

The consequences of the invasion of Ukraine have naturally taken top priority for us this year. Immediately after war broke out in Ukraine, we responded by setting up Media Lifeline Ukraine (MLU). Through MLU we were able to help nearly 800 journalists in Ukraine and keep several media outlets afloat so that they could continue to provide reliable news. Apart from economic and political tensions, the war has also brought about a massive exodus of Russian citizens, among them many journalists, to neighbouring countries and Western Europe. The restrictions imposed on journalists and independent media made it practically impossible for them to do their work. Despite having fled the country, many of them continue to do their work from abroad to ensure audiences back home have access to reliable and independent information.

One thing the war has made clear, is that reliable and relevant information are essential to our livelihoods. It became obvious that freedom of the press and the safety of journalists are no longer something we can take for granted. Safety of journalists therefore remains an important aspect of our work in and after 2023; after all, without journalists, there is no independent media and no access to reliable information.

In addition to providing emergency assistance to journalists in conflict zones and working to ensure the safety of journalists in general, we will continue to engage in press freedom related matters in other ways. Wherever media and civil society are silenced by authoritarian regimes, we want to be there to support them and if necessary, help to revive them. We see media increasingly being taken over by large corporations affiliated with authoritarian leaders or their survival being made difficult in other ways (SLAPPs, threats etc). We will therefore continue to look for innovative ways to ensure independent media remain resilient and viable so that they can maintain their relevance to the public.

Our new Strategic Framework 2023-2026 clarifies what we stand for as an organisation. Our advocacy - based on concrete examples from our work - will be a core activity rather than an additional effort. This "evidence-based advocacy" has proven itself in recent years and we want to expand it from 2023 onward. Included in the strategic framework is our intention to work on a new communication and personnel strategy next year, and also on a new organisational structure (see page 20). The new structure aims to be more efficient, enabling us to exchange experiences and ideas with each other even better. All this should ensure that we are able to meet the external challenges mentioned above.

Our work remains an uphill battle, but one that, with your help, we gladly face together. We will not surrender to the overwhelming negativity prevailing in the world; on the contrary, we aspire to face the challenges of the coming time with positivity.

**Ruth Kronenburg, Executive Director**



Media gather at a political manifestation in Kyiv, Ukraine. © Shutterstock

# 1. Our Vision

## 1.1. Vision & mission - People deserve to know

For most people in the world, access to reliable and timely information is not a given. Yet, every person needs independent information in order to assess and understand the world they live in and, in many countries, make informed decisions for themselves and for their communities. If people do not know what is happening around them, it directly impacts their lives, prospects and opportunities.

Our slogan **“People deserve to know”** will therefore remain relevant in the years to come; it is the embodiment of our vision that everyone has the right to independent information, as is stated in Article 19 of the Universal Declaration of Human Rights.

We remain irrevocably committed to our mission: to make independent news and information available and accessible to all people, especially to those living in countries with limited access to information and press freedom. FPU is active where its work is needed most and can make a real difference, whether that be in transitioning democracies, repressive or fragile, and (post) conflict countries.

Our core values continue to be expressed by the following keywords: independent, inspiring, inventive, dedication and tailor made.

Free Press Unlimited works closely with local independent media partners, both individuals and organisations, that can make a difference in the countries in which they operate. It is with such ‘change agents’ that we enter into partnership with and co-develop interventions aimed at strengthening

them, thereby increasing the impact of their work and keeping them safe. Together with our partners, we strive to work towards the achievement of the following long-term goal:

**Media and journalists, as independent players in civil society, constitute a diverse and professional media landscape and act as change agents on behalf of citizens.**

The three intermediate outcomes through which we contribute to this goal are:

1. An enabling environment for media, conducive to freedom of expression, pluralism and diversity, is established.
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.



## 1.2. New Strategic Framework

The fact that the world – and therefore our work – has changed so rapidly in the past 3 years (the corona pandemic, more conflicts and war), necessitated an update of our multiannual strategy. Rather than a strategic plan, we developed a Strategic Framework that provides the contours of what we as an organisation wish to achieve in the next 3 years, while leaving sufficient room to adapt the ways in which we achieve our goals, should more unexpected impactful events occur. It has been created with input from our partners as well as our staff. The Three Horizon and Deep Democracy method was used to arrive at sound decisions.

The starting point was our existing vision and mission; neither these, nor our theory of change, have changed, unlike the world around us, which has changed significantly. This is why we have chosen to limit our outlook to three years and develop a document that will act as a compass rather than a directive. The Strategic Framework captures how we want to position ourselves and our ambitions for the next three years. These are as follows:

- **Free Press Unlimited is an influential international press freedom organisation**

Up to now we have always been known as a Dutch media development organisation. Though we are based in the Netherlands, we operate globally. In addition to media development, we also provide services and advocate on press freedom topics. To reflect the scope of our work and our international profile better, we intend to position ourselves as an international advocacy and service organisation, one that only operates where it can make a difference.

- **Free Press Unlimited ensures access to reliable information through independent media and journalism**

Free Press Unlimited is known for its work in areas where press freedom is most at risk and where we can make a real difference. With initiatives such as Radio Dabanga in Sudan, Russian Language News Exchange and our programme for Syria, we have ensured citizens in these parts of the world have access to reliable news and information. A mission to which we remain committed and hope to spread, by adding countries that are seeing a significant decline in press freedom, and by providing support in those parts of the world where independent media need assistance.

- **Free Press Unlimited wants to become financially independent**

Free Press Unlimited does not necessarily want to grow financially or in staff numbers, but it does want to have the flexibility to act where its actions are most needed. To do so, we need to attract and thus increase our unearmarked income from major donors and private funders. While we have a sound financial situation, our efforts in the coming years will be focused on sourcing new funding opportunities and developing new partnerships.

## 2. Our Thematic Programmes

In the process of formulating a new Strategic Framework for the next three to five years, Free Press Unlimited actively attempted to learn from both its failures and successes in various contexts. This complemented earlier Free Press Unlimited efforts aimed at gathering knowledge, through conducting research and setting up dedicated task forces around several themes rooted in the organisation's mission. These themes were centred around media viability, media in conflict, media & accountability, enabling environment, while gender (now equity, diversity & inclusion) safety and innovation were cross-cutting themes.

One of the most important conclusions from the consultations we held last year, is that there is a need for more focus. Based on further internal discussions, as well as an analysis of the results achieved, for the next years we have chosen to concentrate efforts and focus on the following three main themes:

### 1. Media in Shrinking Civic Spaces (formerly known as Media, Conflict and Peace)

### 2. Media Resilience & Viability (formerly known as Media Viability)

### 3. Safety of Journalists

Central to these main themes will be the embedment of two cross-cutting themes:

Equity, Diversity & Inclusion (former Gender) and Enabling Environment.

Through Equity, Diversity & Inclusion, and in light of disrupting and shifting power relations in our societies and in the media sector, Free Press Unlimited applies the lens of systemic intersectionality as a cross-cutting element. This approach includes gender but also takes into consideration aspects like age, disabilities, beliefs and origin, depending on local buy-in and based on contextualization. The aim of all programmes developed within Free Press Unlimited is to promote equal access to opportunities and resources for anyone

wishing to work in the media industry, improve the diverse representation of individuals, their identities and their beliefs in and through the media, and strengthen media's capacity for inclusive reporting on specific themes that profoundly affect individuals and communities.

Enabling Environment incorporates the legal, economic and political frameworks in which media operate and addresses those stakeholders and main actors, such as regulators, governments and companies, that are able to shape and influence the media ecosystem significantly. To continue supporting positive change, advocacy must be driven by national actors who understand the importance of acting at the right time, who can develop constructive proposals and build long term relationships with stakeholders. In that respect, we believe strongly in the value of building coalitions, which is why we will continue to engage with partners to build national or cross-border coalitions to cooperate in achieving a common goal.



Protest in support of journalist Ivan Golunov in Russia.  
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## 2.1. Media in Shrinking Civic Spaces

Media in Shrinking Civic Spaces is a continuation of the theme Media in Conflict. Since its start, Free Press Unlimited has been active mainly in repressive, fragile and (post)conflict countries, through building resilience and providing access to reliable information where press freedom is limited or non-existent. Our track record in this intersection of media and conflict has shown that building professional media in areas prone to conflict, in open conflict or post-conflict, is possible.

In recent years however, we have seen that civic space is shrinking worldwide. While civic space has diminished almost completely in conflict contexts, shrinking civic space is also a concern for so-called illiberal democracies, also found in Europe. So there is a need for support in countries that are not necessarily in conflict but where media freedom is significantly at stake. Shrinking civic space involves efforts by powerholders to prevent independent media outlets from continuing to operate, by limiting their ability to access public information, reach an audience and therefore achieve impact. They do so because independent media function as a check to their power, by calling them to account for their actions and decisions, as well as by bringing the problems facing various groups in society to the public's attention. To this end, Free Press Unlimited supports partners in their efforts to keep the civic space 'open' by investigating power abuses, and by creating and disseminating content that addresses the importance of human rights and provides alternative narratives to pervasive propaganda, disinformation and hate speech. Other efforts by Free Press Unlimited are focused on, among other things, mitigating the risks of criminalisation of media work, preventing restrictions to the ability to generate income, and media capture – the phenomenon where media is controlled either directly by governments or by vested interests.

Furthermore, the declining trust in independent media is a serious problem, which can be exacerbated by powerholders. Illiberal actors often seek to undermine the check on their power that independent media

is meant to provide. Free Press Unlimited supports independent media in building and maintaining their credibility for their audience, for example by focussing on ethical and inclusive journalism and on professional standards within the sector, and by engaging with audiences.

### Regional Plans for 2023

#### Africa

According to the 2021 Freedom House report, a total of 22 African countries suffered decline in democracy. COVID-19 restrictions were systematically used to silence critical media. And civil society organisations face various "antiterrorist" measures, such as cyber-crime-legislations, aimed at suppressing dissent. In this climate of shrinking civic spaces, many of FPU's 2023 Africa programmes will address and reclaim freedom of speech and assembly rights.

In civil-war-torn **Ethiopia**, FPU will continue collaboration with Bahir Dar University, Jimma University and equip their community radio stations, in anticipation of a possible peace process in which access to independent information is important for social coherence, transitional justice and reconciliation.

In the **Democratic Republic of Congo**, our project is focusing on the war-torn provinces of Ituri and North Kivu, which are in fact both under Etat de Siege. The atrocities, killings and the talk of possible genocide of the Nande community in this part of the world, are heart-breaking. Through media, the programme hopes to prevent conflict, and restore social cohesion, transitional justice and finally uncover the truth and begin the reconciliation phase. In 2023, Free Press Unlimited will continue to monitor the safety of journalists in North Kivu and Ituri. At the same time, rumours and disinformation will be identified and debunked. FPU will also strengthen the capacity of 26 community radio stations so they can fulfil their role as a platform for dialogue and promotion of social cohesion between different groups in the Congolese society.

## 2. OUR THEMATIC PROGRAMMES

In **Somalia**, the DANWADAAG programme aims to influence national Disaster Risk Management (DRM) mechanisms based on inclusive strategy management, involving the media as producers of life-saving information. Climate change and associated natural disasters increasingly affect people's livelihoods and development prospects in Somalia, making the country more vulnerable to poverty and food shortages. The recent drought was one of the most devastating. Local news about multiple livestock deaths due to lack of water, and stories of human suffering, started to make international headlines. In such a fragile environment, journalists need to be able to do their work and take the stand on behalf of their suffering communities. FPU's 2023 focus, and that of our local allies, lies in facilitating the information flow between media, local CSO and local authorities, to ensure that journalists are part of the local DRM strategy and can safely report on life-threatening events and are able to provide their communities with timely information about risks and solutions.

Radio Tamazuj aims to give **South Sudanese** citizens access to reliable media content and educational programmes (radio/online). Operating in exile, it also tries to stimulate dialogue between citizens and politicians, local leaders and other stakeholders, on the development of South Sudan. The aim is to contribute to a more stable democracy, with informed citizens equipped to hold the government to account. The project will continue to inform and sensitize citizens on topics such as peacebuilding, women's health, and elections. For 2023, there will be a special focus on gender-inclusive reporting and on enhancing networking between like-minded exile media on the African continent and beyond, for stronger resilience and means of viability.

Radio Dabanga in **Sudan** is a national, independent news and information broadcaster. Following a military coup in Sudan in October 2021, which could potentially permanently derail Sudan's democratic transition, Dabanga is working to meet the information needs of the geographically and culturally diverse population. Operating in exile, Dabanga is able to continue broadcasting independently into Sudan via internationally transmitted shortwave radio, satellite

television, and online & social media channels, with minimum risk of interference or shutdown. FPU will continue to support Dabanga's work, as well as advocate on behalf of local Sudanese media and journalists, who are once again coming under increasing threat.

Safety of journalists is also the major focus of Free Press Unlimited program in **Mozambique**, where a significant number of media outlets are directly or indirectly controlled by the authorities or members of the ruling party, which considerably undermines their independence. In recent years, hostile speeches and verbal attacks on critical journalists have been documented. Therefore in 2023, the monitoring of press freedom violations will continue in a more structured, quantitative way than before.

### Asia

The Asia region colours almost exclusively red and orange on the map of the CIVICUS Monitor, indicating that the civic space in most countries is rated as closed, repressed or obstructed. This is also the case for Bangladesh (repressed) and Pakistan (repressed), where FPU is working on a number of projects aimed at expanding the space for media and civil society. In Pakistan, FPU works, together with partners, on advocating for better legislation on safety of journalists and on digital rights. We do this by organising consultations in the media sector, and by preparing and submitting (amendments for) draft laws. To support the media in its role as a watchdog of those in power, FPU works on improving investigative journalism in Pakistan. In 2023, we will start a new programme in Bangladesh, focussed on encouraging collaboration between civil society organisations and media through co-production grants to jointly influence dialogue on social change and domestic policies.

### Latin America

In the countries in **Latin America** in which we work, the contexts are increasingly repressive. Across Latin America (and the Caribbean) journalists and human



Woman journalist reporting during the COVID-19 pandemic on the street in El Salvador. © Riesgo Cruzado/Jorge Astola

rights defenders continue to put their lives at risk to fight for freedom in their countries; the demand for democracy remains strong despite the trends towards more authoritarian rule in several of the countries in which we work. The entire region of Central America has been scored by CIVICUS as 'repressed' or 'obstructed' and in the case of Nicaragua, it is even labelled as 'closed'.

To illustrate: in El Salvador, independent media outlets are being hindered by a set of repressive laws that criminalise the investigation of gangs and organised crime, and in Guatemala and Nicaragua, several journalists have been imprisoned just for doing their job of being society's watchdog by holding the powers to account through investigative journalism. In Venezuela, the repressive context in which censorship and closure of media that are critical of the government is widespread. Even though this has been going on for quite a while, FPU's holistic safety support is still very much needed. In 2022, many media outlets were shut

down, resulting in media dark areas, where almost no information can reach, never mind be reported on. FPU's programme supports media that work outside of the capital so they are still able to report about and bring news to these information deserts. Therefore in 2023, special focus will be on border areas.

All FPU's programme support in Latin America (currently active in El Salvador, Guatemala, Honduras, Nicaragua and Venezuela) is in the areas of safety (offering psychosocial support, digital and physical safety arrangements for staff), advocacy (set up conversations with different spheres of influence, such as EU, OAS etc.) and media viability (helping media to stay relevant and in contact with their audiences, ensuring they have diverse sources of funding etc.). We work on vigilance, for example, setting up legal and administrative support for media outlets where the environment for journalists and media is fast becoming increasingly hostile. Journalists and media outlets are watched and followed, sometimes using advanced

## 2. OUR THEMATIC PROGRAMMES

spyware like Pegasus. We increasingly see SLAPPS or other types of legal impediments and restrictions being set up to curb independent journalism; we will therefore continue to provide journalists with legal assistance.

### Middle East & North Africa (MENA)

Journalists in the Middle East are working in the most hostile media environment in the world, according to the 2022 World Press Freedom Index drawn up by Reporters Without Borders (RSF). Based on RSF's five indicators: political context; legal framework; economic context; socio-cultural context; and safety, the report shows that more than half of the countries in the Middle East suffer "very serious" threats to press freedom.

One of those countries is Syria, which has been in conflict since 2011. The current Free Press Unlimited programme for Syria is built on foundations laid over the last 10 years, since the uprising and start of the conflict. The programme takes an integrated approach towards the development of the media sector, which includes outlets, media institutions (i.e. regulatory bodies and professional associations) and media policy and law advocacy initiatives. Given that the country is de facto divided in various spheres of influence, under different powers, the program has been shaped across and within geographies in Syria. After managing to plant professional seeds and pave the way towards credible, quality media and cohesion, in 2023 the interventions will delve into the agency of the partners in the sector. Three connected objectives intervene specifically: on media dialogue and advocacy to protect but also to engage Syrian media practitioners; on youth representation in media, also including/engaging youth in media content; and on accountability journalism. Cross-cutting themes important to the entire programme in Syria are safety, gender & inclusion, while lobby and advocacy is an overall program for integrated intervention.

After launching pilot activities with its co-creating partners in 2022, Free Press Unlimited will start a new Fellowship Programme in 2023, in which individual journalists from various **MENA** countries will be supported in their content production. During a new round of hackathons, the challenges of the media landscape in the region will be addressed. Small media outlets and individual journalists will also be supported by an innovation grant scheme, where the focus will be on minority groups (gender, LGBT+, people with disabilities, etc.). Digital security activities are planned to start, with the provision of assessments and trainings for organisations from 9 countries in the ENPI South Region.



A young woman reporter in El Kef, Tunisia.

© Loes Witschge



## 2.2. Media Resilience & Viability

Independent journalism that favours public interest over political or commercial agendas, continues to face significant challenges worldwide. These challenges are manifold, ranging from hostile political environments and pressure exerted by governments and other rulers, to declining advertising revenues and subscribers as a result of news digitization and a shift of users and advertisers to digital platforms. The COVID-19 pandemic has further aggravated the economic impact on journalism, and the rapid erosion of the business models underpinning media viability has intensified the viability crisis across the globe.

At Free Press Unlimited, we believe that precisely the kind of journalism that struggles most to find revenue nowadays - investigative journalism, local and regional journalism, as well as the media in countries with emerging economies - is crucial for the functioning of our democracies. Issues affecting their viability are complex and require a variety of interventions - from supporting media outlets directly to advocating at the level of governments - to create an enabling environment for independent media and educate the public about the importance of reliable information. This is why FPU does not offer a one-size-fits-all approach. We apply a bottom-up approach, in an inclusive manner. We do this by finding solutions in collaboration with our local partners and providing support based on local needs and context, in order to contribute to the functioning of the small and medium-sized independent media.

Given the emergence of a wider range of challenges to the resilience and viability of independent media in recent years, FPU has updated its definition of media viability. In 2023, Free Press Unlimited will use the following definition of media viability: the capacity of media to operate under sound political, legal and economic conditions in order to flourish independently and sustainably. This definition allows us to see media resilience and viability issues in a broader context. FPU will focus on areas of media viability at three levels: macro (state), meso (media landscape and society) and micro (media outlet) levels. Free Press

Unlimited projects will focus particularly on boosting four pillars vital to media viability from the micro level perspective, to support a conducive operating model, a coherent business model, the relationship with the audience and the delivery of quality content.

An additional aspect is that of technology and its rapid spread in the information domain exposing independent media to various and previously unknown threats such ranging from reputation loss, online harms, government surveillance but also algorithmic changes that affect their daily operations and audience reach. Free Press Unlimited is already active in building media's resilience to some of these digital, mostly security threats. At the same time, harnessing the potential of new technology can help media flourish through creative format development, digital audience strategies and public engagement. The intersection of applied technology and quality journalism is an area less developed in most regions, as independent media often lack the human resources and access to knowledge. Media therefore outsource such expertise, often at huge cost and loss of revenue. Which is why Free Press Unlimited will strive to form a support team consisting of technology experts that can offer support but also co-develop solutions together with media partners that will help them cope with both current as well as future technological challenges.

### Global Plans for 2023

The global PRIMED programme focuses on building the resilience of media to deal with the political and economic pressures that undermine media viability in three different countries. Through a variety of approaches, we aim to create reliable public interest media. Learning and creating knowledge about what works and what does not, is an integral part of PRIMED. Within PRIMED, established by a consortium of media development organisations, FPU is responsible for the gender approach. All media partners in the three countries have set targets to improve gender balance in the newsroom and in the content they produce. In 2023, FPU will publish the results of research that examines the issue of the extent to which increased gender sensitivity in content and on the work floor also

## 2. OUR THEMATIC PROGRAMMES

leads to more viable media outlets. As the programme enters its final year of implementation, the consortium, FPU included, will also publish a final policy document covering all lessons learned in the programme.

### Regional Plans for 2023

#### Asia

In the Asia region, FPU mainly works on strengthening media houses and media support organisations to improve audience engagement, and on alternative income and business models (Pakistan). In Bangladesh, the focus is on monitoring gender in the media. By regular and consistent monitoring of a number of media outlets by our partner in Bangladesh, combined with feedback sessions with the editors, the aim is to create more diverse and inclusive media outlets, both on the work floor and also in the content. In 2023, we will continue the monitoring.

#### Europe

The Western Balkan countries, where Free Press Unlimited has a long working history, continue to lag chronically when it comes to meeting important political criteria for EU integration, despite their decade-old status as pre-accession and candidate countries. Rule of law remains consistently weak and corruption widespread, while civic space and media freedom have experienced a steep decline. Due to the high levels of media capture, independent media have a tough time surviving economically as the media markets are small and highly politicized.

Thanks to continued support from the Dutch Ministry, Free Press Unlimited can continue with the Media Incubator project, focusing this time solely on Serbia, where state and media capture has reached alarming levels. The objective of Media Incubator Serbia project, which was developed in partnership with the Association of Local Independent Media, is to strengthen public interest journalism and civic engagement by building their capacity to produce quality journalism and improve their organisational viability. This will be realised through

a combination of research and creative, low tech and low-cost experiments aimed at improving the resilience of local media as watchdogs of society and of the communities they serve.

**Rule of law remains consistently weak and corruption widespread, while civic space and media freedom have experienced a steep decline.**

#### Latin America

FPU currently works in 4 countries in Central America and in Venezuela and gives direct support, training and mentoring to public interest media outlets to strengthen their viability on the 4 previously mentioned micro level pillars: operational model; business model; relationship with their audiences; and production and distribution of quality content. All with the aim of creating more sustainable media organisations that are resilient to the constant shocks and stresses, while they continue to offer valuable and differentiated content that resonates with their audiences and fulfils their different needs.

In order to be effective at micro level, there will be ongoing monitoring and analysis at meso level, looking at the developments, trends and impediments of the media landscapes in which these media operate. Accountability, transparency and media ownership, self-regulation and inclusiveness will be followed at a national and regional Latin American level, linking these to the global (macro) developments and debates on safety, access to information, fair markets and digital rights.

#### Middle East & North Africa (MENA)

While Jordan is known for its political stability, many media professionals censor themselves and adhere to the implicit red lines dictated by the authorities



concerning certain subjects. Free Press Unlimited supports advocacy efforts for a more enabling environment for the media, to enhance and monitor the production of inclusive media, and to help media outlets, CSOs and journalists build professional resilience. Regular monitoring activities will assess the status of gender representation in Jordanian media, and also the safety of local journalists.

## 2.3. Safety of Journalists

The past years were an alarming period for the safety of journalists around the world. In addition to the attacks that journalists suffer daily just for doing their job, the COVID-19 pandemic and several crises in different parts of the world exacerbated their already vulnerable and uncertain working conditions. Press freedom is not only under threat in repressive countries and in conflict situations, journalists in democracies, and especially investigative journalists seeking to uncover injustice and wrongdoing, have also increasingly come under pressure. Governments and non-state actors have found innovative ways to suppress and silence media workers, for example, internet shutdowns, trolling and vexatious lawsuits.

The premise of Free Press Unlimited's work on the safety of journalists, carried out against that backdrop, is the belief that safety is an absolute precondition for independent media to function properly and serve the public. If journalists are not able to carry out their work without risking harm, they will be unable to act as watchdogs and provide reliable information to the public. Together with over 140 trusted partner organisations around the world, we aim to create safer working conditions for journalists.

At Free Press Unlimited, we see safety as an all-encompassing concept that includes the physical, psycho-social, digital and the legal domains in equal measure. We do not believe in one-size-fits-all solutions, as the safety challenges vary per context, and necessitate different solutions. Our approach is based on three interconnected and mutually reinforcing

intervention strategies, the so-called three Ps: **prevention, protection and prosecution.**

**Prevention** focuses on creating an enabling environment for journalists to perform their duties. In order to prevent and halt the escalation of violence and threats against journalists, we work on conducive policies and legislation to protect the safety of journalists and ensure journalists' access to direct preventive support, such as temporary relocation and the provision of safety equipment. **Protection** focuses on ensuring that journalists can continue to perform their work safely, by providing them with rapid and coordinated emergency support when they are in distress. Finally, our work on promoting and enabling **prosecution** is focused on addressing the persistent impunity for crimes against journalists, which, when successful, can deter potential perpetrators from committing crimes against journalists in the future. This contributes to a safer legal and physical environment for journalists.

## Global Plans for 2023

### Advocacy

Through coordinating advocacy efforts within our international partner networks, such as the Media Freedom Rapid Response (MFFR) Mechanism, the Consultative Network of the Media Freedom Coalition (MFC) and the Coalition Against Online Violence (CAOV), we actively encourage governments and intergovernmental institutions to put press freedom higher on the political agenda and to take appropriate concrete actions. By advocating on topics such as emergency visas for journalists and measures to combat online harassment, we encourage States to translate their commitments to developing preventive policies and guidelines into concrete action.

### Strategic litigation

Free Press Unlimited will focus on strategic litigation as a means for challenging laws, policies and practices that restrict press freedom. We will work with partners to show that such laws and policies, such as criminal codes, media regulation, foreign agent laws and disinformation laws, are contrary to international human rights standards and must be repelled or amended.

## 2. OUR THEMATIC PROGRAMMES

### Emergency support

Our international emergency response fund provides direct preventive and protective assistance, legal support, and safety advice to journalists and media outlets in distress, enabling them to resume their work as quickly as possible when faced with a crisis situation. This fund can support journalists and media organisations who are confronted with (online) harassment, intimidation, legal proceedings, or violence as a direct result of their work.

### Safety risks for women journalists and solutions

Women media workers face very specific safety risks and threats, not only because of their profession but

also because of their gender. They are attacked offline and online both as journalists and as women. While women from different age groups, cultural backgrounds and regions might have different experiences and perceptions regarding their safety, their gender greatly influences the threats they face, and how to cope - practically and mentally - with them. Free Press Unlimited will organise focus group discussions with women journalists, editors, and experts in different countries, to gain insight into the specific challenges. The aim of these discussions is to identify the most pressing support needs (which may take the form of safety trainings or peer support groups, for example) that respond to the local safety risks for women journalists in that specific context.



Palestine photo journalist supported by colleagues after being shot in the eye. © Mamoun Wazwaz





## Linking and Learning meetings

International, regional and local networks are instrumental for the provision of assistance to journalists in distress. They enable information and knowledge sharing, the coordination of effective responses in crisis situations and they ensure support is not duplicated. In order to facilitate network-building, increased coordination and collaboration, and mutual learning, Free Press Unlimited will organise and participate in three regional coordination meetings with partners.

## Networks

Free Press Unlimited will continue to play a leading role in ensuring international collaboration and coordination. It is a co-coordinator of the Journalists in Distress (JiD) network, coordinating the provision of emergency support with 24 international partners. It is also part of the Media Freedom Rapid Response (MFRR) Consortium, coordinating rapid responses to violations of press freedom in the European Union and its candidate states. Furthermore, Free Press Unlimited co-created the Building Responses Together (BRT) network. In addition, FPU is an active member of the Vuka! Coalition for Civic Action, in working groups for strategic litigation and rapid response in crisis situations.

## Impunity

To address the persistent impunity for crimes against journalists, FPU will continue its Safer World For The Truth project in 2023. The project is focused on investigating cold cases of murdered journalists worldwide and advocating for justice. During the first period of the A Safer World for the Truth project, we realised that we were able to reinvigorate efforts to solve journalist murder cases by investigating them ourselves. New findings resulting from thorough investigations create windows of opportunity to engage in advocacy, litigation and negotiation with authorities. In hybrid states, the effects of unearthing new findings with regard to journalist murders were greatest because we could appeal to various institutions using these findings. In 2023, three new investigations will be published; based on our findings, our efforts to bring justice to the families and colleagues of the killed journalists and to create a safer environment for journalists will continue.

## Digital security training

Journalists worldwide increasingly face digital threats, which is why in recent years, FPU, together with Greenhost, built TOTEM, an online learning platform with courses on digital security. Today, the platform hosts over 60 courses in multiple languages. In 2023, we will focus on securing a sustainable income for TOTEM by engaging in partnerships with organisations that are interested in hosting (new) courses or languages on the platform for their target groups.

## Regional Plans for 2023

### Africa

Safety is a cross-cutting theme for all of FPU's Africa-related activities. There is specific focus on monitoring violence against journalists in the **Democratic Republic of Congo**, and also in **Mozambique**.

### Asia

The region holds some of the worst enemies of press freedom, and has further deteriorated in recent years. Apart from the dramatic events in Myanmar and Afghanistan, countries such as Pakistan and Bangladesh also dropped significantly in the World Press Freedom Index. In 2023, FPU will focus on improving digital security for journalists in Bangladesh by offering online courses in Bangla and by improving the psychosocial well-being of (women) journalists through the Journalists Enhance Safety and Security (JESS) project, together with ARTICLE19. Similar efforts have been made in Pakistan where FPU partner Digital Rights Foundation will continue to provide advice and support to journalists under threat through its helpline. In addition, DRF will organise retreats for women journalists with the focus on mental health, in an effort to create a safe space for women journalists to deal with the gender-specific challenges they face in their work and to learn and grow through a buddy system.

In Pakistan and Thailand we have set up safehouses and exile hubs for journalists forced to relocate due to threats, where we provide them with safety training,

## 2. OUR THEMATIC PROGRAMMES

digital security tools and psycho-social support. In 2023, Free Press Unlimited will continue to support those hubs and perform risk assessments to determine where more safehouses may be needed.

### Europe

On a wider EU, including candidate countries, level, Free Press Unlimited will continue to be part of the Media Freedom Rapid Response Mechanism, designed to alleviate the consequences of the recently observed deterioration of press and media freedom in certain EU Member States and Candidate Countries and of the Safety of Journalist Platform by the Council of Europe (CoE), designed to support CoE states to respond to alerts and to keep them accountable.

With **Media Lifeline Ukraine**, initiated in 2022 by Free Press Unlimited, we aim to secure a free flow of information for audiences in Ukraine and neighbouring countries. The war in Ukraine, following the Russian invasion in March 2022, has resulted in ongoing disruption for journalists and media houses in Ukraine. The war cut journalists and newsrooms off from the crucial infrastructure that they depend on for their work. Consequently, audiences are exposed to disinformation and propaganda, mainly from the Russian side. Moreover, journalists face serious threats while reporting on the war.

Thanks to the generous support from private foundations and individual donors, and working closely with our affiliate Free Press Eastern Europe, FPU set up Media Lifeline Ukraine and keeps it up and running. As the war continues, Media Lifeline Ukraine will continue to offer practical support to local media and journalists so they can continue informing the public, keep media outlets and journalists networks operational by providing safe working spaces in the form of media hubs (both in and outside Ukraine), and assist individual journalists with emergency support such as protective gear, VPNs, and relocation resources if needed. In 2023, FPU will also look into possibilities for citizens and media to use safe channels for communication and the dissemination of information on what is happening in the country. Media Lifeline Ukraine will apply an agile approach, supporting media and journalists in areas where it is most needed.

The **Western Balkan** region has experienced a significant drop in press freedom and safety of journalists in recent years. Since the start of the Legal Defence Fund, and in partnership with local journalists' associations in **Bosnia and Herzegovina, North Macedonia, Serbia** and as of 2022, **Montenegro** as well, Free Press Unlimited works to ensure free legal assistance and psychosocial support to journalists who face prosecution or imprisonment because of their work and those who are sued for defamation and are unable to pay legal or trial costs. This support will be extended in 2023.

In addition to legal and psychosocial support, through the multiannual regional programme called **"Strengthening Media freedom in Bosnia and Herzegovina, North Macedonia and Serbia"**, funded through the MATRA Government to Government Rule of Law Programme, we also work to improve the safety of journalists in Bosnia and Herzegovina, North Macedonia and Serbia. In 2023, together with our local partners in these three countries, we will continue to boost the competencies of law enforcement, judicial authorities and journalists, and also create a meaningful exchange between the judicial authorities and journalist associations, with the aim of improving the safety of journalists.

### Latin America

Safety is a cross-cutting element in all FPU's activities in the Latin American region. Some programmes, like the ongoing 4-year programme in Central America that provides holistic safety training to journalists from 4 countries, are specifically focussed on it, other projects focus on specific situations, for example, support to the Nicaraguan media sector (both inside the country and in exile) and the Venezuelan border situation. The focus on regional collaboration to strengthen security networks, and to foster a culture of support, will be increased. In 2023, a linking and learning event that looks at psychosocial safety will be organised with experts from all Latin American countries where FPU is active, expertise from other regions being brought in if possible.



News reporting on the street in Mexico. © Paul Enkelaar

### **Middle East & North Africa (MENA)**

Safety is a cross-cutting theme for all FPU's MENA-related activities. There is special focus on digital safety and safety for female journalists and on monitoring violence against journalists.

Together with UNESCO (Baghdad), Free Press Unlimited will initiate the second phase of Breaking the Silence, addressing safety issues in Iraq, in particular. In 2023, a national independent helpline for female journalists will be launched. Staff will be trained to support female journalists from all regions in **Iraq**; this will include taking effective measures to

boost their physical, digital and psychosocial safety. Another component will be to look into selecting several media organisations strongly in need of improvements to their security situation. The support will take the form of in-depth security assessments, tailored security advice, mentorship and training so they can achieve their security/safety objectives. Online harassment of Iraqi women journalists is more vicious than harassment of their male colleagues; they risk falling victim to smear campaigns, which often have sexual connotations. Due to stigma and stereotypical roles within the Iraqi society, many female harassment victims are reluctant to report the threats to the police.

# 3. Our Internal Organisation

The general rule is “structure follows strategy” and this is also the case at Free Press Unlimited. With the new multi-year strategic framework and in order to fulfil our ambitions, our organisational structure will also need to be adjusted. In addition, the fact that FPU switched from a two-headed board of directors to a single executive director also calls for some adjustments to the organisational structure.

In view of this, we intend to set up a management team to support the executive director with a number of tasks. The new structure will also address the need for program staff to operate more autonomously without creating silos. In the new structure we want to enable all teams and departments to learn from each other, thereby encouraging mutual exchange of information across the different departments, experiences and expertise

The organisational structure, in both the current and new form, consists of a total of eight departments, each with different teams. Besides Programmes, the department at the core of our organisation where all projects are designed and implemented and the one that houses most of our staff, the following departments play an equally important role in ensuring we can do our work and advocate for our cause: Communication, Finance, Fundraising, Human Resources, Knowledge & Quality, Policy & Advocacy and Security & IT.

## 3.1. Communication

Communication consists of a team of four, with separate but complimentary tasks. Over the past few years, the Communication team has significantly increased Free Press Unlimited’s visibility, with a positive result for our private fundraising efforts.

Up to now, efforts were concentrated mainly on increasing FPU visibility among the Dutch audience. To fulfil our strategic goals, set out in the Strategic Framework 2023 – 2026, we intend to reposition ourselves as an international press freedom organisation, and as such, also appeal to a wider international audience. Our aim for next year is to

develop a strategy aimed at increasing our visibility among the general public, both in the Netherlands and worldwide, the objective being to increase public buy-in to the core message underpinning our work: press freedom and freedom of expression is important for everyone.

This will be reflected primarily in our online strategy that will be based on a so-called Always On approach; that means we will be digitally present throughout the entire year, with several online campaigns that reinforce each other in terms of content and timing. At peak moments, we will support the online strategy with radio coverage in the Netherlands; analysis of previous years showed us that this type of medium generates new followers and friends for us.

## 3.2. Fundraising

Free Press Unlimited fundraising efforts target both institutional donors and private funders; donations come from individual donors, corporate sponsors, private foundations, and major donors. However, most of our income comes from institutional donors like the Dutch Ministry of Foreign Affairs and European Union.

Institutional fundraising is centrally coordinated by the two-member strong Donor Relations team that works closely with the Executive Director, departments such as the Policy team, and the Senior Advisor International Partnerships and Programmes. Funding opportunities are strategically selected, often in partnership with other like-minded organisations and also local partners supported by us. Furthermore, we strive to maintain good relations with a variety of donors.

However, due to post COVID-19 economic challenges, in many donor countries that support press freedom, there is funding climate is uncertain. Next year will therefore require additional efforts to ensure independent media and journalism, and the protection of journalists, continue to be a funding and investment priority. For 2023, we anticipate new opportunities for support from the Global Democracy Summit and the new European Union Team Europe Democracy initiative. The survival of independent media and



protection of journalists is high on both their agendas. Free Press Unlimited is connected with these initiatives in partnership with like-minded organisations from across its global partnerships and colleagues.

Next to institutional fundraising, we also invest efforts in private fundraising focussed among other things on corporate sponsorships, private foundations, and also major donors, such as the Gates Foundation, for example. While we hope to expand the private fundraising capacity to include more staff in the future, for 2023 our fundraiser private funding will focus on keeping our income from private funders at the same level as in 2022, while developing an approach

to increase our income from private sources that have been identified as an important source. In this way, we hope to increase and improve our financial sustainability as set out in our Strategic Framework.

### 3.3. Human Resources

Following the Strategic Framework 2023-2026, we will align and update our HR strategy to cover the period from 2023 to 2026. Diversity and inclusion are important aspects emphasized in the new HR strategy. Furthermore, Free Press Unlimited will continue to pay attention to staff wellbeing and happiness at work,



A safety package for journalists in Ukraine. © Bodine Koopmans

### 3. OUR INTERNAL ORGANISATION

focusing on staff appreciation, a reward system and support for professional development. Special attention will be given to keeping employees engaged and up to date on the efforts of the different departments. Following the adoption of the new structure, extra attention will be paid to creating intra-departmental connections, exchange, interaction, collegiality and collaboration, the aim being to improve and expand learning and the quality of our work.

#### 3.4. Knowledge & Quality

This unit is responsible for two closely linked yet distinct disciplines that are pivotal for organisations such as Free Press Unlimited, whose services require consistent quality assurance and are highly knowledge-dependent. While knowledge management concerns the capture, distribution and effective use of knowledge and information, quality management relates to the way an organisation functions and organises its processes so that it is able to achieve and ensure excellence in its services. Considering the current KQ capacity and the expertise needed to fulfil the wide range of activities that fall under quality and knowledge management, which includes among other things, planning, monitoring, evaluation and impact measurement, 2023 will be used to redefine KQ's service agreement and prioritise activities according to most pertinent needs of the organisation, taking into account the available capacity, which is currently four staff members; this is expected to increase by at least one more staff member.

In past years, Free Press Unlimited has put a lot of effort into developing itself as a learning organisation. We will continue to do this in 2023, making use, of course, of the findings that will be gathered through the Knowledge Audit, currently being developed, that will be rolled out end of this year and continued into the first part of next year. The Knowledge Audit will enable us to determine what information and knowledge is relevant and essential to have and also how to use this more effectively. The audit will also gauge the type of skills FPU staff members have and those they need to develop in order to maintain the high-quality of FPU's work and also to achieve its

goals. Based on the findings of this audit, KQ will subsequently develop a strategy aimed at streamlining our knowledge and our quality management. The strategy will also define KQ's future role, taking into account the goals set out in the new Strategic Framework.

The knowledge events, in the form of monthly Lunch & Learns and Knowledge Cafés, which were introduced in 2022 and enthusiastically received by most of FPU staff, will be continued in 2023. This will amount to 24 internal knowledge events that, in addition to learning and knowledge exchange, also contribute positively to internal communication, collegial interaction and staff wellbeing. These events are organised in addition to the traditional organisation-wide FPU learning days, also planned for next year. The first will take place in Spring of 2023.

Regarding quality management, Free Press Unlimited strives to have a solid quality system in place to ensure that all projects, including the cooperation with its numerous partners, proceed according to the Free Press Unlimited and international quality standards (ISO). Within the Netherlands, Free Press Unlimited is a member of PARTOS and also follows the standards prescribed by organisations such as 'CBF' that monitor charitable institutions on financial, social and governance elements through yearly audits, to determine whether a charitable organisation is operating according to their guidelines. In 2023, the following instruments and/or institutions will audit Free Press Unlimited's quality:

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

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 on the basis of financial capacity.



### 3.5. Policy & Advocacy

The three-member strong Policy & Advocacy staff team, advocates on behalf of Free Press Unlimited for press freedom and safety of journalists, contributes to the development of relevant policies and international standards and raises awareness about threats or opportunities. It does so working in partnerships at national, European and international level by engaging with policy makers and parliamentarians, and independently advocating towards the EU, UN and the Media Freedom Coalition.

Based on our work and the expertise we have developed, we will continue to raise awareness about the online harassment faced by women journalists and advocate for concrete solutions. As part of the leadership of the Coalition Against Online Violence, we will actively strive to join forces with the other members of the Coalition in this endeavour.

**In the coming year, Free Press Unlimited will continue to lobby for states to offer emergency visas to journalists at immediate risk.**

In response to the crises in Belarus, Myanmar, Afghanistan and Ukraine, increasingly there are calls for more effective and faster procedures for emergency relocation outside of the journalists' home country. In the coming year, Free Press Unlimited will continue to lobby for states to offer emergency visas to journalists at immediate risk, and to join forces with other European press freedom organisations to strive for all EU member states to offer 50 emergency visas per year to journalists whose lives are in danger.

Ending impunity for crimes against journalists will also continue to be a priority for our advocacy work. On 2 November 2022, we published a report that identifies several paths to justice in cases of murdered journalists.

One of the key findings was that the opportunities for justice are greatest in hybrid regimes. The fact that, in hybrid contexts, the rule of law is not absent but flawed and unequally distributed, offers clear opportunities for justice. In 2023, we will use these findings in our efforts to fight impunity. We will advocate for specialized investigative institutions, for relevant actors to consistently monitor murder cases, and for sustained media attention to create the public pressure that can make a decisive difference in achieving justice.

### 3.6. Security & IT

As in 2022, the number of cyberattacks against journalists and also against organisations like FPU itself, is expected to grow even more. Our Safety & Security Policy was updated last year, and is, if necessary, reviewed annually to stay up to date with worldwide security events and political developments that may affect the work of the partners we work with, as well as that of our own staff. The IT infrastructure is expected to be streamlined in 2023 by migrating our data to a cloud based system. Additionally, IT support will be made easier by adjusting applications that are used by staff and by equipping laptops with a standard set of software that will enable IT support to remotely connect to a laptop device and offer support as long as there is a functional, secure connection.

# 4. Governance & Management

Our organisation is governed as follows:

- **Supervisory Board** – oversees and approves the general strategy of Free Press Unlimited and the Board, approves the annual budget and annual reports
- **Executive Director** – responsible for daily management including strategy, policy, finance, human resources, etc.
- **Works Council** – representation of all staff
- **Confidential Counsellor** – external person, in keeping with our Code of Conduct

## 4.1. Supervisory Board

As of 2022, the Supervisory Board consists of the following six members:

**Monica Bremer** - chair

**Paul Hofstra** - chair of Financial Advisory Committee

**Ronald Gijbertsen** - on the recommendation of the works council

**Nani Jansen Reventlow** - member

**Ellen Soerjatin** - member  
(and member of Financial Advisory Committee)

**Hennah Draaibaar** - member

However, for various reasons (long COVID, a too heavy workload), 3 members had to resign. As a result, we are looking for new members for 2023. Recruitment has already begun and we hope to welcome new members to the Board in the first quarter of 2023.

## 4.2. Works Council

The Works Council will continue its efforts to serve Free Press Unlimited staff in the best possible way, to create a fair, healthy and safe working environment. In 2023 the Works Council's priorities will be:

1. Providing advice and input on the proposed new organisational structure and salary scheme
2. Contributing to the review of the appraisal system
3. Following up on the previously organised workshops on a work culture where staff is encouraged to voice their opinions and give constructive feedback
4. Monitoring a smooth transition towards the new digital work environment when technological changes are implemented
5. Paying continuous attention to diversity, equity and inclusion within the workplace
6. Working towards a more environmentally friendly organisation and the reduction of our carbon footprint

## 4.3. FPPE

Since 2016, the Prague based Free Press for Eastern Europe (FPPE) has been running our European and Central Asian projects. Set up by media development specialists from the region, it promotes a collaborative approach to journalism and media. FPPE partners with Free Press Unlimited in projects that address gaps in media literacy, collaborative journalism, audience engagement and media viability, both in the EU, on its Eastern borders and beyond. Journalists, human rights defenders and civil society actors can also gain hands-on knowledge from FPPE's media practitioners at Prague Media School (<http://pragueschool.media>)





## 4.4. Integrity Policy

The reliability of Free Press Unlimited's activities and the good name and reputation of the organisation are of utmost importance to the Supervisory Board, the Executive Director and the staff of Free Press Unlimited. We therefore believe it is essential to adhere to the Integrity Policy, which sets out the standards for ethical behaviour of all Free Press Unlimited's representatives. The culture at Free Press Unlimited is based on trust, mutual respect, open communication and high standards of professional conduct. These key words play an essential role in achieving our mission. We have faith in the common sense of our staff and all representatives, and trust that they will act ethically and with integrity within the bounds of the law, and will do everything in their power to ensure that the name and good reputation of Free Press Unlimited is never brought into question. In 2023, we intend to improve our integrity policy so it is even clearer and more explicit. Also, we expect to appoint an internal confidential counsellor and an integrity officer to further lower the threshold of asking for advice.

## 4.5. Corporate Social Responsibility

Free Press Unlimited believes it has a responsibility to reduce and prevent any possible negative impact on our natural environment. While remaining focused on our key objectives of supporting press freedom and safety of journalists all over the world, we embrace the challenge of adopting a more systematic approach towards further reducing our collective carbon footprint and investigating how Free Press Unlimited can become a net-zero organisation before 2030. For this challenge, and to achieve our sustainability goals in a fair manner, it is important for us to engage with all our partners and relevant stakeholders. Since we did not manage to set a CO<sub>2</sub> emission baseline in 2022, we will work on this in 2023. The baseline will include several key short-term and long-term measurable goals for

reducing our organisation's impact on the environment. Together they will form a Sustainability Action Plan, which will be our main guideline for the coming years. Building on our efforts of previous years, Free Press Unlimited will continue to encourage staff to work from home and to raise awareness for environmentally friendly transport options, both for commuting and for contact with (foreign) partners. If it is necessary to travel by plane, we offset emissions via the Climate Neutral Group. In addition, Free Press Unlimited endorses a paperless office where possible, and uses environmentally friendly suppliers, cleaning products, sustainable energy sources and organic products for lunch and events.



A workshop in the offices of Free Press Unlimited. © Irina Raiu

## 5. Budget 2023

The budget is drawn up in accordance with the in 2017 revised Dutch Accounting Standards for Fundraising Institutions, Richtlijn 650. This means that the income is representing the total budgeted grant amount value for projects and other funding. The expenses are presented in three categories and include the following:

- Programme costs: All direct programme costs budgeted for the Media support objective.
- Fundraising: An allocation of 12,9% of all non-directly attributable costs, 3,6% of total income.
- Management & Accounting: An allocation of 11,8% of all non-directly attributable costs, 2,8% of the total expenses.

Thanks to effective fundraising, 99% (2021: 87%) of the total budgeted income of EUR 22,485,000 has been contracted. In addition to these contracted incomes, there are still more proposals and strategic lines that may also be awarded during the course of 2023. We've managed to budget with no deficit but achieving this depends on our extra efforts in raising un-earmarked funding. The portion of Dutch MFA in our total funding gained 2% compared to the budget of 2021 but is with 46% still reasonable in terms of dependency.

<b>Ratios</b>	<b>2023</b>	<b>2022</b>
Objective expenditure / total income	93.5%	94.5%
Objective expenditure / total expenses	93.6%	94.1%
Fundraising costs / fundraising income	3.6%	3.3%
Management & administration / total expenses	2.8%	2.6%



<b>INCOME (in €)</b>	<b>2023</b>	<b>2022</b>	<b>variance</b>
Various governments - Radio Tamazuj	1,295,000	1,425,000	-130,000
Various governments - Radio Dabanga	2,455,000	2,065,000	390,000
Various governments - Eurasia	1,270,000	2,215,000	-945,000
Various governments - Ethical Journalism Syria	2,045,000	2,370,000	-325,000
Various governments - Bangladesh	920,000	175,000	745,000
European Union/ Belgium Embassy - Mali	0	160,000	-160,000
European Union - IMS/ Near South	540,000	440,000	100,000
European Union - Africa	0	585,000	-585,000
European Union - CAR	0	85,000	-85,000
Dutch MFA / EU - Safety for Media Professionals	2,430,000	2,220,000	210,000
Dutch MFA - Good News For Democracy	3,000,000	0	3,000,000
Dutch MFA - Western Balkan	885,000	720,000	165,000
Dutch MFA - VIMES	0	565,000	-565,000
Dutch MFA/ European Union - Somalia	845,000	440,000	405,000
Dutch MFA - HRF	0	1,000,000	-1,000,000
Dutch Embassy/ GIZ - Great Lakes	840,000	760,000	80,000
Dutch Embassy/ European Union - Venezuela	840,000	375,000	465,000
Dutch Embassy - Jordan	630,000	0	630,000
Dutch Embassy - Pakistan	380,000	405,000	-25,000
Dutch Embassy - Costa Rica	310,000	200,000	110,000
Dutch Embassy - Congo-Kinshasa	295,000	0	295,000
DRL - TOTEM 2.0	0	265,000	-265,000
Anonymous donor - Nicaragua	600,000	315,000	285,000
Other	210,000	685,000	-475,000
<b>Income from government subsidies</b>	<b>19,790,000</b>	<b>17,470,000</b>	<b>2,320,000</b>

## 5. BUDGET

<b>INCOME (in €)</b>	<b>2023</b>	<b>2022</b>	<b>variance</b>
Dutch Postcode Lottery - Structural	900,000	900,000	0
Dutch Postcode Lottery - A Safer World for the Truth	570,000	1,295,000	-725,000
Dutch Postcode Lottery - Mind the Children	45,000	450,000	-405,000
<b>Income from Lottery organizations</b>	<b>1,515,000</b>	<b>2,645,000</b>	<b>-1,130,000</b>

UNESCO / UNICEF	0	45,000	-45,000
Other	135,000	180,000	-45,000
<b>Income from other non profit organizations</b>	<b>720,000</b>	<b>225,000</b>	<b>495,000</b>

Various contributions	60,000	15,000	45,000
Other (unearmarked)	200,000	0	200,000
<b>Income from companies</b>	<b>260,000</b>	<b>15,000</b>	<b>245,000</b>

<b>Contributions from various private donors</b>	<b>200,000</b>	<b>125,000</b>	<b>75,000</b>
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<b>TOTAL INCOME</b>	<b>22,485,000</b>	<b>20,480,000</b>	<b>2,005,000</b>
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<b>EXPENSES</b>	<b>2023</b>	<b>2022</b>	<b>variance</b>
Programme costs	21,034,222	19,362,066	1,672,156
Fundraising	802,426	680,932	121,494
Management & administration	633,352	530,002	103,350

<b>TOTAL EXPENSES</b>	<b>22,470,000</b>	<b>20,573,000</b>	<b>1,897,000</b>
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Result before financial gains and losses	15,000	-93,000	108,000
Financial gains and losses	-15,000	-35,000	20,000
<b>Balance income and expenses</b>	<b>0</b>	<b>-128,000</b>	<b>128,000</b>



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