

**Free Press
Unlimited
annual report
2013
our work**



People deserve to know



**program
report**

mme

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Foreword

The urgent need for press freedom

Over the past few years, the international community's diplomatic capacity to intervene in local crises has unfortunately diminished. And in crises in particular, concrete information can truly be of life-and-death importance. That is why in 2013, Free Press Unlimited has continued to focus on maintaining the free flow of information through its support to local initiatives in the area of independent journalism.

Looking back, it becomes clear that in 2013, many media organisations worldwide were in a tight corner and that independent news coverage was subject to widespread suppression. Around the world, people who disseminate reliable information are targeted by governments and militias. Consequently, we feel more strongly than ever that it is our duty to call attention to the crucial role played by unrestricted access to information in both development and emergency aid.

Over the past year, the people of Syria went through a crisis of unprecedented proportions – the conclusion of which still seems a distant reality. In June 2013, we launched a large-scale international coordination programme in which the different organisations that focus on press freedom in the region work together and exchange expertise. This creates new opportunities for a further professionalisation of the Syrian media landscape in 2014.

A particularly troubling long-term trend is that while the number of wars worldwide has fallen, the number of refugees and victims per individual crisis is actually increasing. Unfortunately, the civil war in Syria is a clear example of this development, as is the harrowing situation in Darfur. Radio Dabanga, which had its fifth anniversary in 2013, is virtually the only media channel that pays attention to this on-going crisis. Indeed, for millions of people in Darfur and the rest of Sudan, Radio Dabanga's broadcasts are of vital importance.

In 2013, there was also an urgent need to promote press freedom within the borders of the European Union. A lack of critical self-reflection and tolerance could be observed in – among other countries – Hungary, where press freedom is under significant pressure, and Greece, where the publication of the IMF's list of tax evaders resulted in the prosecution of the journalist in question.

The Netherlands is one of the few countries that enjoy complete freedom of the press. Nevertheless, here too, we need to develop new initiatives to guarantee the truly secure and unrestricted flow of information. 2013 saw the development of the new 'whistle-blower hub' Publeaks.nl, a website that anyone can use to safely and anonymously leak documents to the Dutch media. As a result, valuable information that might otherwise be left unpublished can be disclosed without consequences for the person sharing it. The initiative is intended to protect whistle-blowers, expose abuses and violations, and stimulate and support investigative journalism. In 2013, a number of leading media outlets published revealing articles that cited Publeaks as a source.

In the past year, public confidence in online security was shaken by the revelation that a number of intelligence organisations – with a particularly active role played by the US agency NSA – had collected private data on a massive scale. The Western world is in the grip of a struggle with our fears, rather than a fight for our need for freedom of expression and unrestricted access to reliable information.

Losing the mental straightjacket of our existing security doctrine was one of the key challenges put to us in the course of 2013.

The power of Free Press Unlimited

Fortunately, over the past year, we could also observe a variety of positive initiatives and explorations of new opportunities. 2013 marked the first time we could

award a number of cash prizes to encourage and support change processes, during our international partner conference in Istanbul, Turkey. The jury had the difficult task of choosing three laureates from a large number of equally brave media professionals, each of whom book truly exceptional results within their local projects. Further details on the Drivers of Change Awards can be found on page 16 of the Management Report.

Another major positive development in 2013 includes the expansion of the Kids News Network and the upgrading of the StoryMaker app – a key technical innovation. We have highlighted eight of our projects in this annual report as special case studies. A complete list of our current projects is available on request from our head office.

Free Press Unlimited provides advice and support to people working to build an independent media sector in their own country. In these activities, our objective is always to enable local partners to continue their project on an independent basis in a foreseeable future. In essence, this is the primary added value of our interventions. Indeed, in some areas – like Moldova, Kosovo, Georgia, Mali and Ghana – we were able to step back in 2013. In other regions, the need for intervention actually became more pressing – Somalia, Pakistan, Egypt, the Central African Republic and Russia, among other countries.

While our activities may vary from one year to the next, the foundations of our work remain unaltered. At the core lies a conviction that everyone is entitled to independent and reliable information, and should be free to collect and share this information without hindrance. Objective, unbiased information enables people to make balanced decisions in their lives, overcome obstacles and conflicts and have a say in their own future.

Around the world, independent journalists have taken it upon themselves to supply the public with reliable news and information. They offer a platform for various minorities and offer a critical perspective on dubious actions on the part of their government. In this role, the press media have a strong obligation to deliver quality journalism.

Reporters shouldn't indiscriminately publish whatever lands on their plate, but rather check their sources and facts – investigate what really happened. Concrete and unbiased information can change people's lives; be

literally of vital importance. It can make the difference between living without hope, and taking life into your own hands.

Free Press Unlimited is active in over 40 countries. Whenever there's a window of opportunity for quality journalism, we'll do our best to pry it open a bit further. And in areas where this window is firmly shut, we can help to break it open.

In countries in transition, we work to promote professionalism, expertise, diversity and participation in the local media. We offer journalists and media professionals a helping hand, and support them in reaching their audiences. Around the world, we support the production of relevant journalism content that relates to local conditions. And in these endeavours, our ambition, commitment and inventive capacity are literally without boundaries.

In the present annual report, we give account for our activities in 2013. We would like to conclude by expressing our sincere gratitude to our partners, donors and sponsors for their invaluable contributions to the success of our projects.

Leon Willems, *Director of Policy and Programmes*
Ruth Kronenburg, *Director of Operations*

Key figures 2013

Highlights

Total income

€14,710,247

Spent on the organisation's objective

€14,093,473

Operating expenses

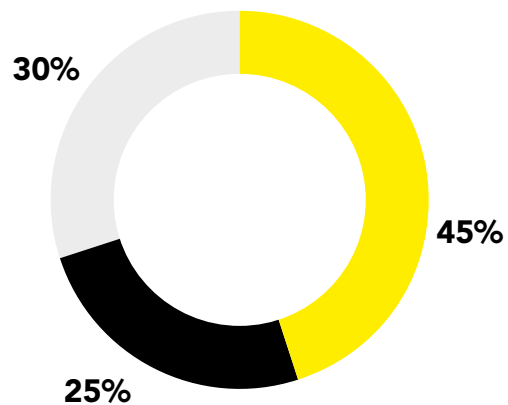
€195,441

Number of employees

44.2 FTEs

👤 61% 👤 39%

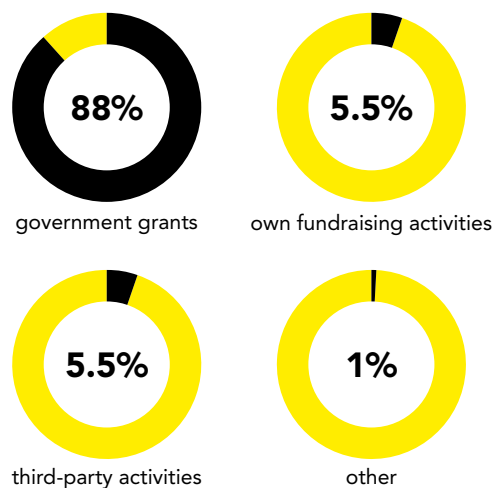
Press freedom monitor



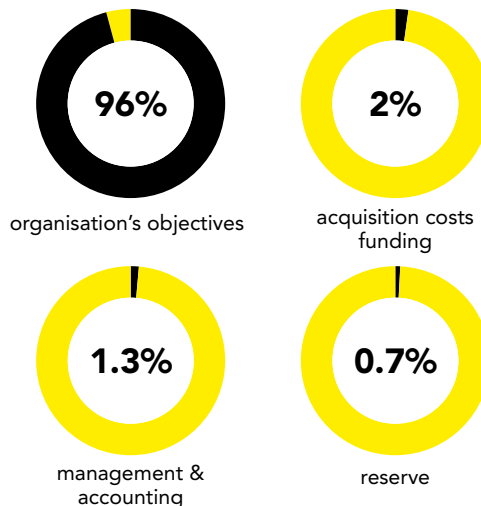
- Free / 88 countries
- Partly free / 59 countries
- Not free / 48 countries

Source: Freedom House

Our income



Our expenses



Our work

Number of partners

76

Number of projects

78

Number of regions

8

Number of countries

36

Result areas

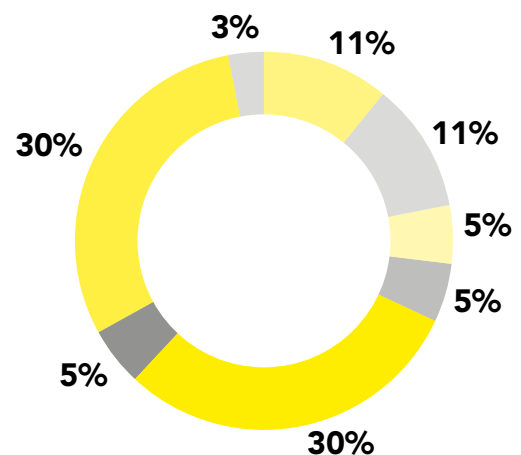
6

Result areas

- 1 Increased media participation by vulnerable groups
- 2 Strengthened media organisations
- 3 Strengthened media support structures
- 4 Support provided to networks and platforms
- 5 Journalism initiatives
- 6 Individual journalists and bloggers

Geographic distribution by region

Asia 11%
Caucasus 11%
Central America 5%
Eastern Europe 5%
Middle East and North Africa 30%
South America 5%
Sub-Saharan Africa 30%
Other 3%



Introduction

At Free Press Unlimited, we focus on six key themes, which we have translated into concrete objectives that we aim to achieve through our work. This creates a clear framework that can be used to evaluate our activities. We have ordered our initiatives and partnerships into six result areas – a structure that has also been adopted for our monitoring protocol.

We undertake some 60% of our activities within the Dutch Ministry of Foreign Affairs' second Medefinancieringsstelsel ('Co-financing Grant Framework', MFS-II), which runs from 2011 to 2015. Within this grant framework, a number of non-governmental organisations have formed alliances in which they work together towards joint objectives. Free Press Unlimited is a member of five MFS-II alliances.

The section below offers a general introduction to these five alliances, followed by a report on our project results per result area.

Our five MFS-II alliances: an overview

1. Press Freedom Consortium
2. People Unlimited 4.1
3. Freedom from Fear Alliance
4. Conn@ct.Now Alliance
5. Child Rights Alliance

1 Press Freedom Consortium

- **Partners:** Free Press Unlimited (main applicant), Mensen met een Missie, European Journalism Centre, World Press Photo, European Partnership for Democracy.
- **Countries:** In 2013, Free Press Unlimited represented the alliance in 11 countries: Bangladesh, Bolivia, Egypt, Georgia, Indonesia, Kenya, Mexico, Pakistan, the Philippines, South Africa and Zimbabwe.

The Press Freedom Consortium focuses on strengthening the capacity of local partner organisations and journalists,

promoting good governance and building civil society. To this end, the alliance trains and otherwise supports individual journalists and members of media organisations and local NGOs and provides financial support for their valuable work.

The key point of departure in this alliance's programme is the acknowledgement that the media and civil society organisations each play their own role in shaping public debate. It is in the interest of all parties that press freedom, human rights, democracy and the rule of law are respected and promoted. In addition, the members recognise that new media, social media and innovative communication technologies play an increasingly important role in processes of social change. The Press Freedom 2.0 programme tries to bring both these spheres together, with a strong focus on four key themes in MFS-II policy: human rights, democratisation, good governance and education.

2 People Unlimited 4.1 alliance

- **Partners:** Hivos (main applicant), Mama Cash, IUCN-NL, Free Press Unlimited.
- **Countries:** In 2013, Free Press Unlimited organised projects in the context of the alliance's Expression & Engagement programme in 10 countries: Afghanistan, the Democratic Republic of the Congo, Iran, Kosovo, Moldova, Somalia, Tajikistan, Uganda, Zambia and Zimbabwe.

The basic point of departure in People Unlimited 4.1's international programme is the understanding that a dynamic and democratic society cannot survive without independent media, access to objective information and cultural freedom.

The objective of the alliance is to provide actively engaged citizens with opportunities for innovative cultural, political and social expression that has a direct impact on their daily lives. To achieve this, the People Unlimited 4.1 programme focuses on improving the quality, diversity and accessibility of public information and cultural expression. In addition, the alliance members intend to build podiums, networks and platforms that create new scope for citizens to exercise their rights, hold their governments and local private sectors accountable for their actions and contribute to the development of their society.

3 Freedom from Fear alliance

- **Partners:** IKV Pax Christi (main applicant), Free Press Unlimited, Amnesty International, Global Partnership for the Prevention of Armed Conflict.
- **Countries:** In 2013, Free Press Unlimited represented the alliance in four countries: Armenia, Azerbaijan, Georgia and Iraq.

A key point of departure in the alliance's programme is the understanding that local independent media play a key role in shaping public debate and promoting and protecting human rights, democracy and peace in their country.

The alliance's programme focuses on peacebuilding projects, conflict prevention and human rights defence. The alliance members explore ways to reach the next generation, as young people could play a decisive role in breaking through the stalemate in seemingly insoluble conflicts. IKV Pax Christi and Free Press Unlimited work together in the implementation of the 'Human Security for Citizens in Repressive States' programme. This programme supports non-violent change and conflict resolution through the professionalisation of the local media and public advocacy.

4 Conn@ct.Now alliance

- **Partners:** War Child Holland (main applicant), Child Helpline International, Free Press Unlimited, TNO, T-mobile.
- **Countries:** In 2013, Free Press Unlimited represented the alliance in five countries: Burundi, Colombia, South Sudan, Sudan and Uganda.

Conn@ct.Now focuses on children and adolescents and aims to improve the quality of education, strengthen child protection structures and psycho-social services.

The alliance aims to help children and young people to exercise their rights. One important feature of the alliance's local programmes is their reliance on both digital technology and a variety of media channels. The core of the Conn@ct.Now programme is formed by participatory radio broadcasts and educational programming for young audiences. Free Press Unlimited shares its specialist knowledge in this field with the other members and stimulates collaboration with local media partners. In 2013, Free Press Unlimited organised a variety of workshops and training sessions for journalists, radio producers and children and adolescents that taught the participants how to overcome obstacles and improve their situation.

5 Child Rights Alliance




















- **Partners:** Plan Nederland, Child Helpline International, Defence for Children International, International Child Development Initiatives, Women Win, Free Press Unlimited.
- **Countries:** In 2013, Free Press Unlimited represented the alliance in six countries: Bolivia, Ghana, Liberia, Nepal, Nicaragua and Zambia.

















The Child Rights Alliance's mission is to ensure that each and every girl and boy is able to fully participate in the social, economic and political development of his or her country.

Within the Child Rights Alliance, Free Press Unlimited focuses on addressing the misrepresentation and underrepresentation of children and adolescents in news media. We support local media organisations in improving the quality and quantity of independent, fair and complete news content for children and young people. We work to offer children and young people a platform to express their views and involve them in the shaping of their own futures. The 'Kids News' programme contributes to the improved quality and availability of news broadcasts geared towards younger viewers. In addition, we support the implementation of more effective and sustainable distribution models and work to promote higher ratings for these media. In addition, the alliance is responsible for a programme called 'Girl Power: Promoting Equal Rights and Opportunities for Girls and Young Women'.

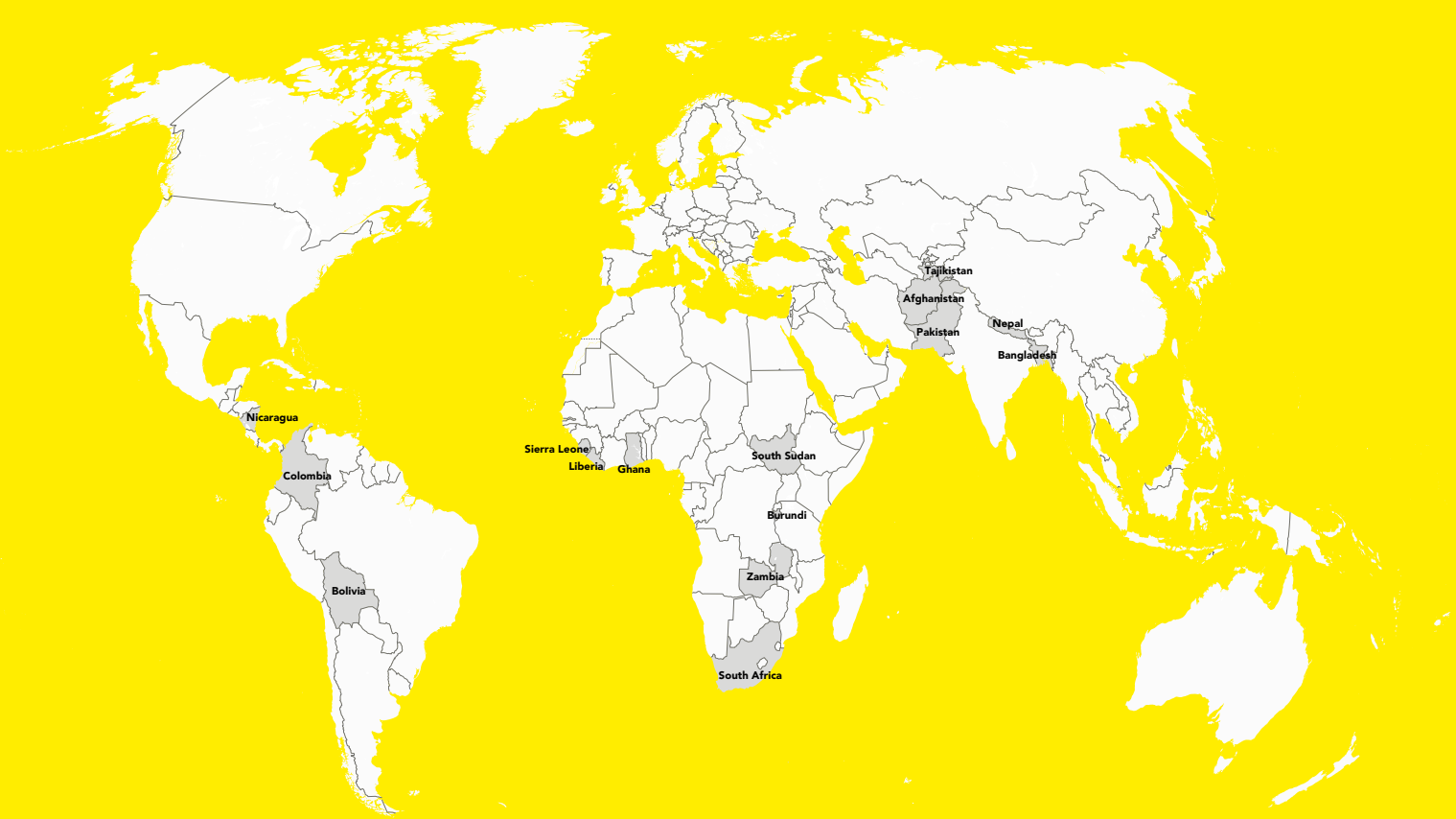
Six result areas and geographic distribution

We can distinguish six main result areas when ordering our work on the basis of the nature of the projects and their underlying objectives. Each result area is associated with a variety of geographic areas and funding structures. In 2013, Free Press Unlimited worked on a total of 78 projects in 36 countries. A full overview of our projects worldwide is available on request from our head office. This page gives an overview of the number and the geographic distribution of our activities in 2013, categorized in six result areas.

				
Afghanistan	Armenia	Azerbaijan	Bangladesh	Bolivia
1 2 5	2	2 3	1 6	1
				
Bulgaria	Burma	Burundi	Colombia	DR Congo
6	6	1	1	2
				
Egypt	Ghana	Georgia	Indonesia	
2 3 5 6	1	2 6	3	
				
Iran	Iraq	Kosovo	Liberia	Mexico
5	3 6	2	1	2

				
Moldova	Morocco	Nepal	Nicaragua	Pakistan
2 3	6 5 6	1	1	1 2 5
				
Sierra Leone	Somalia	South Africa	South Sudan	Sudan
1	5	1 2	1 2 3 5 6	5 6
				
Syria	Tajikistan	Tunisia	Turkey	Zambia
5 6	1 2 5	6	6	1 2 4
				
Zimbabwe				
2 4 5 6				

- 1 Increased media participation by vulnerable groups
- 2 Strengthened media organisations
- 3 Strengthened media support structures
- 4 Support provided to networks and platforms
- 5 Journalism initiatives
- 6 Individual journalists and bloggers



22 PROJECTS

In **15 countries** Afghanistan / Bangladesh / Bolivia / Burundi / Colombia / Ghana / Liberia / Nepal / Nicaragua / Pakistan / Sierra Leone / South Africa / South Sudan / Tajikistan / Zambia

Total population

583,000,000

Partners

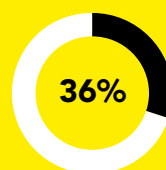
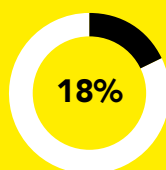
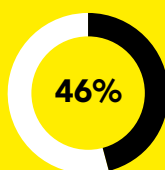
21

Geographic distribution by region

Asia 46%

Central and South America 18%

Sub-Saharan Africa 36%



Increased media participation by vulnerable groups

In 2013, Free Press Unlimited took a number of important steps to improve access to reliable information for children, women and minorities. We have stimulated these groups to join the debate, to call attention to issues that affect them specifically and to share their perspectives in the media.

Projects that promote these goals included the strengthening of community radio initiatives in Congo and Bangladesh, the development of new youth news bulletins within Kids News Network and participatory radio productions for young target audiences in former conflict areas.

Over the course of the year, we helped launch new youth news bulletins in Ghana, Nepal and Mexico. Children in these countries now also have access to objective news coverage that uses language they can understand and identify with. Thanks to a contribution by Nationale Postcode Loterij, we were able to realise our dream to expand News Network to five emerging economies, including India, Brazil and Egypt. In addition, we developed a new format for a global youth news bulletin, WaDaDa, which showcases outstanding contributions from Kids News Network members across the planet and is set to make a splash in international children's television.

And finally, in 2013, we continued our successful efforts to improve young people's position in conflict areas and post-conflict areas like Colombia, Liberia, South Sudan and Uganda and help them to gain representation in their local media. A good example is our project in Burundi. After years of civil war, Burundi is finally seeing a period of peaceful reconstruction. The local communities feel more secure and are working together to rebuild the country. Although young Burundians play an important role in this process, the local media show little to no interest in this group. That is why Free Press Unlimited decided to set up a radio platform by and for young

people in Burundi. Free Press Unlimited trainer Redouan Harrak: "These young people keep both eyes on their future. A positive message is the best medicine for the grief caused by war!" And now, Burundi's youth can bring this message themselves.

Donors in 2013

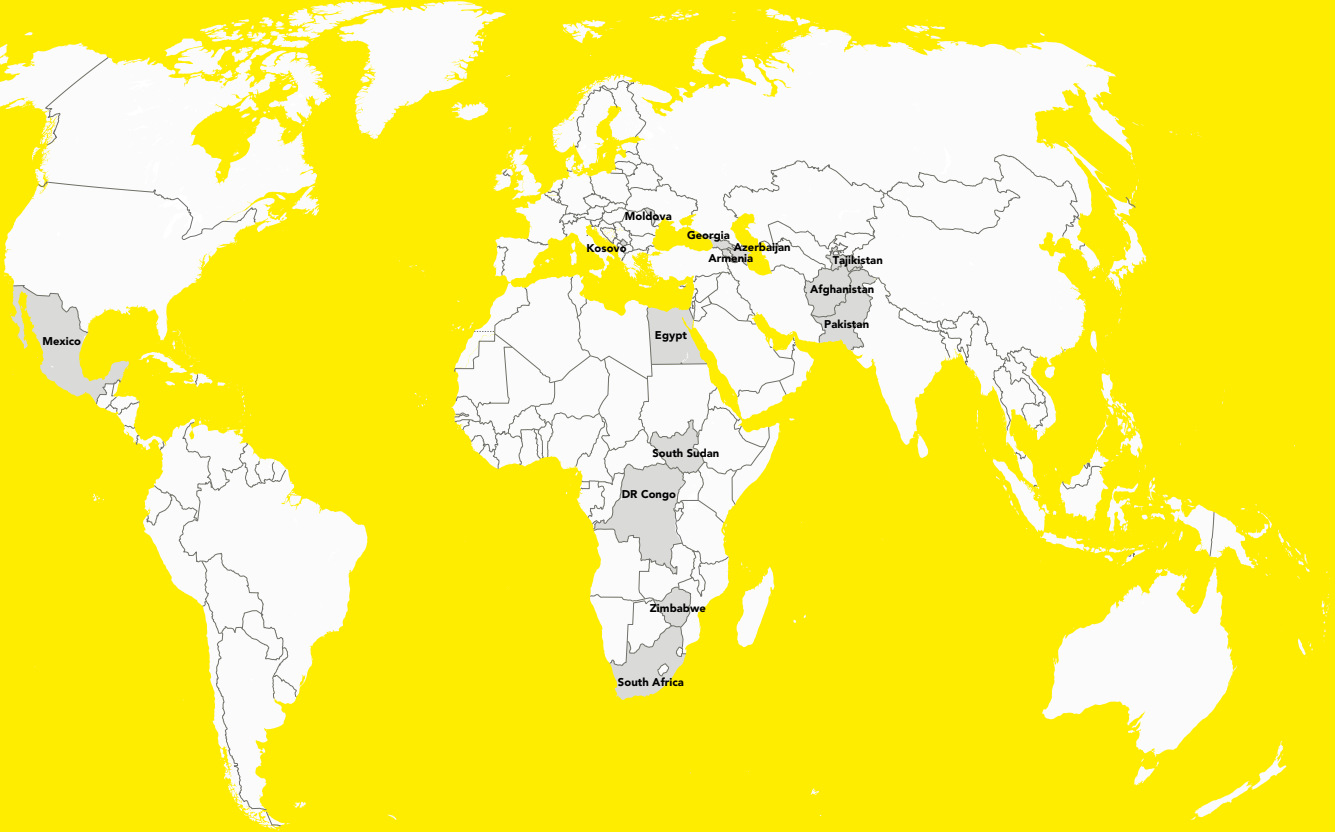
People Unlimited 4.1 alliance; Press Freedom 2.0 alliance; European Union; Child Rights Alliance; Conn@ct.Now alliance; France Expertise Internationale (FEI); Nationale Postcode Loterij.

Background

Children, adolescents and women are often underrepresented in the media. While they constitute over three-quarters of the world population, a disproportionately small share of media content is directed at them or focuses on their interests.

Objective

Free Press Unlimited works to improve the quality and availability of independent, unbiased and complete news coverage and information for children, adolescents and women and give them an opportunity to share their perspectives and shape their own futures.



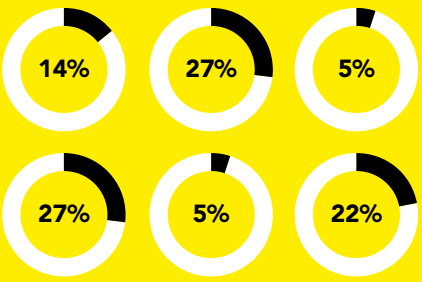
22 PROJECTS

In **14 countries** Afghanistan / Armenia / Azerbaijan / DR Congo / Egypt / Georgia / Kosovo / Mexico / Moldova / Pakistan / South Africa / South Sudan / Tajikistan / Zimbabwe

Total population 600,000,000	Partners 26
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Geographic distribution by region

- Asia 14%
- Caucasus 27%
- Central America 5%
- Eastern Europe 27%
- North Africa 5%
- Sub-Saharan Africa 22%



Strengthened media organisations

In many countries in transition, you can find more independent local media organisations than you might expect. Despite difficult or dangerous working conditions, a frequent lack of funds and an oppressive media environment, these people have developed wonderful initiatives that aim to cover the news that matters. Braving all the odds to keep their public informed, they are wholly deserving of our support.

In 2013, we worked in a number of countries to develop local partners' activities online. In Moldova, for example, we supported the development of English- and Russian-language versions for the website of newspaper Ziarul de Garda, which plays an important role in the fight against local corruption. This allows the publication to reach a wider audience and speak to it through a variety of channels. In addition, we have helped Ziarul de Garda to connect to new audience groups via online advertising. Similarly, in Georgia – a country that has to deal with numerous regional conflicts – we have collaborated with our local partner GARB on various projects, including making news items available to a larger audience via the Internet. GARB's website garbonline.tv had some 20,000 visitors in 2013.

Donors in 2013

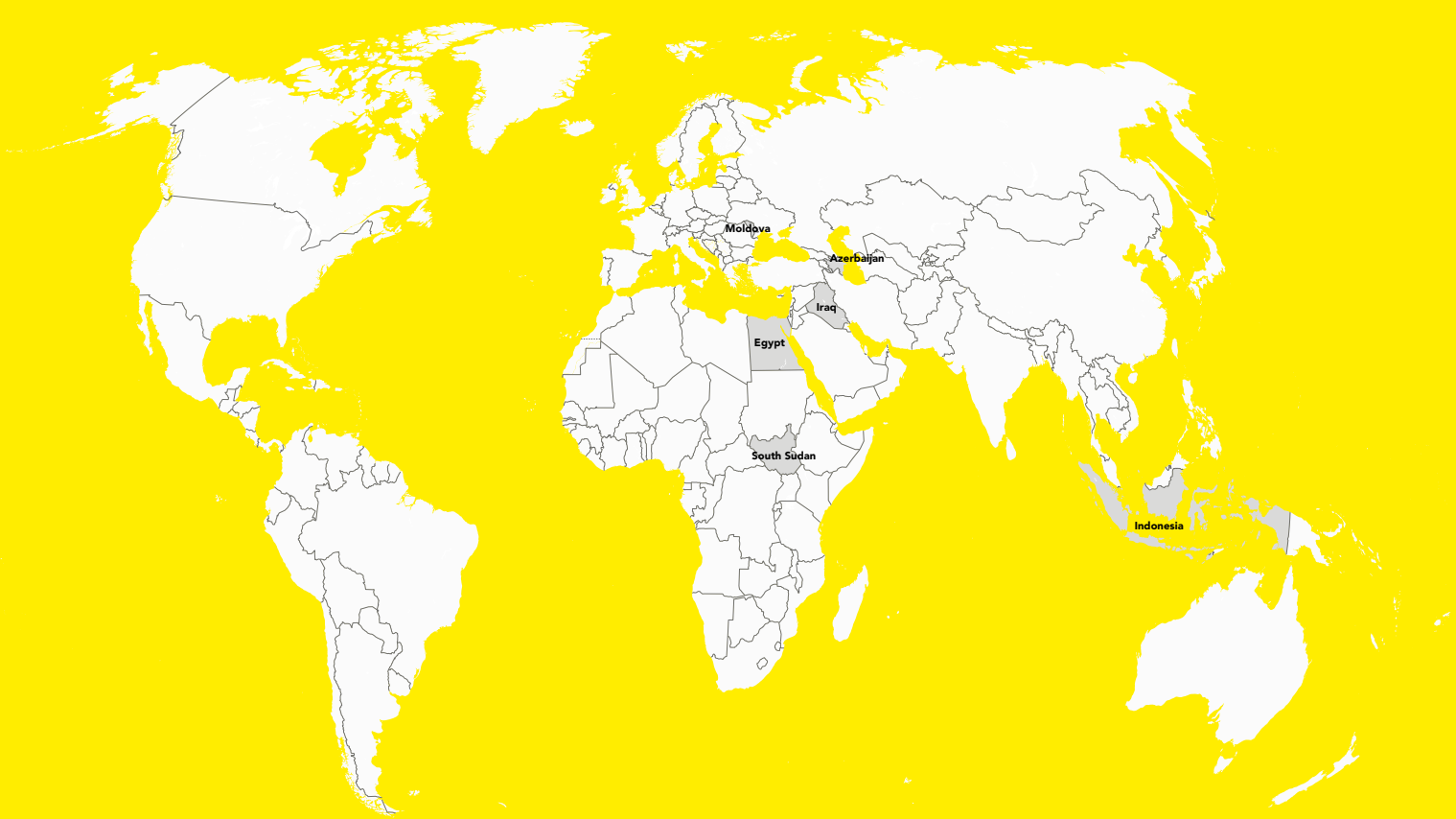
People Unlimited 4.1 alliance; Freedom from Fear alliance; Press Freedom 2.0 alliance; Child Rights alliance; Royal Netherlands Embassy in Tbilisi; International Organization for Migration (IOM), UNICEF; Anonymous donors.

Background

A diverse media landscape is of crucial importance for developing countries. It allows people to participate in the public debate and discover what is going on in their direct environs.

Objective

In countries with regional conflicts or a fragile democracy, Free Press Unlimited helps existing media partners to develop into independent, professional players. In addition to helping individual journalists to produce solid, non-partisan coverage of news events, Free Press Unlimited supports local organisations' management teams in the development of their business and marketing skills. This helps them to build their organisation into a viable commercial enterprise and strengthen its autonomy.



8 PROJECTS

In **6 countries** Azerbaijan / Egypt / Indonesia / Iraq / Moldova / South Sudan

Total population

380,000,000

Partners

7

Geographic distribution by region

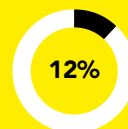
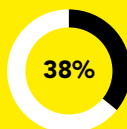
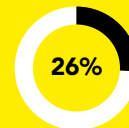
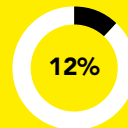
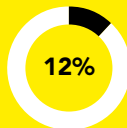
Asia 12%

Caucasus 12%

Eastern Europe 26%

Middle East and North Africa 38%

Sub-Saharan Africa 12%



Strengthened media support structures

Around the world, local organisations work to support independent media in their country through trainings and study programmes, legal advice, lobbying and monitoring. These organisations are active in countries where press freedom is by no means a given.

Free Press Unlimited supports a number of these organisations – in Egypt, Azerbaijan and Iraq, among other countries – to increase local reporters' scope and possibilities and raise local standards of journalism.

In 2013, Free Press Unlimited worked together with the Baku School of Journalism (BSJ) in Azerbaijan on the modernisation of the institute's curriculum, for instance. BSJ graduates are extensively trained in the ins and outs of professional journalism and can deftly manoeuvre the media landscape of the conflict-torn region. By disseminating relevant knowledge and improving the professional standard of local journalism, over the course of 2013, we were able to foster a viable community of new critical perspectives in Azerbaijan.

Donors in 2013

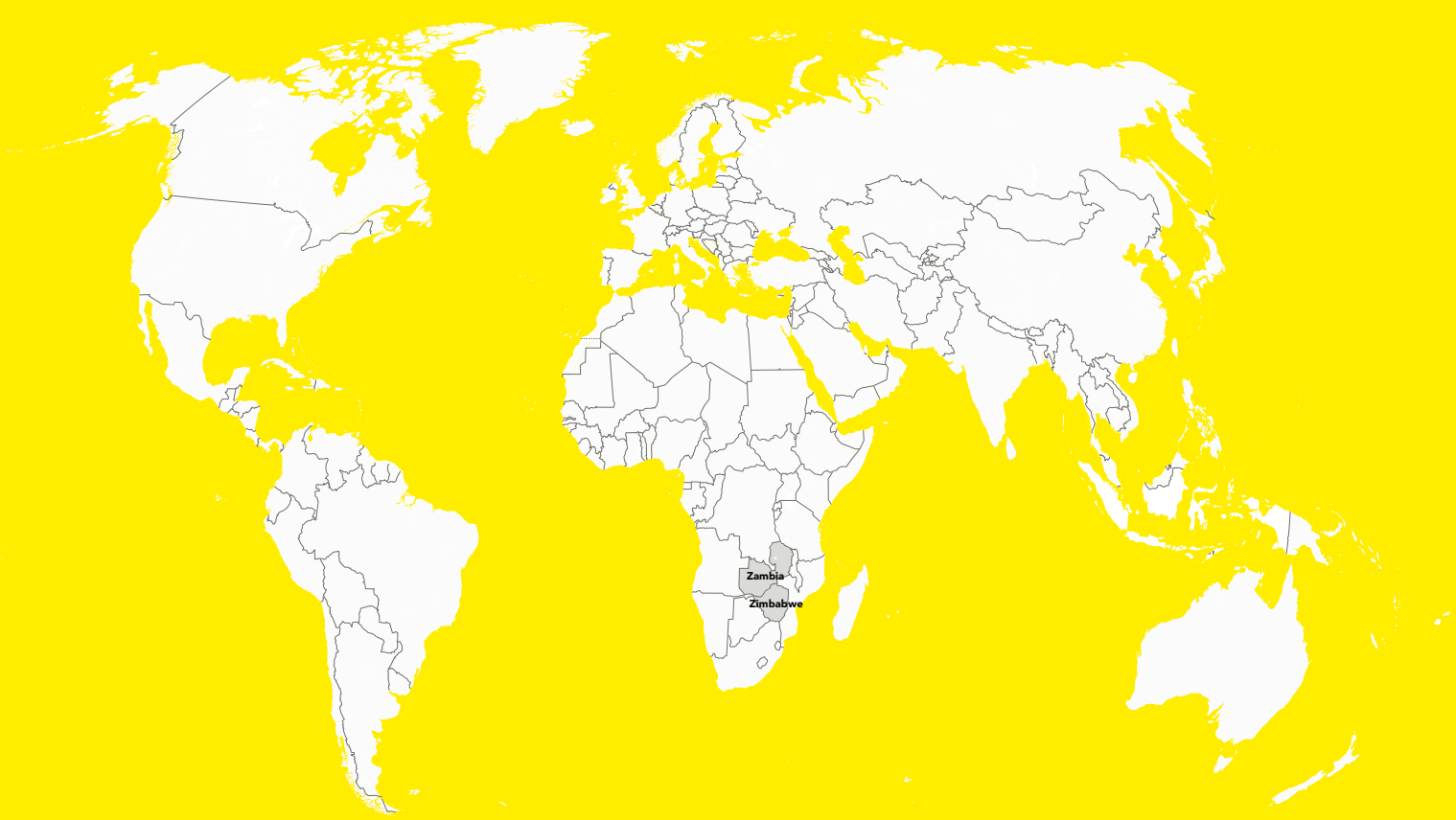
Freedom from Fear alliance; Press Freedom 2.0 alliance; People Unlimited 4.1 alliance; United States Agency for International Development (USAID).

Background

Local organisations that dedicate themselves to helping journalists and media organisations play a crucial role in the development of a healthy and diverse local media landscape.

Objective

Free Press Unlimited aims to provide advice and support to individual reporters, organise professional trainings for trade union staff and support local campaigns for improved media legislation.



2 PROJECTS

In **2 countries** Zambia / Zimbabwe

Total population

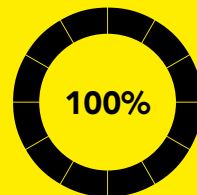
27,000,000

Partners

2

Geographic distribution by region

Sub-Saharan Africa 100%



Support provided to networks and platforms

Strength in numbers. While this phrase may seem hackneyed, it's the cold, hard truth in countries where media professionals work under constant pressure. It becomes all the clearer when you try to get to the bottom of a story in a conflict area or a country with a repressive regime.

In 2013, Free Press Unlimited supported various networks of radio stations, television channels and individual journalists – through community radio projects in Zimbabwe, for instance.

Donors in 2013

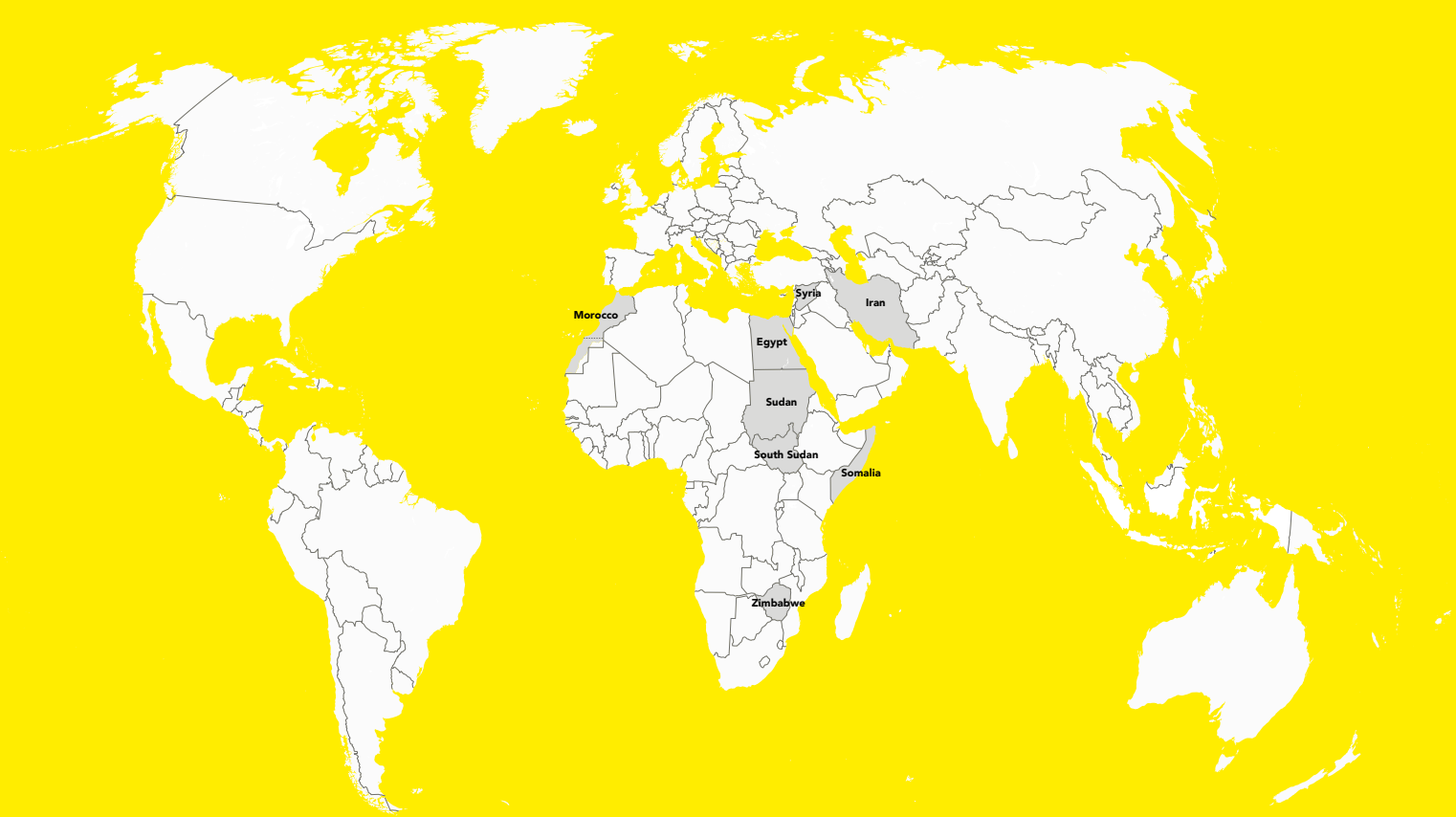
Press Freedom 2.0; People Unlimited 4.1.

Background

Local independent media initiatives are vulnerable. That is why it is important that individual journalists who work separately from one another are encouraged to collaborate, so that they can support one another when they need to gather reliable information or reach a wider audience.

Objective

Free Press Unlimited aims to support networks and platforms of journalists and media organisations that focus on joint progress, knowledge exchange and debate on topical and important issues.



10 PROJECTS

In **9 countries** Egypt / Iran / Morocco / Somalia / South Sudan / Sudan / Syria / Zimbabwe

Total population

277,000,000

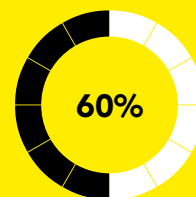
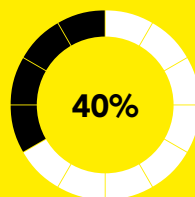
Partners

6

Geographic distribution by region

Middle East and North Africa 40%

Sub-Saharan Africa 60%



Journalism initiatives

In areas that are too dangerous for a local independent press, Free Press Unlimited seeks ways to circumvent censorship, violence and government repression. Examples include Radio Dabanga in Darfur and the Syria Newsdesk in the Middle East.

Donors in 2013

People Unlimited 4.1 alliance; Press Freedom 2.0 alliance; Dutch Ministry of Foreign Affairs; Royal Netherlands Embassy in Ankara; Royal Netherlands Embassy in Rabat; Oxfam Novib; European Commission; Foreign & Commonwealth Office; Swedish International Development Cooperation Agency; Anonymous donors.

Background

In some areas, there is no press freedom to speak of, and so much repression that local journalists are unable to do their work. In these regions, Free Press Unlimited occasionally initiates its own news services. For people living in a world of conflict and oppression, reliable news coverage can be of life-and-death importance.

Objective

By developing reporting solutions that are tailored to local requirements, Free Press Unlimited aims to give people living in conflict areas access to objective, reliable information about their current circumstances.



7 PROJECTS

In **8 countries** Bulgaria / Egypt / Iraq / Morocco / Syria / Tunisia / Turkey / Zimbabwe

Total population

276,000,000

Partners

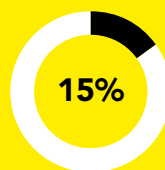
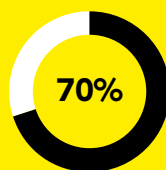
15

Geographic distribution by region

Eastern Europe 15%

Middle East and North Africa 70%

Sub-Saharan Africa 15%



Individual journalists and bloggers

Around the world, journalists have taken it upon themselves to provide the public with objective coverage and background information – even under the most challenging circumstances. And not without danger. Free Press Unlimited works to develop innovative solutions for professional and citizen journalists that help them to do their valuable work as effectively and safely as possible.

In 2013, Free Press Unlimited launched the StoryMaker app. This new smartphone app teaches reporters and activists how to safely film, edit and distribute news reports via their mobile device. In 2013, the StoryMaker project included trainings in the use of the app for journalists in the Middle East and North Africa. Since then, StoryMaker has already been downloaded 17,891 times, and mobile reporters have shared a total of 600 stories via the StoryMaker website. The website had 11,268 unique visitors in the year under review.

Donors in 2013

People Unlimited 4.1 alliance; Press Freedom 2.0 alliance; European Union; Dutch Ministry of Foreign Affairs; Royal Netherlands Embassy in Tbilisi; Royal Netherlands Embassy in Ankara; Freedom from Fear alliance; Reporters Respond.

Background

In many countries around the world, journalism is a high-risk – and occasionally lethal – activity. Journalists work under hazardous and unpredictable circumstances to provide their audiences with the necessary information and news.

Objective

Free Press Unlimited aims to help reporters in their work by raising their awareness of potential security issues and increasing their knowledge and skills in this area. This allows the journalists to do their job at less risk to their personal safety. In cases where their equipment has been confiscated or destroyed, Free Press Unlimited helps them to get back to work by offering small-scale financial support.

Colophon

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page 10-11: Paul Enkelaar

page 15: Free Press Unlimited

page 20: Free Press Unlimited

page 22: Antoinette de Jong

page 26: Free Press Unlimited

page 30: Free Press Unlimited

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**Free Press
Unlimited
annual report
2013
about us**



People deserve to know



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report

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Vision, mission, objectives and strategy

Vision

'People deserve to know.' Everyone is entitled to unbiased and factual information, so that they are able to make a realistic appraisal of their situation and take control of their lives. Freedom of the press and freedom of information are basic conditions for gathering and sharing reliable, objective information. The media play a crucial role when it comes to giving people free and unrestricted access to information that can help them develop and hold their governments accountable.

Mission

Free Press Unlimited's mission is to ensure that impartial news and information are and remain available to people across the globe. Particularly in countries where there is little to no press freedom.

By supporting local media professionals and journalists, Free Press Unlimited aims to help people gain and keep access to the information they need to survive and develop. We focus on developing countries, fragile states and countries with a repressive regime.

We work on the basis of five core values: Independent, Inspirational, Inventive, Dedicated and Tailored Approach.

Objectives

Free Press Unlimited has formulated four primary objectives:

1. To promote recognition and respect for the media sector in those countries where Free Press Unlimited is active;
2. To encourage debate, dialogue and exchange between different people and groups in societies where this has not been the case so far;
3. To allow citizens, policy-makers and politicians to enjoy better quality media and media products as a result of their increased accessibility;
4. To strengthen and professionalise local media organisations.

We have translated these four primary objectives into six key result areas that, when combined, cover each and every project undertaken by Free Press Unlimited.

The organisation reports on these result areas at the programmatic and project levels (you are referred to section A of this Annual Report). The six result areas are:

1. Opportunities to access and use media have been improved for vulnerable groups in society.
2. Media organisations are strengthened and have significantly improved their interaction with their audiences.
3. The conditions for the effective functioning of local media organisations have been improved.
4. Media organisations' collaborative ventures and networks have been improved.
5. The provision of reliable information to the local populations of conflict areas has been safeguarded.
6. Individual journalists and media professionals are able to work in safety.

Strategy

Free Press Unlimited combines local partnerships with an international scope.

We focus on fragile states and countries with a repressive regime where people have little to no press freedom.

Free Press Unlimited collaborates in over 40 countries with local partners – journalists, media pioneers and organisations – to promote press freedom and raise the quality of local independent journalism. These partners serve as catalysts for change. We support these change agents in a variety of ways, depending on their specific local situation and existing needs.

We work on the development of a sustainable media sector, with an emphasis on strengthening independent local partner organisations. In countries or regions that lack an independent media sector, Free Press Unlimited develops new journalism initiatives geared towards offering local audiences professional, unbiased information. We strengthen the professional capacity of journalists and media professionals at the individual level. If certain conditions are met, Free Press Unlimited occasionally offers small-scale and temporary assistance in acute crises, enabling the journalist in question to

continue doing his or her job: provide the public with objective information. Online security and access to an unrestricted Internet can play a crucial role in this context. In addition, Free Press Unlimited facilitates the exchange of knowledge and experience between individual journalists in the Netherlands and developing countries. We operate in a broad network of international organisations, and these partnerships strengthen our ability to take decisive action. Our network allows us to exchange current and relevant information, or to swiftly communicate and coordinate our efforts in cases where individuals or organisations are in dire need of immediate support.

Advocacy

Free Press Unlimited works to increase people's recognition of the importance of press freedom and independent journalism.

We help local media professionals, journalists and media organisations to strengthen their position by promoting their personal safety and increasing their professional expertise. Through our collaborations with local partners, we aim to offer as many people as possible access to reliable information, and secondly to increase their participation in the local media.

For most people around the world, access to reliable information is by no means a given. We believe that the crucial importance of a free press and people's right to objective information needs to be brought to people's attention the world over, and should be put high on our governments' political agendas. To this end, we maintain a close and fruitful relationship with Dutch, American and European government agencies, officials and decision-makers.

Public campaigns and publicity

In its home country of the Netherlands Free Press Unlimited also regularly draws the local media's attention to its work – to communicate the urgency of our mission to policy-makers and the Dutch public.

We regularly featured in the Dutch media in 2013. A full overview of our appearances is available on request. In addition, Free Press Unlimited developed a number of events and projects to increase public recognition for the necessity of our work. Examples include:

- 'Pointers from Putin' – The 2013 edition of our annual event, organised in connection with World Press Freedom Day (3 May), successfully called attention to the current media situation in Russia. In addition to organising a well-attended debate evening,

we also launched a poster campaign that enjoyed considerable interest from the Dutch media.

- 'Creative Press Challenge 2013' – The 'Creative Press Challenge' is a new annual competition organised by the major Dutch daily de Volkskrant for advertising agencies in the Netherlands. Participants are asked to design an advertisement for a good cause. In 2013, Free Press Unlimited had the honour of being the first organisation to serve as a 'case study' for the competition. The winning design was entered by Luuk van de Put and Jurre van de Ven on behalf of the agency Alfred International. Their entry, which was published in de Volkskrant on Saturday 14 December, consisted of a thought-provoking blank page, bearing only the slogan "no news is bad news" and the Free Press Unlimited logo. A simple yet strong idea, according to the jury: "The visual concept is as evocative as it is simple: it forces you to pause and think for a moment. The popular wisdom 'no news is good news' is effectively inverted – an exceptionally succinct expression of Free Press Unlimited's core mission."
- The Nationale Postcode Loterij Fund for journalists – This fund offers journalists a modest reimbursement for expenses made in connection with reportages in countries that are given little to no attention in the Dutch media. All in all, the fund allowed 17 journalists to travel abroad in 2013, resulting in 35 articles and broadcasts dealing with news events in, among other countries, Bhutan, Russia, South Sudan, Afghanistan, Syria, Ghana and Colombia. A complete list of projects supported by the Fund can be found on Free Press Unlimited's website.

Fundraising

Free Press Unlimited is able to do its work thanks to the generous support of private donors, funds and institutional sponsors. We are grateful for the solid support offered by the Dutch Ministry of Foreign Affairs in the context of the long-term Medefinancieringsstelsel ('Co-financing Grant Framework', MFS-II) for the period 2010-2015. Within this framework, Free Press Unlimited participates in a total of five alliances. An overview of our MFS-II alliances is provided in the programmatic report.

In addition, we enjoy structural financial support from Nationale Postcode Loterij. This support can be considered unique, since the funds are not only provided on a long-term basis – they have not been earmarked in

any way either. Over the past few years, this funding has contributed in a very tangible and welcome way to the continuity and independence of our core organisation. In 2013, we were also very happy to receive a substantial one-off contribution from Nationale Postcode Loterij (you are referred to Section 2).

Our strategy for the next few years is geared towards gaining the support of an expanding network of governmental, private and multi-national funders. To this end, we set up a special Donor Relations department in 2013. Our renewed focus on fundraising and the active recruitment of new supporters proved very fruitful: in 2013, we attracted some EUR 8 million in extra funding.

This means that we could set our total budget for 2014 at over EUR 16 million. At this point, we will need to continue to forcefully and efficiently build up our fundraising efforts, so that we can successfully absorb the expected loss of several income streams in the years ahead.

Budget 2014

Income	budget 2014	annual accounts 2013	budget 2013
Income from own fundraising activities	3,150,000	815,986	2,750,000
Income from third-party activities	1,561,938	807,399	645,000
Government grants	11,778,171	13,013,652	9,399,670
Other income	10,000	73,211	10,000
Total income	16,500,109	14,710,248	12,804,670
Expenses			
<i>Spent on the organisation's objective</i>			
Media support programme	15,729,839	14,093,473	12,111,188
<i>Spent on the acquisition of new funds</i>			
Cost of own fundraising activities	130,169	94,266	105,776
Acquisition costs for government grants	303,727	219,953	246,812
	433,896	314,219	352,588
<i>Spent on management and accounting</i>			
Management and accounting costs	315,287	195,441	311,866
Total expenses	16,479,022	14,603,133	12,775,642
Balance of income and expenses	21,087	107,115	29,028

Our organisation

After our expansion in 2012, in 2013, the main focus was reflecting on the essence of our work and its impact. We gave careful thought to current trends in the areas of press freedom, investigative journalism, youth and media, women and media, Internet security and knowledge transfer. A series of brainstorming sessions ultimately resulted in a new long-term strategic plan for the organisation.

At the level of Free Press Unlimited's internal organisation, 2013 was characterised by innovation combined with consolidation – in anticipation of what the future may bring. Among other measures, this new focus was reflected in the implementation of our new internal training programme, the Continuous Professional Development Plan, in the appointment of new members to the staff representative body and the establishment of a new Donor Relations team.

HRM policy

Staff representative body Free Press Unlimited has an active staff representative body, which regularly consulted with the Executive Board over the course of 2013. Subjects discussed during these meetings included terms of employment, the annual accounts and the organisation's annual plans and long-term plans. In June of 2013, the organisation held elections for the staff representative body, since a number of its members had reached the end of their term. As of 1 July 2013, the members of the staff representative body are: Michael Pavicic (Chair), Dessi Damianova (Member), Tamara Lunacek (Member) and Marinka Vukojevic (Member).

Confidential Committee In early 2012, Free Press Unlimited drew up and adopted a new Code of Conduct. This Code of Conduct sets ethical standards for all members of Free Press Unlimited's workforce, as well as the employees of its partner organisations and any external contractors, experts or trainers engaged by the foundation. Adherence to this Code of Conduct is monitored and enforced by a permanent Confidential Committee. This Confidential Committee has been appointed to serve as a sounding board on behalf of the Executive Board and the staff body in relation to

complaints of an ethical nature that (in the case of Code violations) may require confidential treatment. Every year, the Confidential Committee reports back to the Executive Board on possible incidents or issues. With respect to 2013, the Confidential Committee reported that it had received three informal requests for advice and that no issues had been formally brought before the Committee.

Corporate social responsibility The aforementioned Code of Conduct is one example of the corporate social responsibility that forms the foundations of our daily work. Our activities extend across the globe, making frequent flights on the part of our employees and collaborators more or less inevitable. We spend a fixed percentage of each plane ticket on carbon offsetting. In addition, we strive to limit flights to a bare minimum, and conduct as many of our international meetings as possible via VoIP services like Skype. We encourage our employees to as far as possible use public transport for internal travel and stimulate and facilitate telecommuting. Our objective is to become a completely paperless office. We strive to rely as far as possible on sustainable energy sources and source our lunch catering from a local organic farmer. We clean our premises with environmentally friendly products and separate all waste at our head office.

Training and education At Free Press Unlimited, the focus is placed squarely on innovation, co-creation and the on-going identification of new opportunities and fundraising channels. In 2013, the organisation launched its Continuous Professional Development Plan, which is intended to provide intensive guidance and support to each of its staff members in an on-going programme that is reviewed, shaped and adjusted on a yearly basis. In

addition, Free Press Unlimited stimulates its employees' personal development, by enabling them to follow a training and/or study programme on a case-by-case basis. Moreover, in 2013, Free Press Unlimited launched an introductory course for new members of staff, which is intended to familiarise them with the rules, procedures and methods of working found within the organisation.

Security policy Free Press Unlimited is active in over 40 countries – the majority of which are recognised as fragile states and/or having a repressive government. Working in these areas is not without risk for our employees and local partners. Journalists in particular are exposed to considerable danger in these countries, where intimidation, acts of violence, kidnapping and arrests are unfortunately quite common. That is why we have adopted an active security policy that all our staff are obliged to adhere to. Among other things, this policy stipulates that employees who travel in connection with their work need to have completed a special safety and security course and have an up-to-date knowledge of Free Press Unlimited's security policies and recommendations. To ensure that its security policy is implemented effectively, Free Press Unlimited has appointed a dedicated Security Officer (0.6 FTE).

Absence due to illness Our employees are strongly committed to our mission and activities. While we are duly proud of this, we also aim to maintain a healthy work environment for our staff. To this end, Free Press Unlimited implements an active absence prevention policy in partnership with its certified health and safety service provider ArboNed. Employees' absence due to illness has fallen from 6.26% in 2012 to 5.69% in 2013. However, this is still significantly higher than the national average, and the established absence norm of 3.5%. Among other things, the relatively high percentage in 2013 can be attributed to the fact that a number of employees were temporarily out of action due to (minor) surgery. In addition, one member of staff was absent due to a non-work-related long-term illness.

Internship policy Free Press Unlimited has adopted a clear and transparent internship policy that includes guidelines in the areas of recruitment and task descriptions. The main objective of this policy is to optimise the interaction between our organisation and future professionals. Their fresh perspectives and questions keep us on our toes, while we offer them relevant work experience. By contributing new insights, interns can help Free Press Unlimited to operate as a truly

innovative and learning organisation. A comprehensive overview of Free Press Unlimited's internship policy is available on request from our Human Resources department.

Volunteers Recruiting volunteers to help us in our work strengthens our ties with Dutch society. We work to stimulate volunteers – young people specifically – to participate in our efforts and motivate them. We introduce them to our specific mission and vision, but also offer them opportunities to make constructive use of their individual knowledge and capacities within our activities. In 2013, 22 volunteers contributed to Free Press Unlimited's success – during our World Press Freedom Day celebration, for example. During such events, our volunteers are easily recognised by their distinctive yellow t-shirts, but their involvement is also reflected in, for example, their volunteer reports, which are published on our website.

Remuneration policy

- **Executive Board** Free Press Unlimited day-to-day management is handled by a two-member Executive Board. The Chair of this statutory management is Leon Willems, while its other member is Ruth Kronenburg. Both members have been assigned distinct tasks and responsibilities. To establish the remuneration policy and the salary amounts for the members of the Executive Board, the Supervisory Board refers to the Dutch charity sector organisation VFI's Recommended Remuneration Scheme for Directors of Charitable Organisations (Adviesregeling Beloning Directeuren van Goede Doelen) and the Dutch Good Governance Code for NGOs (Code Wijffels). The scale levels of the member's respective salaries are subsequently determined on the basis of the salary scales set out in Free Press Unlimited's Regulations for the Legal Status of Employees. The respective wages of both members of the Executive Board are listed in the Annual Accounts (you are referred to the financial section of the present Annual Report).
- **Supervisory body** Free Press Unlimited's operations are overseen by a Supervisory Board. The various tasks and responsibilities of this supervisory organ are set out in the foundation's Articles of Association. The Chair and members of the Supervisory Board are not reimbursed for their activities.

Employees Free Press Unlimited has its own Regulations for the Legal Status of Employees, which describe the terms of employment of its employees, Executive Board

and managerial staff. Any changes to these Regulations are made in consultation with the staff representative body and formally adopted once per year. The precise scale level of an employees' salary is determined on the basis of previously established job descriptions in combination with the associated salary scales (maximum of 10). Remuneration is calculated according to the Focus system, which is described in detail in the Regulations for the Legal Status of Employees.

Other activities

Free Press Unlimited's statutory Chair Leon Willems serves as Chairman of the Board of the Global Forum for Media Development (GFMD, Brussels) and as Member of the Board of This is Africa (Hilversum). Mr Willems is not reimbursed for either of these activities.

Quality management

Every year, the quality of Free Press Unlimited's operational management is audited by four external organisations:

1. **Dubois & Co** is Free Press Unlimited's external auditor, and primarily focuses on evaluating the foundation's financial management and accounting;
2. **LROA** specifically assesses to which extent Free Press Unlimited satisfies the requirements of ISO 9001 certification for quality management systems. Free Press Unlimited's current certificate is valid until 23 April 2015 and is subject to annual interim assessments;
3. Every year, the Dutch fundraising supervisor **Centraal Bureau Fondsenwerving (CBF)** checks whether Free Press Unlimited satisfies the conditions for the CBF Seal for Charitable Organisations, which include the requirements of the Dutch Good Governance Code for NGOs (Code Wiffels). Free Press Unlimited's current CBF certificate is valid until the end of July 2014;
4. Free Press Unlimited is one of the members of the **Child Rights Alliance**. As the main applicant, Plan Nederland holds an annual audit of its alliance partners. This audit focuses on a number of key points such as good governance and project management and procedures.

Staffing ratios in 2013

Total no. of FTEs as of 31 December 2013	
No. of FTEs within this total working for Free Press Unlimited	44.2 (2012: 44.4)
No. of FTEs within this total working for Radio Dabanga	30.6 (2012: 27.5)
No. of FTEs working abroad (freelance contractors) *	13.6 (2012: 13.9)
	3.0 (2012: 3.0)
FTEs broken down according to positions within Free Press Unlimited:	
Executive Board	2.0 (2012: 2.0)
Team Leaders	1.6 (2012: 2.7)
Programme Coordinators	10 (2012:10.6)
Project Officers	6.4 (2012: 5.8)
Financial Officer	1.6 (2012:1.0)
Controller	0.7 (2012: 0.8)
Secretariat/office management	2.0 (2012: 3.0)
Communication	3.3 (2012: 2.6)
Fundraising	1.8 (2012: 0)
Knowledge and Quality Assurance	1.5 (2012: 1.5)
No. of female staff as of 31 December 2013	32 (2012: 28)
No. of male staff as of 31 December 2013	20 (2012: 22)
No. of interns in 2013	20
No. of volunteers in 2013	22
Staff departures in 2013	11 (2012: 10)
Staff recruitments in 2013	14 (2012: 15)
Staff absence in %	
Average term of absence in days	5.69 (2012: 6.26)
Absences due to an industrial accident	7
Maternity leave (not included in data)	0
	1

* **Production locations abroad** In two countries, Free Press Unlimited's local projects are on such a scale that it has been decided to organise them via a local production office, under the direct supervision of the head office. These local production offices are found in South Sudan (Juba) and Somaliland (Hargeisa). The offices are headed by external freelance contractors (totalling 3 FTEs), who are responsible for managing the local teams. Their contracts are based on local terms of employment. Free Press Unlimited's policy is geared towards collaborating with local partners and strengthening their local capacity to the extent that they can continue to operate on an independent basis without any additional support from the foundation. Local policy at these two production offices has been adapted to this principle.

Accountability statement

This accountability statement was drawn up in accordance with the guidelines of the Dutch fundraising supervisor Centraal Bureau Fondsenwerving (CBF) and concerns supervisory and executive roles within Free Press Unlimited, how the organisation interacts with stakeholders and how effectively and efficiently it spends its funds.

Supervision and management

Free Press Unlimited maintains a strict separation between the roles and tasks of its Supervisory Board on the one hand, and the Executive Board on the other. In accordance with Free Press Unlimited's Articles of Association, the Executive Board bears responsibility for the foundation's day-to-day management. The Executive Board is accountable to the organisation's supervisory body, the Supervisory Board. A copy of Free Press Unlimited's Articles of Association is available on request.

Supervision The Supervisory Board's Report has been appended to this Management Report as a separate document. The Supervisory Board handles the following responsibilities as supervisory body:

- Appoint, suspend or dismiss members of the Supervisory Board or the Executive Board, and determine the remuneration of the members of the Executive Board.
- Determine the terms of employment, the job description and the assigned tasks of the members of the Executive Board;
- Supervise the activities of the Executive Board;
- Temporarily deputise for the Executive Board in situations where its members are absent or away;
- Appoint and where necessary replace the external expert responsible for auditing the foundation's annual accounts;
- Formally approve the annual accounts, annual reports, annual budgets, annual plans, long-term financial plannings and long-term policy plans adopted by the Executive Board;
- Formally approve the foundation's commencement or termination of long-term or major collaborations with third parties;
- Formally approve or reject decisions made by the Executive Board in cases where such an approval or rejection is required by the Articles of Association;

- Provide solicited and unsolicited advice to the Executive Board with respect to all issues relating to the foundation.

Management The Executive Board, which is also the foundation's statutory management, has two members. In 2013, the Board was made up of Mr Leon Willems (Chair of the statutory management; Director of Policy and Programmes) and Ms Ruth Kronenburg (Member of the statutory management; Director of Operations).

Together with Free Press Unlimited's other management staff, the members of the Executive Board form the Management Team. The Management Team meets once a week. The Team has no decision-making authorities, but it is consulted about new or intended decisions made by the Executive Board. The Executive Board also holds separate meetings. The Executive Board's various tasks have been set down both in Free Press Unlimited's Articles of Association and in its Management Regulations, and primarily relate to:

- Strategic policy, general management and representation;
- General responsibility for the effectiveness of the foundation's quality assurance programme for finances and accounting;
- The appointment, suspension and dismissal of members of staff;
- The determination of employees' salaries and other terms of employment;
- The adoption of the foundation's annual accounts, annual report, budget, annual plan, long-term financial planning and long-term policy plan;
- The commencement or termination of long-term or major collaborations with third parties, as mandated by the Supervisory Board, and legal acts such as contracting loans, making changes to the Articles of Association or appointing an external auditor.

Our communication with stakeholders

Free Press Unlimited distinguishes three key stakeholder groups, namely partner organisations, institutional and private donors and sympathisers.

In 2013, we communicated in a variety of ways with these groups about our operations. Our purpose is to stay in touch with current developments and sentiments in the countries that we are active in with regard to the local media sector and the associated political and economic contexts. This allows us to determine which interventions will have the most effect, to evaluate our current policies and to fine-tune our communications.

Partner organisations Free Press Unlimited sets store by good collaboration and interaction with our local partners. We have adopted an active partner policy, in which we involve our local partners in our method of working and strategy at a variety of levels. Our partners are visited at least twice a year on location by the responsible Free Press Unlimited Programme Coordinator. Once every two years, we hold a large-scale partner satisfaction survey; and once every four years, we hold an international partner conference. Every year, Kids News Network organises an international network conference, the last edition of which was held in Lusaka, Zambia, in November 2013. In addition to these periodic contacts with our partners, we also keep them up to date on specific developments via our website and newsletters.

Free Press Unlimited's most recent four-yearly international partner summit was held in June 2013 in Istanbul, and was attended by a total of 80 representatives. These conferences form a unique opportunity for media professionals to talk with international colleagues working in comparable circumstances. Journalists can discuss with fellow reporters from other regions which issues they come up against, while international experts discuss possible solutions during workshops. Partner organisations discuss best practices, and for Free Press Unlimited, this inspiring event forms a unique opportunity to gain new information and ideas that can serve as input for future policy. In 2013, the Free Press Unlimited Drivers of Change Award (which included a EUR 2,500 prize) went to the investigative publication Ziarul de Garda from Moldova. The Ethiopian media organisation Gorebete was presented the Innovators in Media Award (EUR 7,500), while the South Africa-based Forum for African Investigative Reporters (FAIR) was acknowledged with the Partners' Choice Award on the Best Media Product (EUR 5,000). In addition, in 2013, we adapted our partner policy

on the basis of feedback gained during a large-scale partner satisfaction survey held in late 2012 by the UK agency Keystone in partnership with Partos, the sector association for international collaboration. Free Press Unlimited earned a very satisfying third place among the 46 Dutch and international NGOs that took part in this survey – a result of which we are duly proud. In the words of the survey report, "The picture that emerges from the survey is of an organisation that maintains respectful relationships with its partners and brings real added value to them." In addition, our partners describe us as being reliable and flexible. According to our partners, another positive characteristic of our organisation is that we have a good reading of the specific context in which they operate. "Free Press Unlimited judges us on our results and takes account of differences in our respective operational environments," according to one of our partners. The feedback indicated that our partners also see room for improvement as far as engaging trainers and sharing expertise (capacity building) are concerned. In 2013, we set to work on improving these points for development, by training our staff in the handling of training programmes and trainers. Our partners would also like to us to create further opportunities for the exchange of knowledge and information with likeminded organisations. Free Press Unlimited immediately put this to practice during the partner summit in June 2013. We have also set up a complaints procedure for donors in accordance with ISO certification requirements. All formal complaints are recorded in a complaints register, which is reviewed annually by the Executive Board. Where necessary, we make adjustments to our procedures and/or policy on the basis of received complaints.

Donors Free Press Unlimited strives to foster productive – but by no means uncritical – partnerships based on mutual respect and the exchange of knowledge and expertise. In addition to regularly visiting our partners on location, we also communicate with our donors via narrative and financial reports, annual reports and annual plans. Free Press Unlimited's work is entirely dependent on the generosity of our institutional and private donors. Indeed, it is of crucial importance to us that we maintain a good relationship with our donors.

- As the manager of the Netherland's Human Rights Fund and development cooperation portfolio, the Dutch Ministry of Foreign Affairs is one of our key donors. As in preceding years, in 2013, Free Press Unlimited worked in close collaboration with Dutch embassies around the world. These collaborations were based on both parties' responsibility and

ambition to promote freedom of expression and press freedom at the local level. Over the years, Free Press Unlimited's Programme Coordinators, Team Leaders and Executive Board have regularly conferred with embassy staff about priorities and current developments in relation to press freedom in the countries that we are active in. A full list of the embassies visited by Free Press Unlimited staff can be obtained by contacting our main office.

- Another very important donor for us is the Nationale Postcode Loterij. As of 2011, this organisation has granted Free Press Unlimited funding to the amount of EUR 500,000 per year for a term of five years. In addition to this structural support, in 2013, Nationale Postcode Loterij in 2013 made an extra contribution of EUR 2,500,000 to Free Press Unlimited for the project 'Our Future is Now'. This has allowed us to roll out the successful Kids News Network (KNN) format in six emerging economies – Brazil, India, Russia, Mexico, South Africa and Egypt – as well as furnishing us with sufficient resources to set up an international programme for KNN.
- Our third group of donors is made up of international government bodies, including agencies of the European Union, the United States Department of State, the United States Agency for International Development (USAID), the British government's Department for International Development (DFID) and the Swedish International Development Cooperation Agency (SIDA).

Private donors and sympathisers Free Press Unlimited can also count on a small but loyal group of private donors and sympathisers. We regularly update these supporters on the progress made in our projects, our policy, developments within the organisation and our financial situation. We do this via a variety of channels, including our website, annual reports, our bi-annual newsletter, press releases and reports in the media. In addition, we can be found on Facebook, Twitter and LinkedIn, we organise public events and workshops and hold presentations during local and international conferences. We also hold a variety of guest lectures at research universities and universities of applied sciences. The main purpose of these communication activities is to increase the size and diversity of our base of private donors, with the possible recruitment of new interns and volunteers as an added bonus. In addition, our communications are aimed at getting Free Press Unlimited's mission on the political agenda and drawing the public's attention to the all-important theme of press freedom.

Effectiveness and efficiency of our spending

Effectiveness Free Press Unlimited continues to develop its quality management and assurance policies and aims to present itself as a learning organisation. To operate as effectively as possible in organisational terms, in 2011, Free Press Unlimited set up a Planning, Monitoring and Evaluation (PME) system. This PME system has since formed the foundations for all Free Press Unlimited's general accountability, managerial and learning processes. Among other things, this means that Free Press Unlimited projects are subjected to systematic evaluations – either interim or after the fact. It also allows the organisation to identify and analyse unintended side effects and results and valuable lessons learned. We evaluate our projects on the basis of our six result areas (you are referred to the section on our strategy).

Efficiency Free Press Unlimited refers to the revised Dutch Accounting Standards for Fundraising Institutions (Guideline 650) to establish which level of overhead is acceptable for the organisation. This guideline also serves as the point of departure for our annual accounts and budgets. The basic requirement is to spend at least 90% of the organisation's available income on its main objectives. The Supervisory Board monitors whether this norm is adhered to and the minimum requirements are met. In 2013, Free Press Unlimited spent no less than 96.5% on its objectives – even slightly surpassing its 2012 ratio of 95.8%. In other words, in 2013, we once again managed to keep our overhead costs well below the established norm. Our financial policy focuses as far as possible on using the organisation's income for its objectives and spending as little as possible on management and accounting. The Executive Board is working towards minimising the number of small-scale projects that involve relatively high management expenses. However, the organisation also attaches considerable value to flexibility, which is why it has not adopted any standard norms at the individual project level.

In terms of income from sources other than the Dutch Ministry of Foreign Affairs, in 2013, Free Press Unlimited achieved 38% of its funding from other donors (the current norm is 25%). Our objective is to double this ratio after 2015 to 60%.

Reserves policy The Supervisory Board and the Executive Board have agreed on a reserves policy in which the organisation's continuity reserve covers its operational expenses for a minimum term of one year. More information on this reserve can be found in the financial section of this annual report.

Executive Board

Leon Willems	Chair of the statutory management, Director of Policy and Programmes
Ruth Kronenburg	Member of the statutory management, Director of Operations

Confidential Committee

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

Staff representative body as of 1 July 2013

Michael Pavivic	Chair, <i>PME Manager for the Press Freedom 2.0 alliance</i>
Dessi Damianova	Member, <i>Programme Coordinator for Asia</i>
Marinka Vukojovic	Member, <i>Project Officer for the Caucasus</i>
Tamara Lunacek	Member, <i>Project Officer for Radio Dabanga</i>

Supervisory Board

Joop Daalmeijer	<i>Chair</i> <i>Board member of De Buren (Brussels), Chair of De Tegel, Chair of the Council for Culture, Chair of Cliniclowns</i>
Marietje Schaake	<i>Vice Chair</i> <i>Member of the European Parliament for D66 / ALDE Group</i>
Teus Eenkhoorn	<i>Chair of the Financial Audit Committee</i> <i>Managing Director of the Reinwardt Academy</i>
Henk Boer	<i>Board member, Member of the Financial Audit Committee</i> <i>Member of the Supervisory Board of Stichting Gezondheidscentra Amsterdam Zuidoost, Member of the Membership Council of Amnesty the Netherlands (as of 15 June 2013)</i>
Corine de Vries	<i>Board member</i> <i>Managing Editor of de Volkskrant, Board member of the Publeaks Foundation</i>
Ronald Gijsbertsen	<i>Board member</i> <i>Managing Director of SOMO (Stichting Onderzoek Multinationale Ondernemingen)</i>
Mark Fuller	<i>Board member as of 13 December 2013</i> <i>Board member of NVJ, Board member of SBBP/FD Mediagroep</i>
Huub Elzerman	<i>Board member until 13 December 2013</i> <i>Board member of NVJ</i>

Report by the Supervisory Board

The Supervisory Board's activities in 2013

Free Press Unlimited's supervisory body has a total of seven members. Board members are appointed for four years, a term that can be extended a maximum of three times. The Supervisory Board scheduled three meetings over the course of 2013. Every month, the Board members are sent a financial report, and every two months, the Executive Board reports back to the supervisory organ on its activities. In the past year, the Chairs of the Executive Board and the Supervisory Board have also held interim consultations with regard to certain key issues.

In 2013, the Supervisory Board was made up of Joop Daalmeijer (Chair), Marietje Schaake (Vice Chair), Teus Eenkhoorn (Chair of the Financial Audit Committee), Henk Boer (Board member, Member of the Financial Audit Committee), Corine de Vries (Board member), Ronald Gijbertsen (Board member) and Mark Fuller (Board member). In 2013, Mr Huub Elzerman announced his decision to step down from the Supervisory Board. As of 13 December 2013, Mr Elzerman was succeeded by Mr Mark Fuller. The Supervisory Board and the Executive Board both wish to express their sincere gratitude to Mr Elzerman for his hard work, dedication and involvement in Free Press Unlimited. He played a particularly active role during the organisation's merger process in the 2010-2011 period.

A Financial Audit Committee has been appointed within the Supervisory Board to handle the financial monitoring of the foundation. The Financial Audit Committee is made up of at least two members of the Supervisory Board. In 2013, the Committee members were Teus Eenkhoorn (Chair) and Henk Boer (Member). The Committee convenes at least twice a year. Its responsibilities include checking the organisation's annual accounts and budgets and issuing recommendations to the entire Supervisory Board on these matters. The tasks and authorities of the Financial Audit Committee are outlined in separate regulations that have been adopted by the Supervisory Board.

Good Governance

Free Press Unlimited bases the structuring of its Quality Management System on the internationally recognised ISO 9001:2008 standard. The primary process focuses on the identification of partners, contracting the transfer and support of expertise, followed by reporting on these activities. The principles of good governance and

transparency are adhered to throughout. The Supervisory Board observed that in 2013, Free Press Unlimited had reserved sufficient means to implement the adopted Continuous Professional Development Plan (CPDP) and that the organisation's staff and partners have adhered to the Code of Conduct.

Free Press Unlimited follows Guideline 650 when determining its overhead norms. The Guideline's accounting standards also form the basis for Free Press Unlimited's annual accounts and budgets. A basic requirement of the Guideline is that organisations spend at least 90% of the available funds on their objective. The Supervisory Board has determined that with a ratio of 96.51% of its income spent on the organisation's objective, Free Press Unlimited amply satisfied this requirement in 2013. This percentage is a slight increase in the organisation's already excellent ratio of 95.84% in 2012. In other words, in 2013, Free Press Unlimited's average management expense ratio was once again well below the generally accepted maximum of 8% of the total costs per annum.

When determining the salary amounts for the members of the Executive Board, Free Press Unlimited refers to the Dutch charity sector organisation VFI's Recommended Remuneration Scheme for Directors of Charitable Organisations (Adviesregeling Beloning Directeuren van Goede Doelen) and Code Wijffels. The members' scale levels are determined on the basis of the salary scales set out in Free Press Unlimited's Regulations for the Legal Status of Employees. Free Press Unlimited's Supervisory Board wishes to call attention to the fact that the salaries of both the members of the Executive Board and the other members of the Management Team are substantially lower than the maximum amounts allowed under Code Wijffels. None of the other members of staff receive a higher salary or remuneration than the individual members of the Executive Board.

Outlook

In 2013, Free Press Unlimited drew up both a long-term Strategic Plan and its Annual Plan for 2014. In the year ahead, the organisation will draw up a new Annual Plan for 2015 based on its experiences in the most recent period.

Joop Daalmeijer, *Chair of the Supervisory Board of Free Press Unlimited*

Colophon

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**Free Press
Unlimited
annual report
2013
our financial
report**



People deserve to know



**financ
report**

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Financial report for 2013

2013 was marked by an intensification of our acquisition efforts. Free Press Unlimited has invested heavily in its relationships with new donors. This way, we hope to effectively prepare for the future, in which we expect to see further cutbacks in government-funded development aid and institutional grants.

Getting a new donor on board is a slow and intensive process. After attracting the donor's interest, both parties need to really get to know each other before the grant decision can be made. But Free Press Unlimited's efforts in this area have borne fruit. As shown by our annual accounts, in 2013, we amply met our target of EUR 2 million in newly-acquired funds. Free Press Unlimited presented its new long-term strategy in late 2013. In the years ahead, we plan to continue to invest in acquisition, to absorb to some extent the expected reduction in public funding - particularly in the period after 2015.

In addition, Free Press Unlimited made further dedicated investments in its staff in 2013, via an internal training programme. We believe that these investments will help us to better prepare for what the future may bring.

Free Press Unlimited needs solid financial foundations. Our continuity reserve – with EUR 1.5 million final result - satisfies the minimum ratio established by the Supervisory Board of 70% of the organisation's operating costs for one year. This means that we have built up the intended minimum reserve over 18 months sooner than expected. Incidentally, the Supervisory Board has set the maximum amount for this reserve at 150%, in accordance with Guideline 650.

In the year under review, Free Press Unlimited also worked to achieve even greater efficiency in its operations, resulting in an incredibly low overhead. The organisation's financial policy is geared towards spending at least 90% of its income on its main objective, but also on creating opportunities to develop new initiatives.

At Free Press Unlimited, we aim to remain a flexible organisation. We not only focus on countries that we are already active in, we also want to be able to set up new projects in other countries and regions and respond swiftly to crisis situations while making effective use of our expertise. Promoting independent journalism and a free media sector is no easy task. It demands commitment, insight in local circumstances – and money. Freedom comes at a price, you could say. That is why in the years ahead, we will focus even more strongly than before on acquiring new funds. Because when a country lacks a free press, the price paid by the local population is far higher.

Balance sheet as of 31 December 2013

All amounts in euro

Assets	31/12/2013	31/12/2012
Tangible fixed assets		
Renovation	134,736	156,429
Office supplies	54,507	73,777
Computers	19,395	2,853
Total fixed assets	208,638	233,059
Current assets		
Accruals	384,721	32,684
Accounts receivable and advances	151,000	258,558
Grants yet to be received	875,989	770,805
Total current assets	1,411,709	1,062,047
Liquid assets		
The Netherlands	5,909,030	4,603,898
Abroad	164,220	29,630
Total liquid assets	6,073,250	4,633,529
Total assets	7,693,596	5,928,634

Statement of income and expenses

All amounts in euro

Income	2013	budget	2012
Income from own fundraising activities	815,986	2,750,000	1,443,396
Income from third-party activities	807,399	645,000	893,741
Government grants	13,013,652	9,399,670	11,063,823
Other income	73,211	10,000	94,503
Total income	14,710,247	12,804,670	13,495,461
Expenses			
Spent on the organisation's objective			
Media support programme	14,093,473	12,111,188	12,661,880
Spent on the acquisition of new funds			
Costs of own fundraising activities	94,266	105,776	69,491
Acquisition costs for government grants	219,953	246,812	183,358
	314,219	352,588	252,849
Spent on management and accounting			
Management and accounting costs	195,441	311,866	297,111
Total expenses	14,603,133	12,775,642	13,211,840
Balance of income and expenses	107,114	29,028	283,622
Appropriation of the balance			
Additions to/withdrawals from:			
Continuity reserve	103,286		
Reserves for private donor projects	3,828		
Total	107,114		
Financial ratios	2013	2012	
Spent on the organisation's objective/Total income	95.81%	93.82%	
Spent on organisation's objective/Total expenses	96.51%	95.84%	
Costs of own fundraising activities/Income from own fundraising activities	11.55%	4.81%	
Management and accounting costs/Total expenses	1.34%	2.25%	

Cash flow statement

All amounts in euro

Cash flow statement	2013	2012
<i>Operational activities</i>		
Balance of income and expenses in the financial year	107,114	283,622
Depreciations	53,274	22,772
<i>Gross cash flow on the basis of operational activities</i>	160,389	306,393
Changes in current assets	-349,663	-165,172
Changes in current liabilities	1,657,848	523,991
<i>Net cash flow on the basis of operational activities</i>	1,468,574	665,213
<i>Fixed assets</i>		
Changes to fixed assets	-29,414	-224,095
Cost of disposals	561	0
Changes in liquid assets	1,439,721	441,118
Liquid assets at the start of the financial year	4,633,529	4,192,410
Liquid assets at the end of the financial year	6,073,250	4,633,529
Changes in liquid assets	1,439,721	441,118

Accounting principles

Free Press Unlimited's statement of accounts is drawn up in accordance with the revised Dutch Accounting Standards for Fundraising Institutions (RJ650).

Tangible fixed assets

Tangible fixed assets are valued at their purchase cost minus the depreciations determined on the basis of the asset's estimated lifespan.

The depreciation term for Free Press Unlimited's computers, switchboard and other hard- and software is 3 years (33.3%). The office furniture and equipment are written down over 5 years (20%) and the renovation of the head office over 7 years (14.3%).

Receivables

Receivables are entered at their nominal value minus a provision for possible bad debts.

Obligations in connection with current projects

The entry for obligations in connection with current projects states the balance of contracts actually entered into with partner organisations (obligations) minus advance payments to these partner organisations.

Grants that have been received in advance/Grants that are to be received

Many grants have a term that extends beyond a single calendar year. The difference between the advance awarded by the funder (the organisation issuing the grant) in a specific financial year and the project funds that are spent in that same year and/or the realised grant income amounts is accounted for on the balance sheet as a grant advance. If the realised grant income amounts exceed the funder's advance, the difference is entered on the balance sheet as a receivable.

Other assets and liabilities

Other assets and liabilities are entered at their nominal value.

Accounting principles for the balance of income and expenses

Grant income

Grant income amounts are allocated on the basis of the realised direct and indirect spending on the organisation's objective within the guidelines established in the grant decision.

Contributions and donations

Contributions and donations are accounted for in their year of receipt. Consequently, the statement does not take contributions and donations that have been received in advance into account.

Management and administration costs

Management and administration costs and the costs of the organisation's fundraising activities and main objective are calculated on the basis of allocable FTEs for the different categories. FTE units that cannot be allocated to specific categories are distributed proportional to the allocatable costs.

Balance of income and expenses

The balance of income and expenses is calculated as the difference between the income that can be allocated to the relevant financial year and the expenses that can be allocated to the same financial year.

Notes to the balance sheet

All amounts in euro

Assets				
Tangible fixed assets	total	office furniture & equipment	computers	renovation
<i>Non-current assets required for Free Press Unlimited's regular operations</i>				
<i>Balance at the start of the financial year</i>				
Purchase cost	480,103	251,201	70,589	158,313
Cumulative depreciations	-247,045	-177,424	-67,736	-1,885
Book value at the start of the financial year	233,058	73,777	2,853	156,428
<i>Changes over the course of the financial year</i>				
Additions to fixed assets	29,414	7,446	21,010	958
Disposal of fixed assets	-32,005	-32,005		
Correction to depreciations (cost of disposals)	31,444	31,444		
Depreciations	-53,274	-26,155	-4,468	-22,651
Balance of changes over the course of the financial year	-24,420	-19,270	16,542	-21,692
<i>Balance at the end of the financial year</i>				
Purchase cost	477,512	226,642	91,599	159,271
Cumulative depreciations at the end of the financial year	-268,875	-172,135	-72,204	-24,536
Book value at the end of the financial year	208,638	54,507	19,395	134,736

Current assets	31-12-2013	31-12-2012
<i>Accruals</i>		
Various securities	4,209	4,359
Pension premium advance for 2014	332,258	0
Other prepayments	48,253	28,324
Total	384,721	32,684
<i>Claims and advances</i>		
Amounts yet to be invoiced	347	5,303
Accrued interest	8,398	66,432
Other accounts receivable	51,565	71,002
Advances to own staff	0	4,371
Advances to external contractors	90,691	111,450
Total	151,000	258,558

Notes to the balance sheet *continued*

All amounts in euro

Current assets <i>continued</i>	31-12-2013	31-12-2012
<i>Grants yet to be received</i>		
FEI – Congo	24,552	1,469
Nationale Postcode Loterij	500,000	500,000
Anonymous donations to the South Sudan office	64,941	122,983
Anonymous donations to Radio Darfur Network/Radio Tamazuj	107,818	131,151
Deutsche Welle – EIDHR - Zimbabwe	47,300	0
Various donations – Somalia	131,379	0
Various	0	15,202
Total	875,989	770,805

Liquid assets	31-12-2013	31-12-2012
<i>The Netherlands</i>		
Cash	3,370	3,660
ABN AMRO deposit account	1,459	0
ABN AMRO savings account	2,714,897	0
ASN savings account	500,000	0
ING savings accounts	2,529,246	4,167,968
ING US dollars	18,445	39,352
ING deposit account	141,613	392,918
	5,909,030	4,603,898
<i>Abroad</i>		
FV – South Sudan office	146,148	29,630
Somalia office	18,072	0
	164,220	29,630

Notes to the balance sheet *continued*

All amounts in euro

Liabilities		
Reserves and funds	31-12-2013	31-12-2012
<i>Continuity reserve</i>		
Balance as of 1 January		866,909
Release of provisions within the Severance Scheme Appropriation Fund		0
Appropriation to reserve		407,765
Balance as of 31 December	1,520,187	1,274,675
<i>Allocated reserves for private donor projects</i>		
Balance as of 1 January	110	9,821
Contributions from private donors	28,822	41,011
Acquisition costs for funds and government grants	-10,000	0
Spent on the organisation's objective	-14,994	-50,721
Balance as of 31 December	3,938	110

Policy in relation to the continuity reserve

The Supervisory Board and the Executive Board have agreed on a policy stipulating that Free Press Unlimited's reserves need to equal the organisation's operating costs for one full year. Although these reserves will be entered in the annual accounts under the item 'continuity reserve', in effect they constitute freely disposable capital.

Free Press Unlimited's operating costs for one year have been set at EUR 2 million. As the size of the organisation varies depending on the current balance of income and expenses, it has been agreed that the continuity reserve needs to equal a minimum of 70% and a maximum of EUR 150% of this total of EUR 2 million.

Current liabilities	31-12-2013	31-12-2012
Reserves for holiday allowances	77,295	66,885
Provisions for statutory leave entitlements	66,530	65,623
Taxes and Social Security contributions	2,818	28,677
Severance scheme provisions for the FV South Sudan office	62,761	0
Payable to suppliers	272,312	349,985
Other short-term liabilities	344,244	267,254
Pension premiums	7,268	2,627
Obligations in connection with current projects	1,343,844	1,283,395
Total	2,177,071	2,064,446

Notes to the balance sheet *continued*

All amounts in euro

<i>Grants still to be received or paid back</i>	31-12-2013	31-12-2012
Ministry of Foreign Affairs – MFS-II	32,927	948,362
Ministry of Foreign Affairs – Wrapp	245,341	240,937
Eurodonatiefonds	41,938	55,196
Nationale Postcode Loterij – WKN project	2,293,884	0
Various donors – Syria	1,296,739	0
Various	45,519	1,166,630
Total	3,956,348	2,411,126

Financial obligations that are not included on the balance sheet

Free Press Unlimited has entered into an agreement regarding the lease of a working accommodation and five parking spaces on Weesperstraat 3 in Amsterdam, for a term of three years. The present lease will expire on 1 October 2015, after which the lease contract may be extended for a contiguous term of three years. The initial lease is EUR 140,327 per year. A rent-free period of four months will be settled over the course of the 2014-2015 lease. Free Press Unlimited's bank has issued a surety in connection with this lease agreement to the amount of EUR 44,383.

On 22 January 2014, Free Press Unlimited entered into an operational lease contract for a multi-purpose printer/copier/scanner for a term of 3.5 years. The annual costs for this facility are EUR 5,520, with settlement of non-budgeted use at the end of the year.

The MFS-II funding awarded by the Dutch Ministry of Foreign Affairs (with a five-year term running from 2011-2015) is subject to certain conditions. Every year, the Ministry reserves the right to make cuts in the awarded funding. Free Press Unlimited has incorporated this condition in the contracts it enters into with its partners. In addition, the funding recipient is required to derive a minimum of 25% of its income from own fundraising. Free Press Unlimited's 'own contribution' totalled 38% in the 2013 book year. This means the organisation amply satisfies this MFS-II requirement.

Notes to the statement of income and expenses *continued*

All amounts in euro

Income	2013	budget	2012
Income from own fundraising activities			
Contributions from private donors	28,822	100,000	41,011
Grants for projects by the South Sudan office	543,351	500,000	535,309
Various income from the Internet Protection Lab	85,939	50,000	
Other funding/acquisition	157,874	2,100,000	867,076
	815,986	2,750,000	1,443,396
Income from third-party activities			
Nationale Postcode Loterij (projects)	287,433	75,000	72,776
Nationale Postcode Loterij – structural funding	500,000	500,000	500,000
Other grants	19,967	70,000	320,965
	807,399	645,000	893,741
Government grants			
Ministry of Foreign Affairs – MFS-II	5,819,526	5,684,470	5,639,029
Ministry of Foreign Affairs – MFS-II (PF2.0 alliance)	2,864,952		2,469,294
Ministry of Foreign Affairs – Somalia	177,755	200,000	11,127
Ministry of Foreign Affairs – Wrapp/StoryMaker	390,916	612,200	450,871
Ministry of Foreign Affairs – Syria	445,558	550,000	366,558
Ministry of Foreign Affairs – RDN	422,928		
Government grants for Radio Darfur Network/Radio Tamazuj	566,692	350,000	782,383
European Commission including acquisition	402,413	1,065,000	297,417
France Expertise Internationale (FEI)	315,988		22,123
Kingdom of the Netherlands – Khartoum	830,953	800,000	144,632
Kingdom of the Netherlands – Georgia	104,794		92,429
British Embassy – Nairobi	104,127		
Anonymous donation to Radio Zameneh	469,771		
Other/acquisition	97,278	138,000	787,959
	13,013,652	9,399,670	11,063,823
Other income			
Other			809
Interest	73,211	10,000	93,694
	73,211	10,000	94,503
Total general income	14,710,247	12,804,670	13,495,461

Notes to the statement of income and expenses *continued*

Explanation regarding the differences between budgeted and actual income amounts

Free Press Unlimited undertakes fundraising activities throughout the year. As a result, it may be awarded a new grant at any point in the financial year. However, Free Press Unlimited's budget is already drawn up and adopted in September of the preceding year, meaning that the organisation is required to enter an estimate of the funding that it expects to obtain in the year ahead. The mandatory structuring of the budget into four categories (income from own fundraising activities; income from third-party activities; government grants; other activities) as set out in Guideline 650 means that there may be significant disparities between actual and budgeted income amounts in each category.

The notes to Free Press Unlimited's income in 2013 may appear to suggest that the organisation failed to realise 7.5% of its income. However, this is a consequence of the inclusion terms for budgeted income, as specific income may only be recognised as of the moment the associated costs are actually made or the relevant obligation has been entered into. Although Free Press Unlimited's acquisition efforts in 2013 were in accordance with the budget, this was not reflected in its statement of income since the organisation had not entered into any obligations under the awarded total grant amount (Nationale Postcode Loterij awarded EUR 2.5 million,

with visible obligations associated with this income in 2013 totalling EUR 287,433).

In addition, the entry 'Ministry of Foreign Affairs – MFS-II PF2.0' specifies an amount of EUR 2.8 million for which no budgeted amount has been counter-entered. This is due to the fact that Free Press Unlimited, as the main applicant of the PF2.0 alliance, does not include the amounts that it forwards to the alliance partners in its budget, since this would result in an excessive increase to the total budget. The PF2.0 amounts are extensively accounted for and explained in a separate MFS-II financial report. In the present annual accounts, the PF2.0 amounts are included as receipts on the income account, and as project expenditure on the expenses account. Free Press Unlimited serves purely as a conduit for this funding.

Notes to the statement of income and expenses *continued*

All amounts in euro

Expenses	2013	budget	2012
Spent on the organisation's objective (not including the allocated costs of Free Press Unlimited's own organisation)			
MFS-II: Press Freedom 2.0	935,173	1,010,000	995,208
MFS-II: PF2.0 alliance partners	2,864,952		2,469,294
MFS-II: People Unlimited 4.1	1,695,649	1,309,000	1,179,956
MFS-II: Freedom from Fear	375,524	333,200	308,129
MFS-II: Conn@ct.Now	556,830	371,460	459,028
MFS-II: Child Rights Alliance	620,370	826,821	1,019,742
	7,048,498	3,850,481	6,431,357
Radio Zamaneh	529,605	731,250	390,812
Kids News Network/WKN (not including MFS-II)	152,315		72,041
Wrapp	299,510	507,225	358,246
Syria	362,445	460,000	308,375
DR Congo (not including MFS-II)	235,030		14,160
Bangladesh (not including MFS-II)	215,781		
Morocco	42,074	87,232	120,459
Georgia	100,606		74,729
Various projects in South Sudan	579,794	500,000	456,235
Radio Life Link Somalia (not including MFS-II)	311,341	226,023	221,526
Radio Darfur Network/Radio Tamazuj	1,805,539	1,472,546	1,623,998
Postcode Loterij Fonds	54,492	62,386	47,598
Other projects (budget 1,860,000 acquisition)	190,941	1,963,470	272,594
	11,927,971	9,860,613	10,392,130
Allocated costs of own organisation	2,675,162	2,915,029	2,819,710
Total general	14,603,133	12,775,642	13,211,840

Remuneration of the members of the Executive Board and management team

All amounts in euro

Free Press Unlimited's remuneration policy is explained in the notes to the 2013 Annual Report. These notes indicate that the members of Free Press Unlimited's Supervisory Board are not reimbursed for their activities.

In addition, neither they nor the members of the Executive Board or the management team are awarded any loans, advances or sureties by the organisation.

Name/position	employment contract	gross salary	holiday allowance	social security contributions	employer's contribution	total 2013	total 2012
L.A.M. Willems <i>Director of Policy and Programmes</i>	Full-time 38 hours per week 01.01 - 31.12	78,121	6,250	8,904	12,998	106,273	102,404
R.C.E. Kronenburg <i>Director of Operations</i>	Full-time 38 hours per week 01.01 - 31.12	71,769	5,742	8,904	11,745	98,160	94,616
T. Ali <i>Journalism Initiatives Team Leader</i>	Full-time 30% facility for incoming employees 38 hours per week 01.01 - 01.10	41,079 16,369	3,217	7,211	5,771	57,278 16,369	23,722 *
P. van Lier <i>Journalism Initiatives Team Leader</i>	External contractor 24 hours per week 01.10 - 31.12					20,389	N/A
L. van den Boogerd <i>Media Development Programme Team Leader</i>	Full-time 38 hours per week 01.01 - 31.12	63,029	5,042	8,904	10,020	86,996	83,899
Y. Ch. Pinxteren-De Hoop <i>Financial Manager (Jan-March: 38 hours per week)</i>	Part-time 28 hours per week 01.01 - 31.12	54,283	4,343	8,904	8,771	76,302	68,634

* Employment in 2012: 4 months - 32 hours per week

Staffing ratios

At the end of 2013, Free Press Unlimited employed 44.2 FTEs at its head office in Amsterdam (2012: 44.4 FTEs). Staff members are employed both on the basis of fixed-term and open-ended contracts. The workforce can be

broken down into 30.6 FTEs in organisational positions and 13.6 FTEs working within the Radio Dabanga project. Please refer to the Annual Report for further details.

Specification and distribution of costs according to category

All amounts in euro

category:	objective	acquisition of income		management & accounting	total 2013	budget 2013	total 2012
Expenses:	Media support	Own fundraising activities	Acquisition of government grants				
Grants for partner organisations/own activities	11,927,971	18,700	43,634	2,952	11,993,257	9,915,613	10,457,646
Staff costs	1,658,704	57,881	135,055	130,091	1,981,731	2,137,029	2,249,528
Housing costs	126,405	4,411	10,292	9,914	151,022	152,000	114,266
Office costs	380,393	13,274	30,972	52,484	477,123	571,000	390,400
Total	14,093,473	94,266	219,953	195,441	14,603,133	12,775,642	13,211,840

Independent auditor's report



INDEPENDENT AUDITOR'S REPORT

To: the Board of Free Press Unlimited, Amsterdam.

We have audited the accompanying financial statements of Free Press Unlimited, Amsterdam, which comprise the balance sheet as at 31 December 2013, the profit and loss account for the year then ended and the notes, comprising a summary of the accounting policies and other explanatory information.

Management's responsibility

Management is responsible for the preparation and fair presentation of these financial statements and for the preparation of the management board report, both in accordance with the Guidelines for annual reporting of the Dutch Accounting Standards Board, especially Guideline 650 "Fundraising Institutions", and the Policy rules implementation Senior Officials in the Public and Semi-Public Sector (Standards for Remuneration) Act (WNT). Furthermore management is responsible for such internal control as it determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing, as well as the Policy rules implementation WNT, including the Audit Protocol WNT. This requires that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

In making those risk assessments, the auditor considers internal control relevant to the foundation's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the foundation's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements give a true and fair view of the financial position of Free Press Unlimited as at 31 December 2013 and of its result for the year then ended in accordance with the Guidelines for annual reporting of the Dutch Accounting Standards Board, especially Guideline 650 "Fundraising Institutions", and the Policy rules implementation WNT.

Amsterdam, 25 April 2014

Dubois & Co. Registeraccountants

Signed on original by: G. Visser RA

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Dubois & Co. Registeraccountants is een maatschap van praktijkvennootschappen. Op alle opdrachten die aan ons kantoor worden verstrekt zijn onze algemene voorwaarden van toepassing. Deze voorwaarden, waarvan de tekst is opgenomen op de website www.dubois.nl, bevatten een aansprakelijkheidsbeperking.

Colophon

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