



Free Press Unlimited annual report 2015

FREE
PRESS
UNLIMITED

People deserve to know

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Key figures 2015

Highlights

Total income

€15,053,090

Spent on the organisation's objective

€14,675,453

Operating expenses

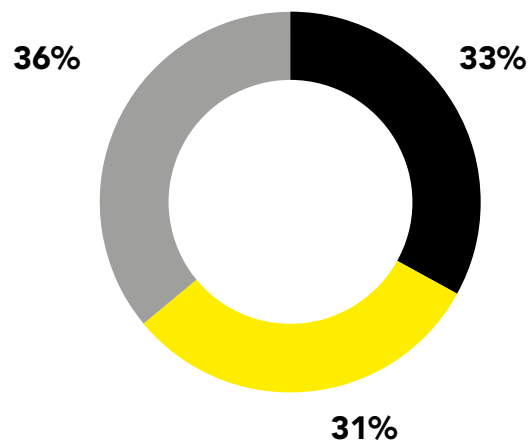
€249,352




Number of employees

50.9 FTEs

 **52%**  **48%**

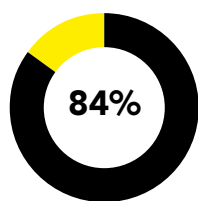
Press freedom monitor



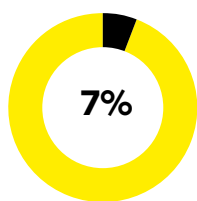
-  Free / 62 countries
-  Partly free / 71 countries
-  Not free / 66 countries

Bron: Freedom House 2015

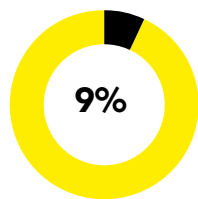
Our income



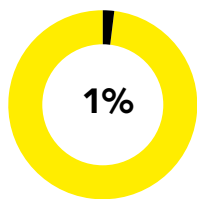
government grants



own fundraising activities

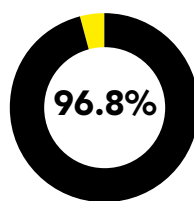


third-party activities

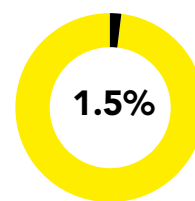


other

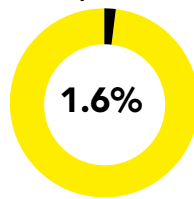
Our expenses



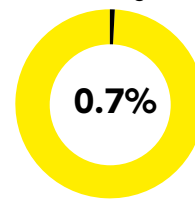
organisation's objectives



acquisition costs funding



management & accounting



reserve

Our work

Number of partners

76

Number of projects

78

Number of regions

8

Followers on Twitter

4,944

Number of countries

39

Result areas

6

Facebook likes

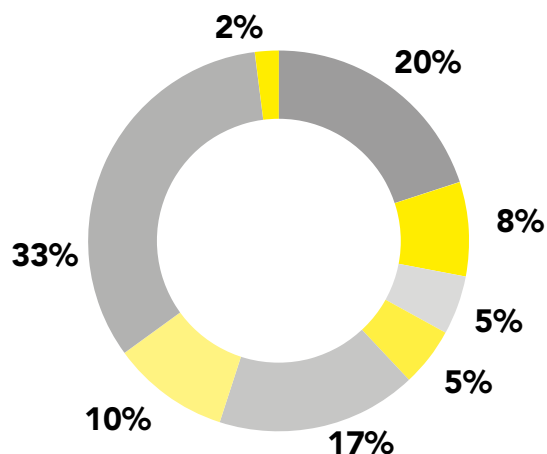
12,196

Result areas

- 1 Increased media participation by vulnerable groups
- 2 Media organisations have professionalised further and have better relation with the public
- 3 Media supporting organisations have professionalised further
- 4 Social organisations, platforms and networks have been strengthened
- 5 Access to information in media deprived areas
- 6 Individual journalists can continue working in a secure and protected manner

Geographic distribution by region

Asia 20%
Caucasus 8%
Central America 5%
Eastern Europe 5%
Middle East and North Africa 17%
South America 10%
Sub-Saharan Africa 33%
Other 2%



Looking back on 2015

One of the highlights of 2015 was the award of the *Geuzen Medal* to Free Press Unlimited. This prestigious honor is intended for people or organisations that have, in an extraordinary way, committed to fighting for democracy and against dictatorships, discrimination and racism. This was a wonderful acknowledgement, not just for us but more especially for our partners.

Support for independent news production

In September, 20 Syrian media agencies signed the *Ethical Charter for Syrian Media*: an important milestone for Syrian journalism and for Free Press Unlimited. Syrian journalists worked together with us for about two years on this charter, in which media agencies committed to hold themselves to basic journalistic values such as respect for truth and integrity. The goal of this code of ethics is to win back the Syrian people's faith in the media, which has been badly damaged by government manipulation and the many resistance groups.

Independent media in various Russian-speaking countries will soon be able to collaborate more and better, thanks to our ground-breaking project *Russian Language News Exchange*, for which we received funding in 2015. For example, media organisations can share correspondents and jointly fund journalistic trips and research projects. Because of this, information from across borders is becoming accessible again, and this is contributing to independent provision of information.

Free Press Unlimited also received an enormous boost from our selection by the Dutch government as a strategic partner for the next five years, together with 24 other social organisations. We want to help media organisations and journalists in conflict areas to advocate more effectively and to appeal for freedom of speech and freedom of the press. In addition, this strategic partnership gives us the opportunity to challenge threats against journalists, through international forums such as the United Nations Commission on Human Rights and UNESCO.

Press freedom under increasing pressure

The good news is that the right to access information has been laid down in the UN Development Goals under target 16.10: public access to information must be guaranteed. Protection for journalists is also moving further up the international agenda. That is vitally important, because 2015 was a disastrous year for journalists' safety. Thousands of

journalists have been murdered, maimed, put in the hospital or intimidated; and their families were not spared. For example, the 162 journalists in South Sudan who have been threatened since civil war broke out in 2013. Or the 400 journalists in Colombia who have to have round-the-clock security because of unwelcome news reporting. That hardly ever makes the news. Free Press Unlimited helps them by providing lawyers, getting journalists out of crisis areas and giving material support via the Reporters Respond fund.

The root of the problem is impunity. Perpetrators of violence against journalists are rarely brought to justice, and without the rule of law, this violence continues. Free Press Unlimited organised a storytelling afternoon on 2nd November in Amsterdam, on the theme of violence against journalists. The stories of journalists from Syria and Burundi brought to light the enormity of the impact of violence against press freedom – and the dire reality behind a two-line story in Dutch newspapers about a radio station in Burundi that burned down. Combating impunity for violence against journalists is one of Free Press Unlimited's permanent campaign themes.

In many countries journalists have to deal with self-censorship: driven by fear, they commit violence against the truth. In countries like Turkey, Russia, El Salvador and Mexico, journalists are afraid that they will be fired by media bosses who don't want to offend their countries' governments. To support investigative journalists in Mexico, Free Press Unlimited set up the successful whistleblowers' website *Méxicoleaks*. Hundreds of anonymous tips from members of the public have already led to publications that have exposed corruption and collaboration between the government and drug cartels.

The quality of the media is even under pressure in countries where press freedom is traditionally protected and where journalistic training is good. Following the murders of the *Charlie Hebdo* journalists and the attack on the Bataclan theatre, a state of emergency has been declared

in France, which has given the French government more sweeping powers. In Hungary, press freedom has been curtailed without the European Union taking any action. Press freedom is even being eroded in the Netherlands: the proposed Law on Security Services threatens to remove journalists' right to protect their sources. Free Press Unlimited objected to this proposed law, because it represents a grave threat to freedom of expression and civilian freedoms. Minister Plasterk will have to revise his proposal in 2016; our response will be sharp and critical.

Commitment to local expertise

When we surveyed our partners to find out how satisfied they are with our work, they commended our collaboration on equal grounds, collective planning and longstanding solidarity. But there was also criticism. Many partners are less satisfied with our knowledge transfer; they require more customised services. So wherever possible we are going to work with local trainers, who speak the local language and as such can get to the root of deeper problems. Another problem turned out to be a lack of available expertise in the Arabic language, especially given the tensions in the Middle East. Together with partners such as Greenhost, Tactical Tech and Irex, Free Press Unlimited will set up a website to make all our knowledge of digital security available, including in Arabic.

All in all, 2015 demanded a lot of our staff; they had to deal with stress relating to the collapse of Burundi, the deaths of friends in Syria, partners being hauled before a judge in Morocco, the civil war in South Sudan and on top of that the internal strategic changes. It has affected us all. We are amazed by the flexibility and commitment of our colleagues, who are under psychological strain due to increasing insecurity. Our very existence depends on our loyal donors and volunteers, and on funding from many individuals and institutions. The National Postcode Lottery Fund deserves a special mention, as they have supported us through thick and thin for several years. And to everyone who supports worldwide press freedom: thank you very, very much!

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



Board of Directors report

In general we can say that Free Press Unlimited achieved good results in 2015, thanks to the long-term commitment of the organisation and of our partners.

Results of our work

That commitment is not always proof against external factors over which we have no control, such as a new political wind or a (civil) war. In 2015 this happened to our successful youth project in Burundi. The violence surrounding the elections destroyed the Bonesha radio station – our local partner – and the staff were forced to flee to neighbouring Rwanda. The young people who produced the radio programme *Ndafise Ikibaza* were role models for many contemporaries. Burundi has since gone into decline and that is unlikely to change in the short term.

Fortunately there are also examples where our work has more success. In Bangladesh, where Free Press Unlimited has worked for more than six years, our partner Bangladesh NGOs Network for Radio and Communication (BNNRC) has increased so much in quality that it now receives radio licences independently for community radio stations in all districts. BNNRC began with 13 licences; in 2015 another 15 licences were added and there are already 32 more planned for 2016. That organisation proves that intensive capacity building really brings results. More of Free Press Unlimited's projects from 2015 can be found in our project overview. [<https://reports.freepressunlimited.org/our-work/six-result-areas>]

Looking back

2015 was a challenging year for the organisation. Free Press Unlimited found itself in the closing phase of the Ministry of Foreign Affairs' five-year co-financing programme (MFS-II) in 36 countries. At the same time we were implementing a strategic change of course, focused on the future. In our 2013 Multi-Year Strategic Plan (MYSP) we had already announced that we wanted to focus more on themes instead of only on projects, and that we wanted to work more towards results. The MYSP contains a SWOT analysis which showed up a number of trends:

- The policy of government donors is very much dictated by negative feelings among the wider public in relation to development cooperation and overseas politics, partly as a result of the financial crisis. That reduces the number of available resources, so we need a focus.
- Owing to budget cuts for civil servants and embassies

(both in the Netherlands and in other donor countries), the number of available specialists has been reduced at the same time as the need for expertise about a country, issue or situation is increasing. For this reason they call for more and more input from international Non-Governmental Organisations (NGOs) and their (our) expertise. This offers us opportunities.

- Institutional donors demand demonstrable results. That means that we have to intensify our knowledge and quality checks. Free Press Unlimited's added value must be clear and supported by proof, especially in the thematic areas where the organisation is active.

On the basis of this SWOT analysis, in that multi-year strategy Free Press Unlimited decided to focus on five issues, to expand our knowledge and quality department and to base the necessary changes on so-called signature projects. These are projects in which Free Press Unlimited can make a difference, especially in fragile states. The thematic focus areas are Journalism in Conflict Areas, Safety for Journalists, Gender and Media, Media and Accountability, and Children, Youth and Media.

In 2014 this multi-year strategy was translated into a Theory of Change that we developed further in 2015 for the five issues. At first, this long-term process was implemented in cooperation with an external consultant; the result of this can be seen in Figure 1. Later, in 2015 we organised training courses and workshops to ensure the appropriation of this theory within Free Press Unlimited.

Of course, the theory also has to be translated into a programme document, initially for our new Strategic Partnership with the Ministry of Foreign Affairs. We wrote this programme document with input from our partners in 17 countries. On 12th November 2015 this document and Free Press Unlimited's overall direction were discussed in detail, critiqued and analysed during a 2.5-day-long event with these partners in South Africa.

The end result of this exercise was that at the end of January Free Press Unlimited was selected as one of the Ministry's strategic partners, but we also reaped the rewards of this in finding other donor routes. In the coming years our Theory

of Change and strategic decisions will be judged on their effectiveness and, where necessary, adapted. We do this according to the so-called MEAL system (Monitoring & Evaluation for Accountability and Learning) and in close collaboration with our partners.

Strategic Partnership

The fact that Free Press Unlimited was selected for one of the 25 new Strategic Partnerships for the period 2016-2020 means that we can implement an important part of our work over the next five years. Together with the European Journalism Centre, Free Press Unlimited will produce the programme *No News is Bad News* and implement it in 17 countries.

Other partnerships in which Free Press Unlimited played a role in 2015:

- **Girl Power Alliance**, with Plan Nederland as coordinator. Within this alliance, Free Press Unlimited was able to broadcast the youth programme *WADADA News for Kids* in more than 10 countries.
- **Conn@ctNow**, with WarChild as coordinator. For this partnership, Free Press Unlimited was involved with our youth programme in fragile states (Burundi, South Sudan and Colombia).
- **Freedom from Fear**, with PAX as coordinator. In this partnership, Free Press Unlimited committed to building peace in Iraq and the Balkan states.
- **People Unlimited**, with Hivos as coordinator, in which Free Press Unlimited worked on access to information in Africa's Great Lakes region.
- **Press Freedom 2.0**, which we coordinated ourselves. The aim was to promote press freedom in 11 countries by working together with local partners and civil society organisations. Free Press Unlimited was active in seven of the 11 countries.

There is more information about the projects within these alliances in *Our work* page 43.

Geuzen Medal

On 13th March 2015 Free Press Unlimited was honoured with the *Geuzen Medal* – an unbelievable honour, especially for our partners. The *Geuzen Medal* is awarded in order to honour people and organisations that have committed to human rights and opposed dictatorship, discrimination and racism. Free Press Unlimited was and is very pleased with this recognition of our work. We see this as confirmation of the necessity of fighting for press freedom and freedom of expression in all parts of the world. Above all, it is an encouragement for all the people Free Press Unlimited supports: courageous journalists, people who provide both us and their own citizens with information, often in the least free societies in the world.

"Press freedom is under pressure around the world. Because of this, the Netherlands is unfailingly committed to freedom of expression, both online and offline. In this, Free Press

Unlimited is a trustworthy partner, and I am proud to be able to award them the *Geuzen Medal*", said Minister Ploumen (Development Cooperation) during the awards ceremony in Vlaardingen's Grote Kerk.

Because this honour is not just for us, but first and foremost for the defenders of free speech for which we work, we invited eight courageous journalists, working in the most difficult regions, to be present at the ceremony:

- Anabel Hernández – investigative journalist in Mexico
- Henna Draaibaar – editor-in-chief of the youth news bulletin *10 minuten* in Suriname
- Kamal Elsadig – editor-in-chief of Radio Dabanga, focused on Sudan
- Fungai Machirori – editor-in-chief of Her Zimbabwe
- Dr. Khatoun Haidar – director of Synergy in Lebanon, a partner in the Syria project
- Gregory Shvedov – (investigative) journalist in Russia
- Alina Radu – director of the research newspaper *Ziarul de Garda* in Moldavia
- Bazlur Rahman – director of BNNRC in Bangladesh

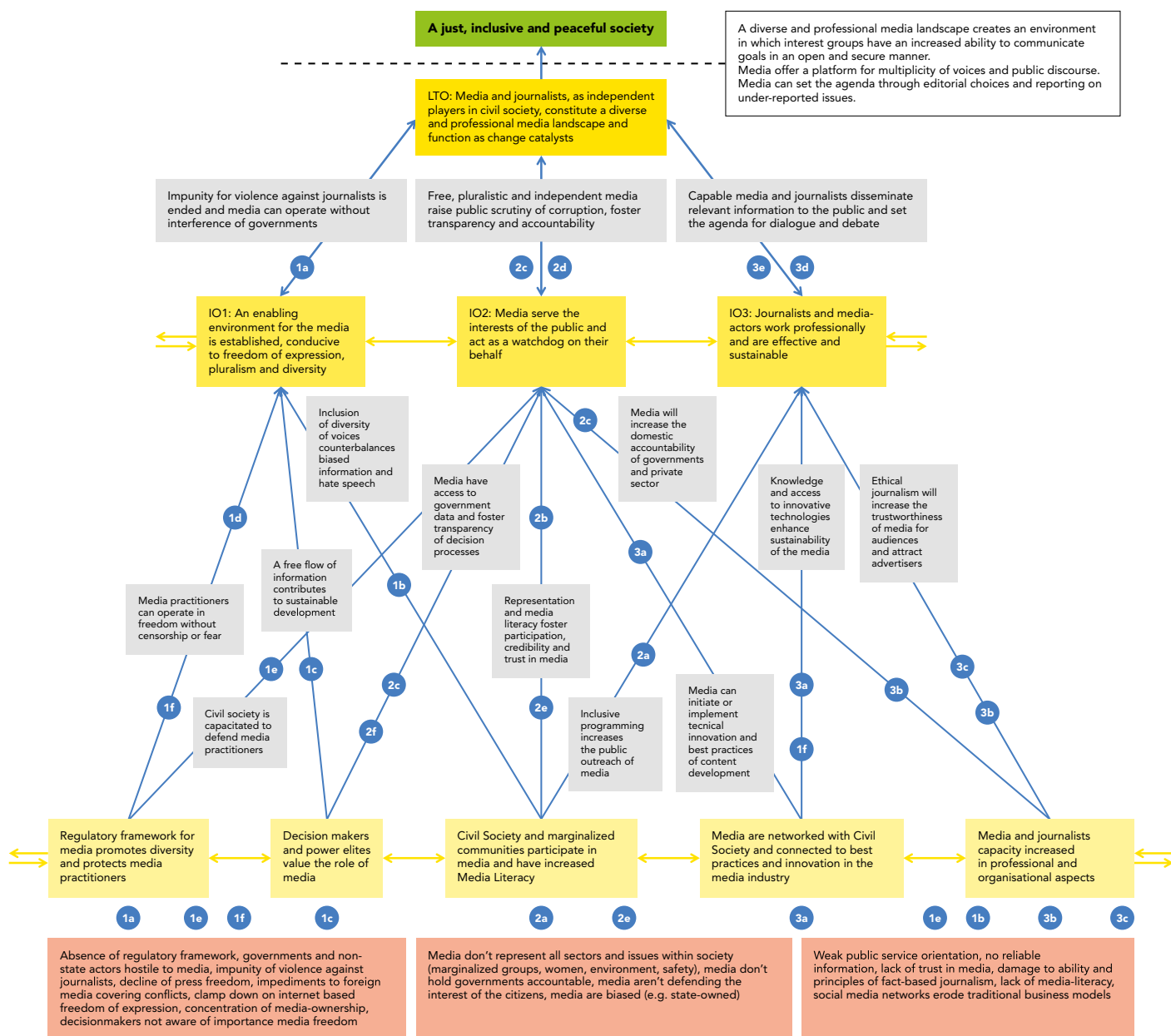
You can watch our films about these heroes at [www.youtube.com/watch?v=N9FOUK6wDDg]



The staff of Free Press Unlimited

2015 was an intensive year for all the staff of Free Press Unlimited: completing the MFS programme and further implementing current projects on the one hand, and on the other hand having intensive involvement in and giving shape to our five new issues. The board would like to express our enormous gratitude for the staff's commitment, loyalty and indispensable contribution to more independent news provision, all around the world.

Theory of Change "No News is Bad News"



Legenda

- Impact
- Long Term Outcome
- Intermediate Outcome
- Short-term Outcome
- Assumption
- Strategies
- Problem Analysis

Main Intervention Strategies

- 1a Joint lobbying and advocacy by Ministry, FPU/EJC and partners
- 1b Provision of secure, alternative information channels
- 1c Awareness raising on role of media and press freedom
- 1d Monitoring press freedom and violence against journalists
- 1e Capacity building for civil society watchdogs
- 1f Provide training and tools for security
- 2a Implementation of diversity policies for inclusiveness of media
- 2b Strengthening capacity of media to relate to civil society
- 2c Training for data and fact-based journalism; investigative journalism grants program
- 2d Advocacy for Right to Information, open data and transparency
- 2e Training and program development for media-literacy
- 2f Training media for balanced elections reporting
- 3a Connect local media and journalists to innovative tools and platforms
- 3b Assistance to implement ethical codes and self-regulation of the media
- 3c Develop strategic capacity for media management and audience research
- 3d Connecting media to knowledge platforms and South to South exchange
- 3e Monitoring content of media landscapes

Vision, mission, objectives

'People deserve to know.' All people are entitled to unbiased information. This enables them to assess their own living conditions and influence these. Freedom of the press and freedom of information are vital for gathering and spreading reliable, unbiased information.

Despite the strategic focus of direction Free Press Unlimited made in 2015, our vision and mission remain the same.

Vision

People deserve to know. All people are entitled to timely, relevant and unbiased information. This enables them to assess their own living conditions and influence these.

Freedom of the press and freedom of information are vital for gathering and spreading reliable, unbiased information. The media play a crucial role in providing people free and unrestricted access to information that can help them develop and monitor the authorities.

Mission

Free Press Unlimited wants to make and keep unbiased news and information available to everyone, especially to people in countries without or with limited (press) freedom.

By supporting local media professionals and journalists, Free Press Unlimited wants to help people gain and keep access to the information they need to survive and develop.

Core principles

Our core principles can be summed up in the following key words:

- Independent
- Inspiring
- Inventive
- Dedicated
- Tailored approach

Objectives

Free Press Unlimited wants to achieve the following in the countries where we are active:

- The media are recognised and respected.
- Debate, dialogue and exchange take place between various parties in society where this had not been the case before.

- Citizens, policymakers and politicians use improved quality media (products) on a daily basis as a result of their increased accessibility.
- (Media) organisations have been strengthened and are professional.

We have translated these objectives into six result areas which cover each project of Free Press Unlimited.

Our result areas in 2015:

1. Increased media participation by vulnerable groups.
2. Media organisations have professionalised further and have better relations with the public.
3. Media supporting organisations have professionalised further.
4. Social organisations, platforms and networks have been strengthened.
5. Access to information in media deprived areas has improved.
6. Individual journalists can continue working in a secure and protected manner.

Our strategy

Free Press Unlimited combines local partnerships with an international approach. We focus on fragile states and countries with a repressive regime and limited or no press freedom.

Local partners

For most people in the world access to reliable information is not self-evident. Together with local journalists and media organisations we work in almost 40 countries to expand press freedom and raise the quality of independent journalism. The local partners serve as catalysts for change to achieve our objectives. Free Press Unlimited supports these change agents in a variety of ways, tailored to the local situation and the existing needs.

One example of catalysts for change are the media and investigative journalists linked to the *MéxicoLeaks* project in Mexico. Mexico is one of the riskiest countries for journalists to do their jobs. The large number of powerful drug cartels are one danger, and the government does not offer enough – or any – protection, especially to journalists. *MéxicoLeaks* is a digital platform which offers whistleblowers as much protection as possible when they want to leak important information. See the case study for more information: [<https://mexicoleaks.mx/english.html>].

We work towards the sustainable development of the media, with a focus on strengthening independent partner organisations in the media sector. Where there is a lack of independent media, Free Press Unlimited develops journalistic initiatives focused on professional, independent provision of information. *Radio Dabanga* is one of these initiatives: every day over two million Darfuri and Sudanese listeners tune into the station, which – facilitated by Free Press Unlimited – is broadcast from Amsterdam. For more information, see [<https://www.freepressunlimited.org/nl/projecten/radio-dabanga-wel-de-waarheid-over-darfur>].

Strengthening capacity

We strengthen the position of local media professionals, journalists and media organisations by increasing their safety and expertise. The goal of this collaboration with local partners is twofold: to give as many people as possible access to reliable information, and to increase their media participation, for example through the many digital safety training courses we give to journalists all around the world. Safety has become such a significant part of our work that we have made it into a separate issue within the organisation.

We also strengthen the capacity of journalists and media professionals at an individual level. Under certain circumstances, Free Press Unlimited offers small-scale, temporary assistance in acute crisis situations, enabling the journalists to continue their work and continue to provide the public with information. Security and access to unrestricted Internet is essential in these cases. In addition Free Press Unlimited facilitates the exchange of knowledge and experience between individual journalists in the Netherlands and developing countries. In emergencies, the Reporters Respond fund can offer small-scale financial assistance to people working in the media. See also [<https://www.freepressunlimited.org/nl/projecten/reporters-respond-noodfonds-voor-de-media>].

The role of media in lobbying and advocacy

Free Press Unlimited advocates putting and keeping the fundamental right of freedom of expression and freedom of the press on the national and international agendas. As in the abovementioned result areas, our primary goal is to increase media engagement among vulnerable groups. Ideally, the mainstream media should set aside more coverage for underexposed issues, such as poverty or women's rights; call politicians to account; and give a voice to marginalised groups such as children, young people, women and minorities. The media are capable of actively influencing the process of social change, which makes the media advocates in their own right. That is the basis for our Theory of Change, and an area Free Press Unlimited will focus on in the coming years.

International lobbying and advocacy

Free Press Unlimited believes that local lobbying and advocacy by way of our projects, partners and other stakeholders can make the (local) media landscape more independent and professional. It also contributes to a more developed society. But we also have to work at an international level on lobbying and advocacy; this has often been extremely effective, in combination with pressure from the media, in changing the authorities' position. That is why Free Press Unlimited actively operates in worldwide networks, and why we collaborate with fellow (media) organisations; this encourages other key players' learning

processes, (media) research and development. Coordination between networks and other media organisations supports a public focus on global issues and brings harmony to the diverse activities in this area.

We operate within a network of international organisations, such as the *Global Forum for Media Development* (GFMD) and the *International Programme for the Development of Communication* (IPDC), which gives us more clout. We can exchange up-to-date and relevant information about countries, and get up and running in an instant when action is required for people who need our immediate assistance. An example of our international programme is the delivery of factual material to the *Universal Periodic Review* for the United Nations High Commissioner for Human Rights in Geneva. Further, Free Press Unlimited contributes to the policy debates of the OECD, OSCE and European Union. We supply the chairs of the IPDC, the *Broad Human Rights Coalition* in the Netherlands (BMO) and the GFMD, which lobbies international forums such as the UN and the EU on behalf of all international members.

Free Press Unlimited in the Netherlands

Communication

Free Press Unlimited's communication department is modest in size, which means that we have to set priorities every year: which events will we support, and which will we not support? Which external communication will we focus on, and what are the priorities concerning communication with our partners? Press briefings are increasingly important for the organisation, because Free Press Unlimited is becoming better known and getting involved in sometimes controversial issues. Our conclusion: we need a consistent policy in the area of corporate communication. As such, for 2016 we will set up an updated multi-year strategy for communication.

Albana Shala selected to chair UNESCO's IPDC

On 20th November 2014, Free Press Unlimited programme coordinator Albana Shala was selected to chair UNESCO's IPDC for the period 2015-2016. She is the first woman to hold this position. The Dutch delegation to UNESCO called for the new chair to be a media expert, linked to Free Press Unlimited and to the Netherlands.

Representatives from the Dutch Ministries of Foreign Affairs and Education, Culture and Science, the National UNESCO Commission, the Dutch delegation to UNESCO and Free Press Unlimited signed a strategic agreement about the IPDC chair's activities. Among other things, she will increase cohesion in the policies of the 39 IPDC member countries and establish partnerships with media, civil society and

Several times a year, Free Press Unlimited organises and facilitates debate sessions about press freedom, focusing on specific situations or on a country such as Mexico or Palestine. Alongside that, Free Press Unlimited often gives guest lectures at colleges and universities. Among other projects, in 2015 Free Press Unlimited organised the following activities:



The Elephant in the Room

Together with five other organisations we called on governments to discuss online human rights violations during the *Global Conference on Cyberspace* (GCCS 2015) on 16th and 17th April in The Hague. At this conference about cyber-crime, many countries took part which are themselves guilty of mass surveillance, cyber-attacks or the sale of Western spy software to crooked regimes. These are issues people prefer not to discuss: they are The Elephant in the Room. That is why the Free Press Unlimited elephant was visible on the Het Plein square and in the garden of the Bel Air hotel next to the World Forum in The Hague, where the discussions took place.

governments. In the Netherlands the brand new chair must raise awareness of the IPDC and her priorities, such as the safety of journalists.

2015 began with the shock of the brutal murder of journalists from the satirical magazine *Charlie Hebdo* in Paris. UNESCO was especially active during the demonstration in the French capital and condemned the attacks on the journalists as gruesome and appalling. The organisation emphasised how vulnerable freedom of expression is and the enormity of the price that can be paid for it.

Press Freedom Day / Festival of Free Speech

Each year, Free Press Unlimited and research organisation Freedom House release the *Freedom of the Press Index* on 3rd May, World Press Freedom Day. The investigation revealed a grim picture: in 2014, 84% of the world's population lived in a country where there are limitations on freedom of speech. It was the worst period for press freedom for years. Press freedom was also declining in Europe, especially in many East European countries, Greece, Turkey and Azerbaijan. This trend has continued in 2015. In order to raise awareness of this among a younger and wider audience, Free Press Unlimited worked with rappers Ali B and Glen Faria, who presented the figures in a catchy rap number with a video.

In the evening of that event, the World Press Freedom Day committee, of which Free Press Unlimited is a member, organised the *Festival of Free Speech* in the Balie in Amsterdam. To the indignation of some visitors, the debate centre was heavily guarded. No tickets were sold on the door, visitors had to show identification and bags were searched. It soon became clear why: the Press Freedom Speech 2015 was given by the Danish cartoonist Kurt Westergaard. Because of his cartoon of the prophet Muhammad with a bomb in his turban, he has lived with permanent security for years. Would he draw the same cartoon, knowing what he knows now? "In my country, with my culture and traditions, I've done nothing wrong", 80-year-old Westergaard said.

No to the WIV

In the summer, Minister Plasterk of the Home Office opened up the controversial new Law for the Intelligence and Security Services (WIV) to consultation. The draft bill would give the AIVD and MIVD intelligence services a variety of dubious hacking powers, plus the possibility to make use of 'mass surveillance'. If the law is passed, anyone's communication could be spied on and analysed without any grounds for suspicion.

Menso Heus, expert in internet security at Free Press Unlimited, sounded the alarm in an opinion piece in the *Volkscrant* newspaper. If journalists and their sources are spied on using mass surveillance, they will no longer be able to communicate freely, and critical stories will no longer appear in the media, he argues: "Governments that spy on their own citizens en masse represent the greatest threat to society." The article revealed a great deal. It was shared more than 1,200 times on social media, and Heus appeared on the *EenVandaag* television programme.

Well-attended event: Stop violence against journalists

UNESCO has designated 2nd November *International Day to End Impunity for Crimes against Journalists*. Every year this is the moment for us to draw attention to the increasing violence against journalists, this time with a well-attended event for journalists and media professionals in De Nieuwe Liefde in Amsterdam.

Journalist Fidan Ekiz introduced the event to a hall with more than 150 visitors. A Syrian journalist from the underground journalists' network *Raqqa Is Being Slaughtered Silently* reported how he and his colleagues endanger their own lives to report news from Syria. War photographer Marielle van Uiter's story about some of her missions to conflict areas also made an impression. Marcel van der Steen, NOS correspondent in the Balkans, had to stay at his post because of the refugee crisis, and the guest of honour, the Burundian journalist and producer Aloys Niyoyita, was not granted a visa, so they both told their stories by video. Cabaret performer Pieter Derks closed the meeting.

For the first time, Free Press Unlimited also awarded two journalistic prizes for exceptional courage and perseverance. The Bahraini blogger Esra'a Al Shafei received the *Most Courageous Media* award and a cash prize of € 15,000. The promising Syrian journalist team Jihane and Dyab were distinguished with the *Newcomer of the Year – Hans Verploeg* award; they received a grant to further their journalistic career even more.



Jouw FM supports Radio Sagarmatha in Nepal

After 20 wonderful years, the local Bloemendaal radio broadcaster *Jouw FM* closed down after the staff decided it was better to end on a high than to wait for it to go downhill. After the final bills had been paid, there was still a significant amount of money left over; what to do with it? Together with Free Press Unlimited, *Jouw FM* found a wonderful destination: the money will go to build a new, earthquake-proof transmitter for our Nepalese partner *Radio Sagarmatha* since the old building was destroyed during the earthquake on 25th April. The money was symbolically handed over during *Jouw FM*'s last broadcast on 12th December, for which live contact was made with the broadcaster in Nepal. According to a delighted Raghu Mainali, *Jouw FM*'s generous offer came just at the right moment: "The owner of our temporary accommodation wants us out of there as soon as possible. He's afraid the mast on the roof will fall down during an aftershock. Thanks to *Jouw FM*, we can now begin building the new transmitter."

dance4life and Doutzen Kroes in Nepal

There is no such thing as coincidence: just days later supermodel Doutzen Kroes visited the emergency studio of *Radio Sagarmatha* in connection with recordings for the RTL4 television programme *dance4life*. Sagarmatha was working on a radio soap about the negative effects of child marriage, and this was precisely the issue that Doutzen was going to take on for the *dance4life* broadcast on 20th December. The supermodel even took a small role in the radio play, and she gave an interview about child marriage to the youth news bulletin *Naya Pusta* – the Nepalese WADADA News for Kids.

Fundraising

Free Press Unlimited's work is made possible thanks to the generous support of institutional donors, private funds and gifts. The five-year partnership with the Ministry of Foreign Affairs, which began on 1st January 2016, is important to the progress of our work. As well as this structural support, Free Press Unlimited also receives a multi-year fixed amount from the National Postcode Lottery, which allows us to strengthen the organisation internally and to invest in innovative projects and processes.

Institutional funds

Of all the project bids we submitted to institutional donors in 2015, about 69% were approved, compared with 57% in 2014. Free Press Unlimited has raised about € 6.6 million from these bids, on top of the comprehensive subsidy made available through the Strategic Partnership.

Compared with previous years, in 2015 we submitted more funding bids at the donor's request. We were approached by the Ministry of Foreign Affairs for the *Russian-Language News Exchange* (RLNE) project we developed. In cooperation with the ministry, in October we organised a donor event at our office, which led to interest in the project from important institutional donors such as the European Commission and the European Endowment for Democracy. Because of this, RLNE will almost certainly become a multi-donor project.

Bids to the European Commission are becoming more and more successful. In 2015 we signed three new contracts with the Commission, for projects in South Sudan and Zambia, and for the *Media Hub* project, in which Free Press Unlimited forms part of a consortium. This project makes journalistic training in Libya and Syria possible.

New in 2015: focus on private funds

At the moment, Free Press Unlimited is excessively dependent on institutional donors (85%). When we took on a second fundraiser in October 2015, we began to focus more on large-scale international private funds and major donors, as much to keep our organisation efficient as to fund our projects. Free Press Unlimited believes that this is necessary

to achieve more balance in our income sources, which in the end will make the organisation more sustainable.

Individual donations

Private donors gave generously in 2015. Free Press Unlimited has a small but loyal group of regular private donors: as many as 2,800 as of 31st December. In total they gave € 50,697 in 2015, a much larger amount than in 2014, when the figure was € 32,476. We are very pleased with this development and we would like to thank everyone who has supported our work financially in 2015 from the bottom of our heart.

Special gifts

Prinsjesboekenprijs award

We would especially like to thank journalist and writer Frank Westerman for donating the prize money from the Prinsjesboekenprijs, which was awarded to his book *De slag om Srebrenica* in 2015.

Bundesmedienball

In 2014 the *Bundesmedienball* for journalists took place in Berlin, at which guests discussed the experiences and working practices of reporters in conflict areas. During the ball, a lottery was held to support the work of Free Press Unlimited, and at the start of 2015 the organisation donated the amount of € 4,000 to us.

To Dakar for free speech

A very special contribution to our work came from Harmjan Schelhaas and Peter Sleurink from Utrecht. In November they drove an old SUV in the Amsterdam-Dakar Challenge, which took them across the Sahara to Senegal. Their motive was not just for the adventure: Harmjan and Peter made a page on the online donation site *Geef Samen*, where people could sponsor them in support of Free Press Unlimited. That raised € 905, and the car was auctioned in Senegal for a foundation that devotes itself to Gambian orphans. Thanks guys!

Our stakeholders

Free Press Unlimited has three distinct groups of stakeholders: partner organisations, institutional donors and private donors. We maintain close contact with our partners in the countries where we work. In this way we stay on top of the current situation the media find themselves in and we can decide on meaningful interventions, evaluate our policy and refine our communication. Free Press Unlimited's work is made possible thanks to the generous support of private gifts, funds and institutional donors.

In 2015 we were accountable to these stakeholders in a variety of ways for our policy and our activities. Free Press Unlimited has a complaints procedure for stakeholders, in accordance with the ISO 9001 standards. All complaints are recorded in the complaints register, which is assessed by the

management, and we can adapt our procedures or our policy if necessary on the basis of these complaints.

Partner organisations

Free Press Unlimited attaches great importance to cooperation and interaction with our partners. We implement an active partner policy, which involves our partners in various ways in our working practices and strategy. Our programme coordinators visit the partners at least twice a year as part of their programme. Once every two years we organise a broad partner satisfaction survey, and once every four years we hold an international partner conference; the most recent was in 2013. In 2015 the network of WADADA News for Kids held its annual international conference in Bolivia.

All potential partners came together in Johannesburg, South Africa, on 2nd November 2015 for a kick-off meeting of the Strategic Partnership with the Ministry of Foreign Affairs. A delegation from the Ministry was also present.

Donors

The critical collaboration between Free Press Unlimited and our institutional donors is founded on mutual respect and the exchange of knowledge and experience. We meet each other regularly and report on our progress by way of narrative and financial reports, annual reports and annual plans.

- The **Ministry of Foreign Affairs** manages the Human Rights Fund and the portfolio for Development Cooperation and is our most important donor organisation. In 2015 Free Press Unlimited also worked intensively with Dutch embassies overseas, each with their own responsibility and the ambition to advance freedom of expression and press freedom. This year, all programme coordinators, team leaders and Free Press Unlimited's Board of Directors consulted regularly with embassies on priorities and developments around press freedom in the countries where we are active. The full overview of the embassies we visited is available upon request from Free Press Unlimited.
- The **National Postcode Lottery** is an extremely important donor. Since 2011, thanks to participants in the Postcode Lottery, Free Press Unlimited has received an annual contribution of € 500,000. This structural contribution is unique, because it is multi-year and provides very welcome support for our sustainability and independence. The Postcode Lottery gives Free Press Unlimited the opportunity to invest in new and innovative projects which enable us to increase press freedom and improve access to information for vulnerable groups.
- **Governments within and outside Europe** also support Free Press Unlimited's work. The largest donors are the European Union, United States Department of State, United States Agency for International Development

(USAID), the British Department for International Development (DFID) and the Swedish International Development Cooperation Agency (SIDA).

Private donors

In 2015 we kept our private donors up to date about our work and the projects we support via a newsletter, which appeared three times digitally and once on paper. The e-mail newsletter went out to 3,639 recipients, including journalists, partners in the Netherlands and private donors. Around the time of some important activities and events we sent one-off e-mails and invitations to our supporters, including invitations to the presentation of the *Geuzen Medal* and the *Stop violence against journalists* event. We were more visible on Facebook and Twitter than in previous years: at the end of 2015 we had **4,944 followers on Twitter**, and our **Facebook page had 12,196 likes**.

In the last months of 2015, Free Press Unlimited created the conditions to enable us to involve our supporters more closely in our work in 2016, and to provide them with better and more focused information. This intention was not new, but it had been set back as a result of an undersized communication team which saw a high turnover of staff.

Now that the team is at full strength, its first job will be to implement an updated communication policy in which communication with our supporters and private donors will receive specific attention, to ensure that communication will be more regular and more professional. We will also update our website to make it more relevant to our supporters. We are working on improvements to our donor registry, partly by taking on a part-time donor recruiter, and we hope that this will help our supporter base to become more involved in our work. We hope to gradually increase the number of our private donors in 2016. Donors not only make it possible for us to support projects for which it is hard to find subsidies; they also give us legitimacy, expertise and much greater engagement.

Our organisation

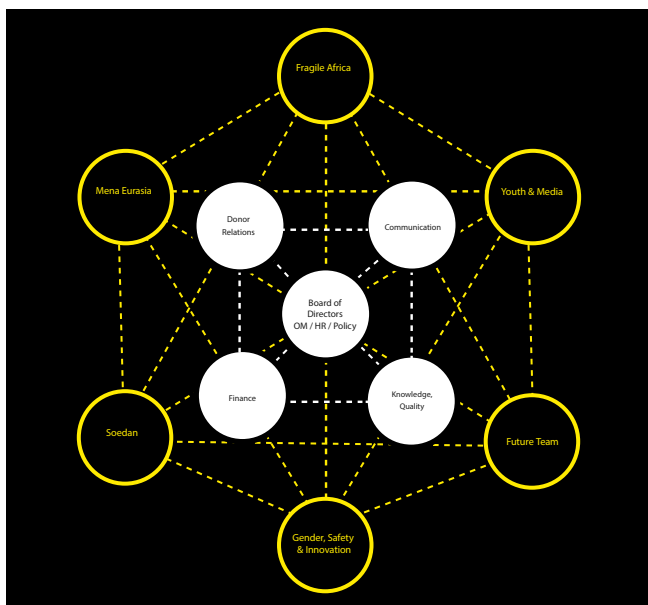
Free Press Unlimited is a knowledge and project organisation. This means that we are a group of professionals who are specifically organised to be able to implement several projects efficiently. Project organisations are unique, temporary and adapted to the phases a project is in, or to the circumstances of the programme cycle.

The projects we implement are one-offs and have a clear end-point in time, which means that management is mainly focused on effectiveness: the organisation wants to achieve the project objectives. Although projects have clear start and end dates, Free Press Unlimited still tries to give them a long-term character, so we can ultimately achieve our mission.

Our organisation is made up of the management, project teams managed by team leaders, and support departments managed by coordinators. As well as a head office in Amsterdam, Free Press Unlimited also has three local offices in three countries.

New structure

In accordance with the development of the Theory of Change (both the general theory and the theory with the five thematic issues), we decided to reduce the team leaders' span of control. This means that the team leaders spend less time on administrative tasks and can spend more time on the projects' content.



This is how we secure the knowledge and quality of the projects. The five teams are mainly tied to a certain region, with the exception of the Gender, Safety and Innovation team. Free Press Unlimited has made a conscious decision on this, to make sure that these issues receive sufficient attention and resources in order to be able to develop into fully-fledged projects. The organisation can also operate more efficiently if the teams and the support departments exchange knowledge and information with each other. Those are the main reasons for our choice for a network structure instead of a line-management structure. Since 2015 Free Press Unlimited has had five teams and four support departments.

Overseas production offices

In three countries, Free Press Unlimited has such large productions that these are organised from local offices in each country (Juba, South Sudan; Nairobi, Kenya; and Hargeisa, Somaliland), which fall directly under the oversight of the head office. These production offices are led by international colleagues who supervise local staff. Free Press Unlimited's policy is focused on collaboration with local partners; we want to strengthen them, to enable them to work independently and without support. As such, our intention is that these field offices will eventually become independent.

Supervision and Management

Free Press Unlimited has a Supervisory Board and applies a strict separation between the positions and duties of the Supervisory Board on the one hand and the Board of Directors/ Management Team, on the other. In accordance with the statutes, the Board of Directors is responsible for day-to-day management and is accountable for it to the oversight body, the Supervisory Board.

Management Team / Board of Directors

Free Press Unlimited has two Executive Managers: Leon Willems (Chairman of the Statutory Management and Director of Policy & Programmes) and Ruth Kronenburg

(Member of the Statutory Management and Director of Operations). Together with the other Management Team Leaders, they form the Management Team. This Management Team meets on a biweekly basis. It does not have any decision-making authority, but is consulted about decisions the Board of Directors has made or intends to make. The Board of Directors also meets separately.

The duties of the Board of Directors have been recorded in the statutes as well as in the management regulations. They are as follows:

- Strategic policy, general management and representation;
- High-level responsibility for effective financial and administrative quality assurance;
- To appoint, suspend and dismiss staff members; To determine salary and other terms of employment; To determine the annual report and accounts, budget and annual plan, and the multi-year financial and policy plans;
- Delegated mandate from the Supervisory Board on entering into or terminating long-term or important partnerships and executing legal acts, including taking out loans, amending the statutes and appointing an external accountant.

Board of Directors - Remuneration policy

Free Press Unlimited follows the remuneration regulations for directors as set out by the Dutch charity branch organisation, *Goede Doelen Nederland* (previously known as VFI), as well as the *Wijffels Code* (Good Governance for Charities Code). The amounts and specifications are recorded in the attached Annual Accounts.

Board of Directors - Ancillary activities in 2015:

Leon Willems is Chairman of the Board at the *Global Forum for Media Development* (GFMD, Brussels) and until mid-2015 he was a Board Member of the *Ghetto Radio Foundation*. He carries out these duties without pay.

Ruth Kronenburg does not carry out any ancillary activities.

Supervisory Board

Free Press Unlimited has a Supervisory Board. The duties and responsibilities of the Supervisory Board are recorded in the statutes. The chairman and members of the Supervisory Board carry out their duties without pay.

Composition of the Supervisory Board

Stipulated in Free Press Unlimited's statutes is: 'The composition of the Supervisory Board shall be such that the members are able to act critically and independently of one another as well as of the foundation's Board of Directors. There must be no close family ties between any of the members of the Supervisory Board or the Board of Directors, and between the members of the Supervisory Board and the members of the Board of Directors, including members living together and/or sharing a communal household.'

Members are appointed by the Supervisory Board in consultation with the Board of Directors. One appointed member will be nominated by the Staff Representative Body and one member will be appointed in consultation with the Association of Journalists (with a focus on the area of media and journalism).

The Supervisory Board has the following duties as the oversight body:

- to appoint, suspend and dismiss members of the Supervisory Board and members of the Board of Directors, as well as determine the remuneration of the members of the Board of Directors;
- to determine the terms of employment, job description and the assigned duties of the members of the Board of Directors;
- to supervise the Board of Directors;
- to temporarily replace the Board of Directors in case of its absence;
- to appoint and, if necessary, replace the external expert responsible for auditing the foundation's annual financial report;
- to approve the annual report and accounts, the budget and annual plan, and the multi-year financial and policy plans laid down by the Board of Directors;
- to approve entering or terminating long-term or important partnerships with third parties;
- to give or withhold approval on Board of Directors decisions, when required by the statutes;
- to provide solicited and unsolicited advice to the Board of Directors about all matters concerning the foundation.

The Supervisory Board members regularly check that each member is working in the agreed way. This can be in the open, in a regular meeting or separately, outside the meeting. If this is done in a regular meeting, it is noted in the minutes of the meeting.

Supervisory Board – Ancillary activities in 2015:

- Joop Daalmeijer is Chairman of the Board at *Cliniclowns*, Board Member at *de Buren*, Chairman of the Council for Culture and Chairman of *De Tegel* (journalism award).
- Corine de Vries is a Board Member at *Publeaks*.
- Mark Fuller is a member of the SBBP (consultative body of the FD Mediagroep).
- Henk Boer is a member of the Supervisory Board at the *Gezondheidscentra Amsterdam Zuidoost* (Health centres southeast Amsterdam) and a member of the Membership Council of Amnesty International, the Netherlands.
- Teus Eenkhoorn, Ronald Gijsbertsen and Marietje Schaake do not carry out any ancillary activities.

The Supervisory Board report is attached as an appendix on page 35 to this management report.

Staff Policy

Mid-2015, Free Press Unlimited recruited a part-time HR officer to further guarantee the quality of our staff policy. This has proven to be so effective that we have decided to make it a full-time position from 2016. We have had a very positive response from our staff about this decision.

Our staff policy is stipulated in a number of procedures, the most important of which are summarised here. Management, staff representatives and a number of the Supervisory Board members regularly discuss and monitor staff policy. Because Free Press Unlimited is a project organisation and our projects sometimes demand extra capacity, we have a flexible pool of staff that can join us at short notice when needed. Through this, it looks as though we have a relatively high annual in-and-outflow of staff, but this can mainly be explained by this flexible staff policy.

Free Press Unlimited has its own Legal Regulations in which all terms of employment for the staff, including the Board and Management Team, have been recorded. Amendments are made in consultation with the staff representatives and are formally recorded once a year. Salary scaling is based on the established job descriptions and corresponding salary scales (maximum 10). Remuneration takes place in accordance with the Focus system that is fully explained in the Legal Regulations.

Absence through illness

Our staff are very committed to our mission and activities. We are proud of that. At the same time, we make sure that there is always a healthy working environment. For that reason, Free Press Unlimited pursues an active absence

prevention policy in collaboration with the occupational health and safety service, *ArboNed*. In 2015, the number of absences through illness was 4.4% (was 2.15%). This increase was partially due to two members of staff who were on long-term sick leave (more than six months). Our absence through illness is slightly higher than the national average (4%).

Internship policy

Free Press Unlimited adheres to a clearly elaborated and detailed internship policy with guidelines for recruitment and job descriptions. In this way, we aim to optimise the interaction between our organisation and our future professionals. Interns ask us questions that keep us alert and help us to make sure that Free Press Unlimited remains an innovative and learning organisation. We offer them relevant job experience. The full internship policy is available upon request from Free Press Unlimited. In 2015, a total of 13 students had an internship at Free Press Unlimited.

Volunteer policy

Working with volunteers strengthens our connection with Dutch society. We encourage participation and the motivation to work for Free Press Unlimited, especially among young people, and we give them the opportunity to put their knowledge and skills to use through our activities. In 2015, fifteen volunteers contributed to the success of Free Press Unlimited.

Staff representation

In 2015, the staff representatives (PVT) organised two mid-term elections. It is very important to Free Press Unlimited that the PVT correctly reflects what our organisation is like. Despite all of the efforts made by the members of the PVT,

Staff key figures for 2015 (year ending 31st December, 2015)

	2015	2014
Total Number of FTEs as per 31st December, 2015	45,99	46,2
Number of FTEs abroad (freelance ¹)	3	3
Number of women as per 31st December, 2015	28	35
Number of men as per 31st December, 2015	26	24
Number of interns in 2015	13	21
Number of volunteers in 2015	15	18
Staff Outflow 2015 including 4 staff members working on a project basis who joined and left; 4 staff members found a new job; and we didn't extend the contracts of 7 staff members	15	11
Staff Inflow 2015 Including 2 staff members who joined us from working on a project as part of an internship	12	13
Absence in %	4,4%	2,15%

¹ three freelance staff members in the production offices

this has not been successful: a Programme Coordinator representative has not yet been found. The PVT and the Management Team have agreed to take further action in 2016.

Staff meetings and keeping staff informed

In January 2015, the PVT organised a staff meeting to glean any questions or reactions their colleagues had about the new organisational structure that the Board of Directors presented in December 2014. In April 2015, there was meeting for the whole of the organisation to get to know the members of the Confidential Committee. For the PVT elections, the staff representatives prepared a one-page hand-out with an explanation about what the PVT does, the election process and their mandate.

Meetings with the Board of Directors, the Confidential Committee and the Supervisory Board

The PVT met three times with the Management Team in 2015. On the agenda were: staff survey, risk inventory, organisational structure, finance, legal regulations, Editorial Staff meetings, the Focus system, Free Press Unlimited's long-term outlook, and suggestions for changes in the PVT regulations, among other things. As a general rule, the PVT and the Management Team meet six times a year. In 2015, we were working on further improvements to the Strategic Partnership and developing thematic Theories of Change for the organisation. The PVT members' workload increased substantially through these tasks so the PVT and Management Team met less often than in previous years. In December 2015, the PVT had their annual meeting with the Confidential Committee and the Supervisory Board.

Confidential Committee

Free Press Unlimited has an independent, external Confidential Committee. The committee offers the Free Press Unlimited organisation and its staff the opportunity to check professional practice or to register a complaint when there is an alleged infringement of a code of conduct.

This committee has two members, a man and a woman, who are collectively chosen by the Management Team and the PVT. In the normal course of events, complaints are first discussed with the direct line manager. If, for any reason, this doesn't lead to a solution or if the complaint cannot be dealt with in the usual way, it can be brought before the Confidential Committee. Complaints about the organisation, about employment rights and complaints from ex-employees are excluded. Committee members stay on the committee for two years with the option to extend the term.

The Confidential Committee reported to the Management Team that in 2015 several informal complaints were pending with them. The essence of these complaints has been discussed with the Management Team and the Supervisory Board and will now be followed up by the Management Team. In this financial year, one official complaint was received which, upon further investigation, the Confidential Committee found to be ungrounded.

Training and education

Free Press Unlimited has an internal training plan for all staff: the *Continuous Professional Development Plan* (CPDP). On an annual basis, the Information and Quality Coordinator, together with the HR Officer and the Management Team, decide on what is needed and a plan is made for the year ahead. Besides this, staff study individually and take training courses; this is also an inherent part of staff policy. In 2015, a lot of time and attention were paid to training, explaining and brainstorming about the theory and methods surrounding the developments of a Theory of Change. The table on page 31 offers a (selective) overview of training sessions and/or workshops held in 2015.

Security policy

Free Press Unlimited is active in almost forty countries, of which the majority is known to be repressive and/or unstable. Working in such areas comes with risks for our staff members and their partners. Journalists, in particular, are at risk because threats, violence, kidnapping and arrests unfortunately occur on a regular basis. We therefore pursue an active security policy with which all staff members must comply. This implies, among other things, that staff members who travel for work need to have followed a safety and security course. They also have to keep themselves up-to-date with the current security policies and advice. In 2015 several Free Press Unlimited staff have taken a revision course and revised the security policy. Free Press Unlimited has its own Security Coordinator (0.6 FTE).

Knowledge and Quality

As the name suggests, the Knowledge and Quality team guarantees and structures the knowledge and quality that are inherent to Free Press Unlimited's projects and organisation. Knowledge and Quality is responsible for the whole planning, monitoring and evaluation (PME) process; they analyse the data this produces and they translate it into trends and risks.

This team saw further growth in 2015, partly because its activities are becoming increasingly important for a knowledge and project organisation like Free Press Unlimited. One of the most important activities was the further expansion of the Strategic Partnership, specifically working on the indicator framework and baseline measurement instruments.

In 2015, Free Press Unlimited also set out an internal plan for reporting in accordance with the *International Aid Transparency Initiative* (IATI) [link: <http://www.aidtransparency.net/about>]. In connection with this, we developed an exclusion policy. Since May 2015, we have been publishing information about a number of projects in IATI; from 1st January, 2016, this will apply to all of our projects. The Knowledge and Quality team, together with an external consultant, supervised the development of five of the thematic Theories of Change mentioned earlier.

Training and education in 2015 (selection)

date	training/workshop	subject
15 Jan / 5 Feb	Budget management	Funding proposals, indirect costs, procedures, budget process.
5, 9, 10, 19 Feb/ 19 Mar / 28 Apr	Training on the Job – Thematic TOC's	Five internal groups developed a Theory of Change per theme.
21 Mar	WADADA Gaming	Training on how to use the New WADADA News for Kids Game
10 Jun	Workshop Terrorism, radicalization and media	Study, reflect and find answers for role of media concerning religious terrorism and radicalization.
22, 24 Jun	PME-Basics	Training in basics of Planning, Monitoring and Evaluation
25 Jun	Safety and Security	Update on personal safety during traveling
1, 2, 3 Sep	Training on the Job – Thematic TOC's – 4/4	Final review days and round-up
18,19 Nov	Kick Off Strategic Partnership	Including potential partners, held in Johannesburg

Monitoring and Evaluation

An important step for the monitoring of projects within Free Press Unlimited is the development of the *Monitoring & Evaluation for Accountability and Learning* framework (MEAL). This consists of a set of indicators, measuring instruments and report formats. From 2016, the Knowledge and Quality team is responsible for the internal learning processes, support when projects and programmes are monitored, and the final reports given to our donors. This team is also responsible for the introduction of MEAL. In connection with this, Free Press Unlimited has set up a project management information system (PROMIS). To facilitate this, we have been given access to the knowledge and experience of Terres des Hommes that has its own automated project information system. A consultant will be taken on at the start of 2016 to supervise the development and implementation of a similar system at Free Press Unlimited.

Quality Management

The quality of Free Press Unlimited's operations is tested annually by four independent bodies:

- 1 **Dubois & Co**, Free Press Unlimited's external accountant, mainly assesses financial operations, accounting and reporting.
- 2 **LRQA** mainly assesses Free Press Unlimited's compliance with the ISO 9001 quality standard. Free Press Unlimited was re-certified in 2015 (up to and including February 2018) in accordance with the Partos ISO 9001 sector specifications.
- 3 The **Centraal Bureau Fondsenwerving** (CBF – Central Bureau on Fundraising) annually checks to ensure that Free Press Unlimited complies with the CBF accreditation for charities, which also includes the Wijffels Code on Good Governance for Charities. Free Press Unlimited has been certified up to and including July 2017.

- 4 **Plan Nederland** is coordinator of the Girl Power Alliance, of which Free Press Unlimited is one of the partners. Plan Nederland audits its alliance partners on an annual basis. The audit focuses on certain areas like good governance, project management and procedures.

Corporate Social Responsibility (CSR)

Free Press Unlimited doesn't have a CSR policy but we do place a lot of value on our corporate social responsibility in almost everything that we do. Below is a summary of examples of our CSR in practice.

Looking at our CO² footprint, it is clear that the use of electricity, heating, paper, public transport, car and air travel have the most impact on our climate. In order to reduce emissions:

- we encourage the use of public transport to and from work;
- we have switched to using renewable energy in the Netherlands, such as wind and solar energy;
- we use proper coffee mugs instead of disposable paper and/or plastic cups;
- our use of paper has been dramatically reduced because of our staff changing their attitude to printing things out;
- sustainability is an important criteria when purchasing products, equipment and services.

Free Press Unlimited flies climate neutral: we compensate the CO² emissions from our air travel by investing in sustainable climate projects via the Climate Neutral Group. We have chosen to invest in the *Verified Carbon Standard* (VCS) project Windpark in India [link <http://www.climateneutralgroup.com/klimaatprojecten/windpark-india/>]. VCS is the most common international standard for voluntary CO² reduction projects.

Looking ahead

Free Press Unlimited will enter a new phase in 2016. The financial support from the *Medefinancierings-stelsel* (the MFS-II co-financing programme) will then be in place and we will start our Strategic Partnership with the Dutch Ministry of Foreign Affairs (2016-2020).

In 2016, we will further develop and integrate the strategic change of policy into the organisation, which we announced in our Multi-Year Plan for 2013-2017 and developed in 2015.

At the end of 2015, Free Press Unlimited received the green light to go ahead with setting up a Russian language news platform. We will further expand this *Russian Language News Exchange* (RLNE) project in 2016. In this way we - together with partner organisations in countries where Russian is spoken - are increasing access to independent news. We also want to further develop the Syria programme that we started two years ago, building on the experience and results that we achieved during that period.

On balance, we will be active in fewer countries than in previous years. Within the MFS-II programme, Free Press Unlimited took part in 5 alliances and we were represented in more than 36 countries. Through the Strategic Partnership, we are present in 18 countries. This change fits our strategic change of policy. Free Press Unlimited wants to be in places where it can make a real difference. Also, the realisation of our projects is becoming more complex, partly through increasing worldwide repression against the media. This means that we require more time, energy and capacity for each project.

Financially, for the coming year, we expect a slight increase in income, partly due to our efforts in raising extra funding. From 2016, we will be working on securing more major donors and private funds for our organisation. At Free Press Unlimited we continue our aim to maintain the diversity of our donors so that we are not reliant on one single donor.

Effectivity and efficiency of spending

Free Press Unlimited continues to develop itself in the field of quality control and wants to profile itself as a learning organisation. In order to operate as effectively as possible, Free Press Unlimited set up a Planning, Monitoring and Evaluation (PME) system in 2011. Since then, the PME-system has formed the basis for the general accountability, management and learning processes within Free Press Unlimited. This means, among other things, that all of Free Press Unlimited's projects are evaluated systematically whilst they are in process or when

they are finished. In this way, any unexpected results and valuable lessons learned are also identified and analysed. The projects are assessed, based on the criteria of our six result areas on page 45. Through the strategic change of policy that Free Press Unlimited underwent in 2015, we also took a critical look at our current PME system and decided that this system also needed to be renewed. The new system that will be initiated in 2016 is called MEAL, which stands for Monitoring and Evaluation for Accountability and Learning. Through this, Free Press Unlimited wants to further emphasise that we are a learning organisation on all accounts.

Free Press Unlimited uses *Guideline 650* as its standard for the level of overhead costs. This guideline also forms the basis for the preparation of the annual accounts and budgets. It is a basic requirement to spend a minimum of 90% of the available assets on our objectives. The Supervisory Board monitors the application of this standard and ensures that it is not exceeded. In 2015: 97,49% was spent on the organisation's objectives; this is a slight improvement on the 2014 score (95,18%). Also in 2015, we have again managed to keep our overhead costs far lower than the accepted standard. The aim of our financial policy is to use our revenue for the organisation's objectives as much as possible and to spend as little as possible on management and administration. The management aims to limit the number of small projects that have a relatively high management burden. Flexibility, however, is a great asset; therefore Free Press Unlimited does not apply a standard to every project.

Reserves policy

Both the Supervisory Board and the Board of Directors have agreed on a reserves policy in which the organisation's continuity reserve equals one year's operating costs.

For more information about our efficiency and spending, see the notes to the 2015 financial report, on page 77.

Supervisory Board Report

Free Press Unlimited's Supervisory Board oversees the Board of Directors/ Management Team, approves the annual plans, budgets and annual reports and advises management where necessary.

Free Press Unlimited has successfully achieved its goals for 2015. The steady growth of the organisation continued and appealing new projects were started. The Supervisory Board is happy with the attention that the Russian language area is getting and can also see how the organisation's effectiveness in the area of journalists' safety is increasing.

Free Press Unlimited's Supervisory Board oversees the Board of Directors/ Management Team, approves the annual plans, budgets and annual reports, and advises management when necessary. In 2015, the Supervisory Board met three times. The Supervisory Board concludes that in 2015 Free Press Unlimited was able to generate sufficient financial resources to safeguard its future.

Vision for the future

In the next few years, Free Press Unlimited expects to steadily continue building up its name, fame and reputation. For this purpose, the Management Team has presented a strategic vision for the period 2016-2020, whereby the organisation is structured around five different themes. In 2016 this vision will be explained in an update to the current Multi-Year Strategic Plan. Free Press Unlimited will concentrate its activities on the safety of journalists and journalism in areas of conflict in 2016.

Good governance

Each member's term of office is 4 years, which can in principle be extended up to a maximum of three times. In 2015, the Supervisory Board was made up of the following members:

Joop Daalmeijer (Chairman), second term
Marietje Schaake (Vice Chairman), second term
Teus Eenkhoorn (Member, Chairman of the Financial Audit Commission), second term
Corine de Vries (Member), second term
Henk Boer (Member of the Financial Audit Commission), first term
Ronald Gijsbertsen (Member), first term
Mark Fuller (Member), first term

The Supervisory Board evaluates the way that it is performing at least once a year during a general meeting. Annually, a Supervisory Board committee assesses the way that the Board of Directors is performing.

Free Press Unlimited uses Guideline 650 for Fundraising Institutions as the basis for preparing its annual accounts and budgets. As in previous years, average management costs are below the accepted maximum of 8% of the total costs on an annual basis, namely 1,65%.

Free Press Unlimited conforms to the Wijffels Code for Good Governance for Charities and to the *Adviesregeling Beloning Directeuren van Goede Doelen* (Advice Scheme for the Remuneration of Charity Directors) issued by the Dutch charity branch organisation, *Goede Doelen Nederland* (previously VFI). The remuneration of the Board of Directors members is significantly lower than the maximum authorised remuneration prescribed by the *Wijffels Code*. No staff members receive a higher remuneration than the individual members of the Board of Directors.

Joop Daalmeijer
Chairman Supervisory Board Free Press Unlimited

Budget 2016

Notes

Fundraising and continuity reserve policy

Fundraising In accordance with the Multi-Year Plan 2013-2017, the Board of Directors, with the approval of the Supervisory Board, pursues a strategy of ensuring a diversity of donors.

In this way Free Press Unlimited will continue to rely less on specific donors. This strategy was implemented in 2013 and, as the results show, it has clearly been successful. Free Press Unlimited has been successful in attracting institutional donors. In 2015 this success ratio was 28% (in 2014 it was 20% and in 2013 just 15%). A total of more than 7 million Euros were acquired against a budget of 3.6 million. The 2016 budget again amounts to 3.6 million. We feel that this is a realistic amount, taking into account the number of current proposals and the projected acquisition activities. What will be new in 2016 is that Free Press Unlimited is also going to target major donors and/or private funds. Expectations are that it will take at least 2 years before the first results of this strategy will be visible.

Continuity reserve The policy for the continuity reserve is based on covering all operational costs (for 1 year) without having to bring in any additional external funds. Therefore, as much money as possible that hasn't already been earmarked (such as the Postcode Lottery money but also funds from private donors), is added to the continuity reserve. It has been agreed with the Financial Audit Commission (a Supervisory Board committee) that the reserve will amount to a minimum of 70% and a maximum of 150% of the operational costs. In 2015 it was 75%.

Notes to the 2016 Budget

The budget for 2016 shows a slight increase (+ € 5,000). A significant number of new projects will be started in 2016, namely the projects that fall within the Strategic Partnership. To achieve this budget, it is important that these new projects start at the beginning of the new calendar year. The Finance Department will be closely monitoring this.

The budget is allocated in accordance with Free Press Unlimited's new organisational structure. It is now clear and easy to see what the breakdown is per team. This breakdown is not yet totally complete because there are still some projects that fall under the Strategic Partnership that should eventually be spread over the various teams.

What is clear from the budget is that extra fundraising activities still need to be carried out for the projects in Sudan and South Sudan. The same applies to the projects in the Youth and Media team. Thanks to a no-cost extension that has already been approved, there is still enough budget for 2016.

Just 3% of the budget comes from funds that are not earmarked for specific purposes. This percentage is too low and needs to be raised in the next few years. We hope that the new strategy will help us to achieve this.

Costs

Staff costs have increased by 20%. Even though the biggest part of the investment in expanding the number of staff (e.g. by taking on 2 new Team Leaders) has already been done in 2015, Free Press Unlimited would like to further invest in improving the professionalism of our back office by expanding the Finance Department and taking on a full-time member of staff for HR. Measured in terms of the total budget for staff, 38% have a permanent employment contract.

The percentage of Other costs relative to the total budget has also increased.

Budget 2016

Income	Budget 2016	Budget 2015
Income from own fundraising activities	2,595,000	3,150,000
Income from third-party activities	1,430,000	1,900,000
Government grants	12,465,000	9,975,000
Other income	125,000	25,000
Total income	16,615,000	15,050,000
Expenses		
<i>Spent on the organisation's objective</i>		
Media support programme	15,719,199	14,576,866
<i>Spent on acquisition of new funds</i>		
Costs of own fundraising activities	182,731	106,190
Acquisition costs for government grants	310,100	247,776
	492,831	353,966
<i>Spent on management and accounting</i>		
Management and accounting	398,648	324,351
Total expenses	16,610,325	15,255,183
Balance of income and expenses	4,675	-205,183

Ratio's	2016	2015	2014
Spent on objectives/ total income	94.6%	97.5%	95.2%
Spent on objectives/ total costs	94.6%	96.8%	95.6%
Cost of fundraising/ income from fundraising	11.5%	4.3%	11.5%
Management & administration/ total costs	2.4%	1.6%	1.8%
Acquisition success ratio		28.0%	20.0%
Increase in total income	10.4%	-10.5%	14.3%
Increase in management & administration	59.9%	-18.0%	55.7%

Programme section

Postcode Lottery Fund for Journalists

Since 2009, the Postcode Lottery Fund for Journalists has made it possible for journalists to make special foreign reports on important subjects that have current relevance, but for which increasingly less funding is available. Often these are subjects such as environmental issues, violations of human rights or what life is like for people in war-torn areas and where there is a crisis. The maximum amount of € 5,000 per application that the Fund offers makes the difference for a journalist between whether or not they can travel. In 2015, requests from 14 journalists were honoured. This produced 25 publications, of which 17 were in printed form, 7 for the internet and one for the radio.

In 2016, an extra donation from the Postcode Lottery guarantees the continuation of the Fund during 2016 and 2017. Special attention will be paid to reports on women's rights. A higher amount will be made available for five research reports per year (max. € 16,500).

Reporters Respond

Reporters Respond is a fund to support media professionals in distress. Through Reporters Respond we are able to give emergency aid with the aim of getting reporters back to work as media professionals as quickly as possible.

In 2015 we received 89 formal applications from 25 countries. This is an increase as compared to 2014 (with 68 applications). All 89 cases were vetted. 49 were rejected and 40 cases were supported through Reporters Respond. In total € 70,656 was spent on individual grants. Besides the individual support, we provided support for trauma training in Lebanon for Syrian journalists, together with the *Rory Peck Trust*, as well as support for the *Syria Response Group (SRG)*, an international coordination scheme for emergency cases from Syria. For more information, see <https://freepressunlimited.org/en/projects/reporters-respond-emergency-funding-for-the-media>.

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. In 2015 Free Press Unlimited participated in five alliances of the Co-financing system (MFS-II) of the Dutch Ministry of Foreign Affairs.

MFS-II alliances

The current Co-financing system (MFS-II) is valid from 2011 to 2015. Various social organisations have formed coalitions and work together on joint objectives.

Free Press Unlimited is part of the following alliances:

1. Press Freedom 2.0 - lead applicant Free Press Unlimited
2. People Unlimited 4.1 - lead applicant Hivos
3. Freedom from Fear - lead applicant PAX
4. Conn@ct Now - lead applicant WarChild
5. Girl Power - lead applicant Plan Nederland

1 Press Freedom Consortium

- **Partners:** Free Press Unlimited (lead applicant), Mensen met een Missie (People with a Mission - MM), European Journalism Centre (EJC), World Press Photo Foundation (WPPH) and European Partnership for Democracy (EPD).
- **Countries:** Pakistan (FPU), Bangladesh (FPU and WPPH), Egypt (FPU and EPD), Indonesia (FPU, MM and EJC), South Africa (FPU, MM and EJC), Zimbabwe (FPU, EJC and EPD), Mexico (FPU, MM and WPPH), Bolivia (MM and EJC), Georgia (EJC and EPD), Kenya (MM and EJC) and Philippines (MM and WPPH).

In 2011-2015 the alliance has operated in eleven countries with an approved budget of € 19.352.275 from the Co-financing system-II budget of the Dutch Ministry of Foreign Affairs.

At the heart of the Press Freedom 2.0 programme is the recognition that media organisations, journalists and social organisations each have their own role in creating the public debate and ensuring that human rights and democracy are respected and increased.

Social and traditional media, as well as innovative communication technologies, play an important role in societal change. The Press Freedom 2.0 programme brings social organisations, media organisations and journalists together with the aim to support four important themes of the MFS-II policy: human rights, democratisation, good governance and education.

The chosen intervention strategies are aimed at influencing policy and participation of excluded groups by professionalising media organisations and journalism, giving a voice to excluded groups and building up the civil society. In doing so, direct support is given to media organisations, journalists and non-governmental partner organisations and their capacity is strengthened for the promotion of press freedom, human rights and a just society, democracy and public accountability.

The Press Freedom 2.0 alliance will produce an outcome report covering the whole of 2015. This is due to be released around 1st May, 2016.

2 People Unlimited 4.1

- **Partners:** Hivos (lead applicant), Mama Cash, UICN-NL, Free Press Unlimited.
- **Countries:** Free Press Unlimited is part of the Expression & Engagement programme in ten different countries: Uganda, Zambia, Democratic Republic of Congo, Zimbabwe, Somalia, Moldova, Kosovo, Iran, Afghanistan and Tajikistan.

Basic principle of this part of the programme is the belief that a dynamic and democratic society cannot exist without independent media, access to unbiased information and cultural liberties for its citizens.

Objective of the alliance is to provide actively involved citizens with room for innovative and cultural, political and social expression which may directly influence their lives. The programme by the People Unlimited 4.1 alliance aims at improving the quality, diversity and access to public information and cultural expression. Using new platforms and networks, the alliance wants to enable citizens to use their rights, hold governments and the private sector accountable for their performance and contribute constructively to the development of their society.

3 Freedom from Fear

- **Partners:** PAX (lead applicant), Free Press Unlimited, Amnesty International, Global Partnership for the Prevention of Armed Conflict (GPAC).
- **Countries:** within this alliance Free Press Unlimited operates Armenia, Azerbaijan, Georgia and Iraq.

At the heart of this programme is the belief that independent media have a role to play in shaping the public debate and the safeguarding of human rights, democracy and peace.

The programme focuses on peace projects, the prevention of conflicts and the protection of human rights. Members of the alliance investigate ways to reach a new generation that may be decisive in resolving conflicts that seemed unsolvable until now. PAX and Free Press Unlimited work together on the implantation of the programme: *Human Security for Citizens in Repressive States*. The programme supports peaceful change and conflict resolution by professionalizing local media and public lobbying.

4 Conn@ct Now

- **Partners:** War Child (lead applicant), Child Helpline International, Free Press Unlimited, TNO, T-mobile.
- **Countries:** Within this alliance, Free Press Unlimited operates in Colombia, Burundi, South Sudan, Sudan and Uganda.

Conn@ct Now focuses on children and young people and wants to improve quality of education, structures for child protection and psycho social services.

Conn@ct Now wants to help children and young people to exercise their rights. An important part of the programmes is the use of ICT and various media channels. The core of the project consists of participatory youth radio and educational radio programmes for a young audience. Free Press Unlimited provides specialist knowledge on this subject and stimulates cooperation with local partners. Free Press Unlimited organised workshops and training for journalists, radio producers and children and young people in order to conquer obstacles and improve their situation.

5 Girl Power

- **Partners:** Plan Nederland (lead applicant), Child Helpline International, Defence for Children International, International Child Development Initiatives, Women Win, Free Press Unlimited.
- **Countries:** Within this alliance, Free Press Unlimited operates in Ghana, Liberia, Sierra Leone, Zambia, Nepal, Bolivia and Nicaragua.

The mission of this programme is that all girls can fully participate in the social, economic and political developments in their countries.

Free Press Unlimited focuses on the incorrect image and the underrepresentation of children and young people in the media. We support local media organisations to improve the quality and quantity of independent, honest and complete news for children and young people. We want to offer young people and children a platform for expressing their opinions and to involve them in shaping their future. The programme *WADADA News for Kids* contributes to the improvement of quality and availability of news aimed at children and young people. Apart from that, we support the use of a more effective and sustainable distribution model and the realisation of better appreciation of these media.

Six result areas

Free Press Unlimited's initiatives and collaborations are categorised based on the contents and objectives, distinguishing six result areas. For each result area there is a variation in geographic locations and funding, partly due to the fact that Free Press Unlimited is part of five alliances and also implements other types of projects. This categorisation is the basis of the monitoring protocol we use.

The result areas are:

1. Increased media participation by vulnerable groups.
2. Media organisations have professionalised further and have better relation with the public.
3. Media supporting organisations have professionalised further.
4. Social organisations, platforms and networks have been strengthened.
5. Access to information in media deprived areas.
6. Individual journalists can continue working in a secure and protected manner.

A full overview of all of the projects has been attached as an appendix to the 2015 Annual Report ([link](#)). From 2016 onwards, we will be introducing our Theory of Change (TOC). Through this we have shown how the media can play a role as "Change Catalysts" under the following three conditions:

- The media works in an enabling environment that is conducive to freedom of expression, pluralism and diversity
- The media serves the interests of the public and acts as a watchdog on their behalf
- Journalists and the media work professionally and are effective and sustainable.

If one of these conditions isn't met, then the media will not be able to achieve their aim in the long term. No matter how long or how well you train your journalists (condition 3), if they aren't protected through people observing the law (condition 1), then, at the end of the day, despite all of that training, the result you are aiming for will not be achieved: media that helps to bring about change.

These three conditions will be FPU's new key result areas. They will be the guiding factor of the monitoring protocol and will play a part in all five theme areas: Gender,

Accountability, Safety & Security, Conflict and Children & Youth. In addition, Gender will be monitored as a cross-cutting theme. This protocol will be introduced gradually, first within the strategic partnership and then within the other projects and programmes.

The following is an overview of the key figures from the six result areas in 2015 and a description of the case studies.



22 PROJECTS

In **15 countries** Bangladesh, Burundi, Colombia, Democratic Republic of Congo, Ghana, Iraq, Liberia, Morocco, Nepal, Nicaragua, Pakistan, Sierra Leone, South Sudan, Uganda, and Zimbabwe

Total population

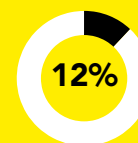
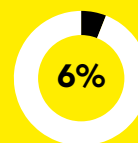
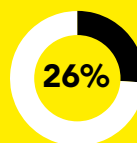
705,5 million

Partners

32

Geographic distribution by region

- Asia 18%
- Central America 6%
- South America 12%
- Sub-Saharan Africa 64%



Increased media participation by vulnerable groups

In 2015, Free Press Unlimited made great progress in their aim to provide access to reliable information to children, women and minorities. We stimulated them to participate in conversations, to talk about their problems and to express their opinions in the media. This has resulted in a Gender Policy* that was published on 8th March, 2016.

Donors in 2015

Ministry of Foreign Affairs, MFS-II (Press Freedom 2.0; People Unlimited 4.1; Girl Power; Conn@ct Now); Nationale Postcode Loterij (national postcode lottery); European Union; France Expertise Internationale (FEI); Deutsche Welle.

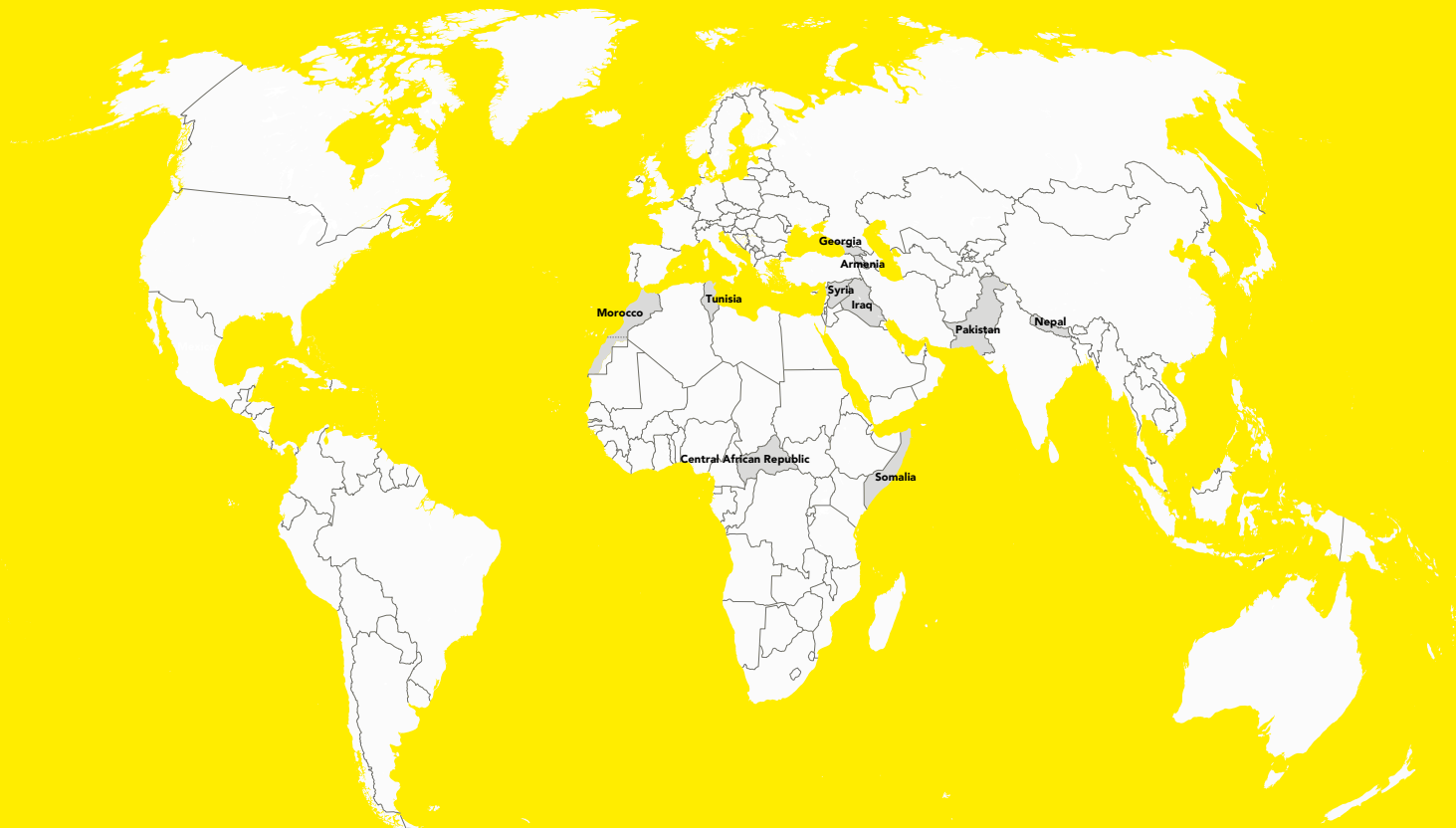
Relevance

Children, young people, women and minorities are often underrepresented in the media. Even though this group represents three quarters of the world population, only a small section of the media is dedicated to these groups and what interests them.

Objective

To increase the quality and availability of independent, unbiased and complete information aimed at children, young people and women and to give this group more opportunities to share their ideas and shape their own future.

* https://freepressunlimited.org/files/gender_equality_policy_building_inclusive_societies_in_and_through_the_media.pdf



15 PROJECTS

In **10 countries** Armenia, Central African Republic, Georgia, Iraq, Morocco, Nepal, Pakistan, Somalia, Syria, and Tunisia

Total population

349,8 million

Partners

28

Geographic distribution by region

- Asia 20%
- Caucasus 20%
- Middle East and North Africa 40%
- Sub-Saharan Africa 20%



Media organisations have professionalised further and have better relations with the public

In many countries there are, in fact, independent media organisations that develop great initiatives to report on topics that matter. These media organisations that continue to work, despite dangerous circumstances, lack of funds and a repressive media climate, that continue to provide their audience with essential information in spite of everything, are wholly deserving of our support.

Donors in 2015

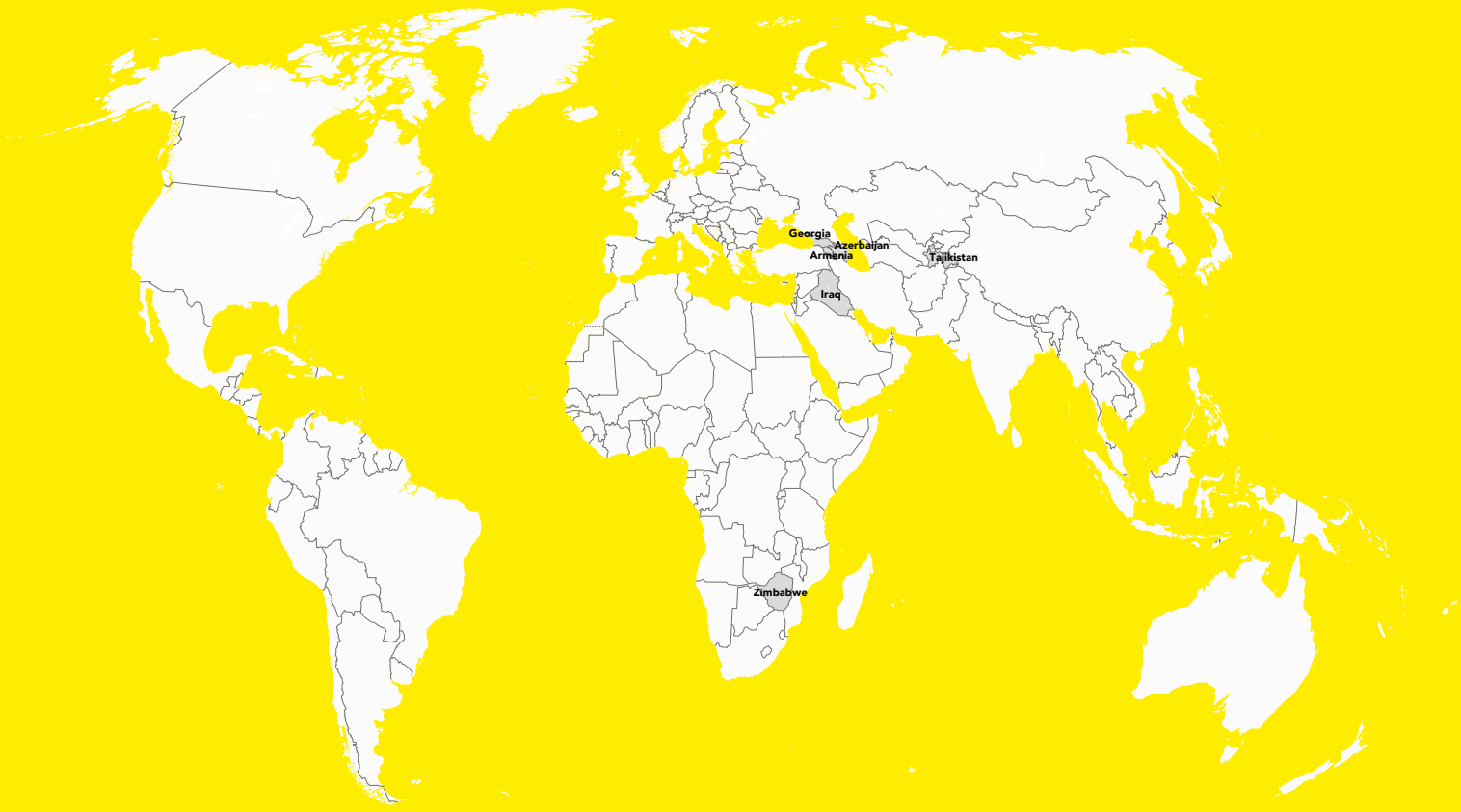
Ministry of Foreign Affairs, MFS-II (Press Freedom 2.0; People Unlimited 4.1; Freedom from Fear; Girl Power); Unicef; Anonymous; Swedish International Development Cooperation Agency (SIDA).

Relevance

A varied media landscape is crucial to countries in transition. It enables people to participate and to discover what is happening in their immediate vicinity.

Objective

In countries with regional conflicts or a fragile democracy, Free Press Unlimited helps existing media partners to develop into independent and professional organisations. We help individual journalists to give solid and unbiased accounts of news events. Apart from that we also support the management of organisations in the development of their marketing and business skills. This helps them to turn their organisation into a viable enterprise and to strengthen its autonomy.



4 PROJECTS

In **6 countries** Armenia, Azerbaijan, Georgia, Iraq, Tajikistan, and Zambia

Total population

77,6 million

Partners

6

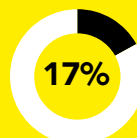
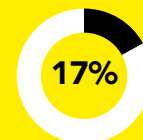
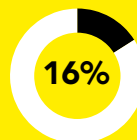
Geographic distribution by region

Asia 16%

Caucasus 50%

Middle East and North Africa 17%

Sub-Saharan Africa 17%



Media supporting organisations have professionalised further

All over the world, local organisations support free media by providing education, legal advice, lobbying and monitoring. These organisations operate in countries where free press is not self-evident. Free Press Unlimited supports a number of these organisations.

Donors in 2015

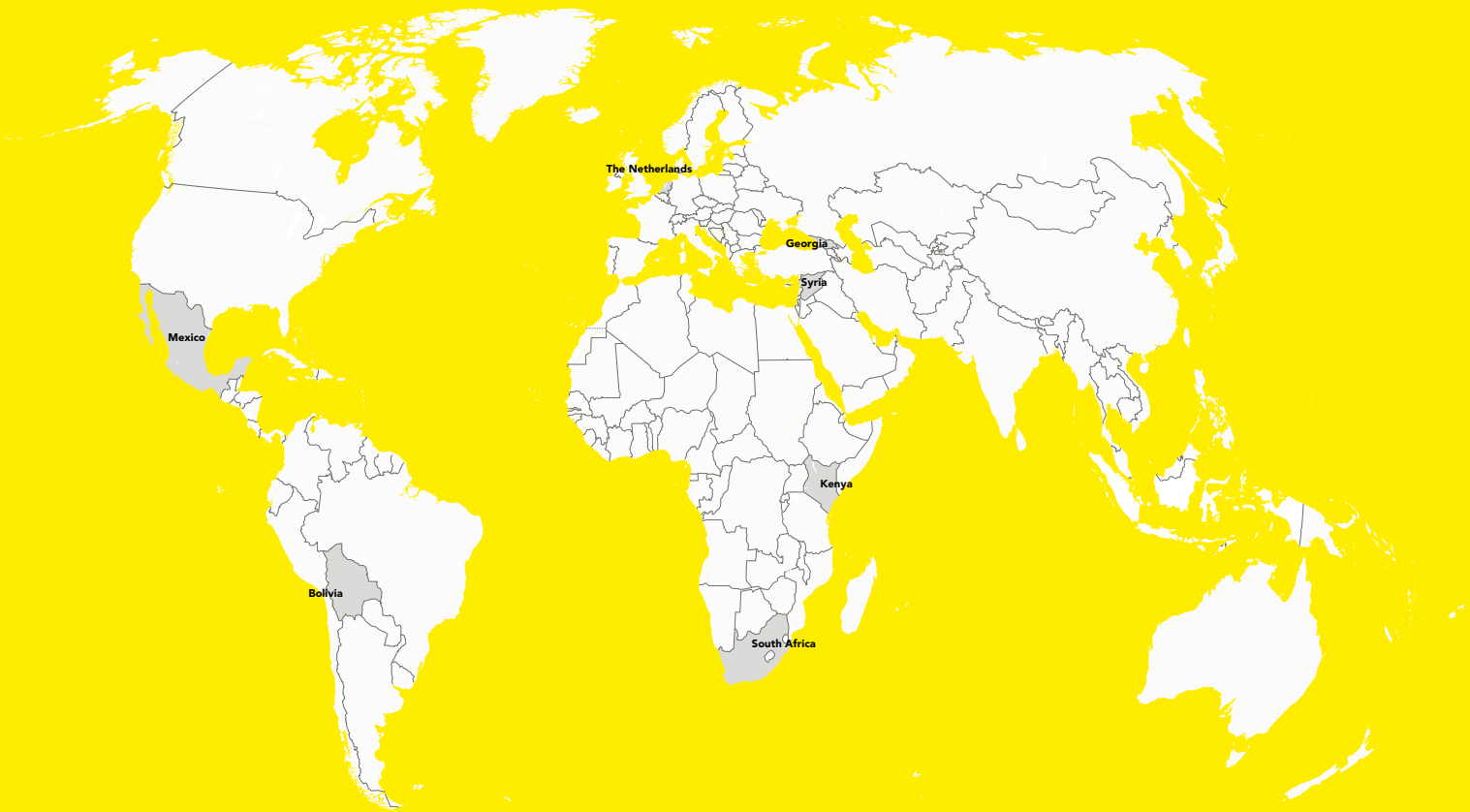
Ministry of Foreign Affairs, MFS-II (Press Freedom 2.0); Freedom from Fear; People Unlimited 4.1); U.S. Agency for International Development; Swedish International Development Cooperation Agency (SIDA); European Union.

Relevance

Local organisations that dedicate themselves to helping journalists and media organisations are an essential foundation for the development of a healthy and diverse media environment.

Objective

To offer support to individual journalists, to organise professional training for unions and to support campaigns for improved media legislation.



7 PROJECTS

In 7 countries Bolivia, Georgia, Kenya, Mexico, The Netherlands, South Africa, and Syria

The audience survey of WADADA News for Kids was carried out in each of the 12 countries concerned: Bangladesh, Bolivia, Burma, Ghana, Indonesia, Nepal, Nicaragua, Peru, Sierra Leone, South Africa, Suriname, and Zambia.

Total population

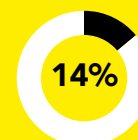
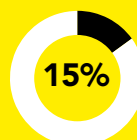
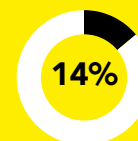
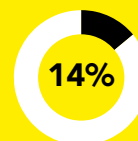
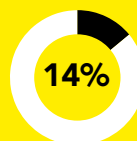
274,6 million

Partners

27

Geographic distribution by region

- Caucasus 14%
- Central America 14%
- Middle East and North Africa 14%
- South America 15%
- Sub-Saharan Africa 29%
- Other 14%



Social organisations, platforms and networks have been strengthened

There is strength in numbers. This phrase may seem like a cliché, but is the cold, hard truth in countries where media are constantly under great pressure. This becomes even clearer when you try to get to the bottom of a story in a conflict area or in a country with a repressive regime.

Donors in 2015

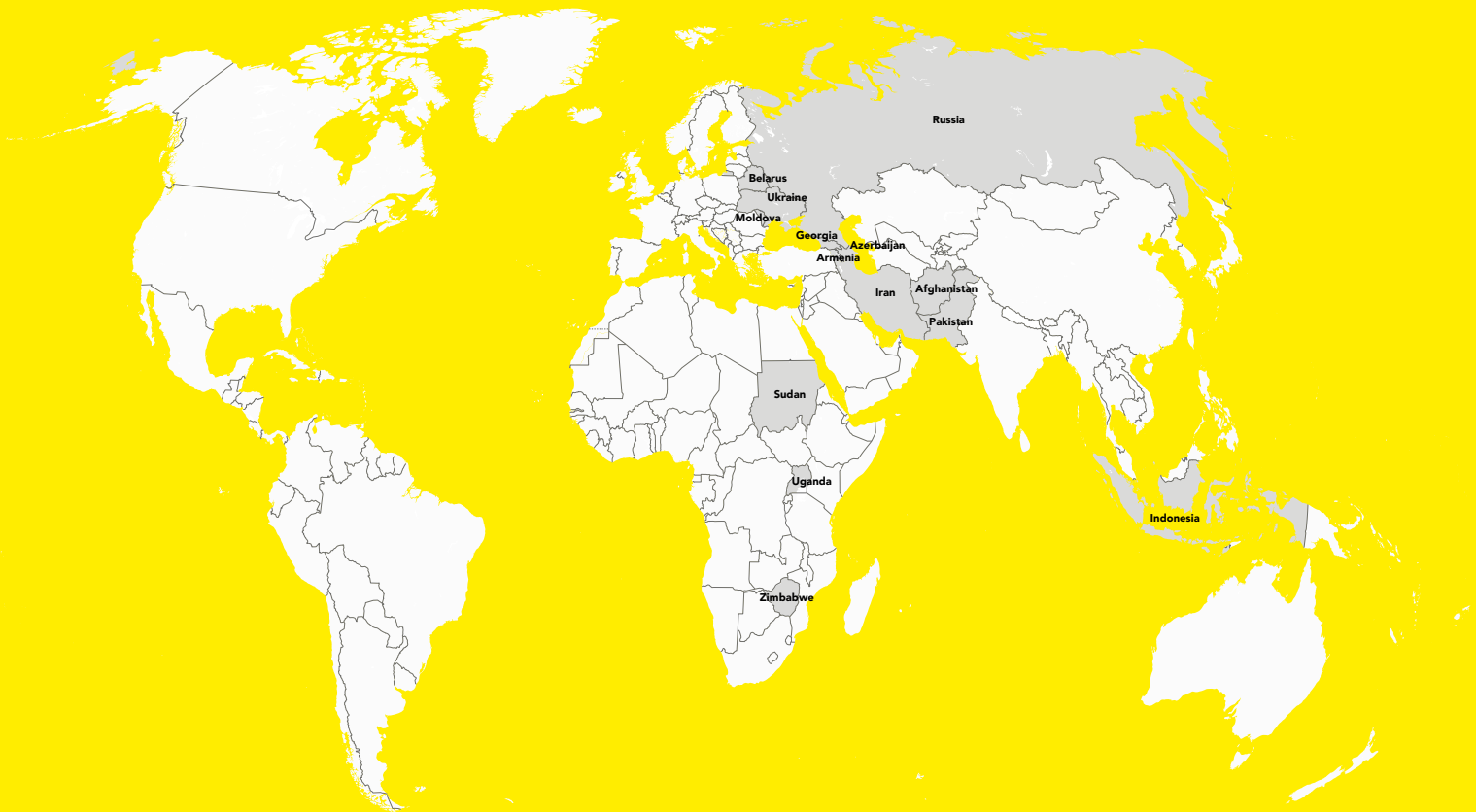
Ministry of Foreign Affairs, MFS-II (Press Freedom 2.0);
People Unlimited 4.1).

Relevance

Local independent media initiatives are vulnerable. That is why it is essential for journalists operating in various regions to cooperate as much as possible and to strengthen each other that way in gathering reliable information and reaching a large audience.

Objective

Free Press Unlimited supports networks and platforms for journalists and media organisations that focus on joint progress, exchange of knowledge and the debate on current and urgent matters.



10 PROJECTS

In **14 countries** Afghanistan, Armenia, Azerbaijan, Belarus, Georgia, Indonesia, Iran, Moldova, Pakistan, Russia, Sudan, Uganda, Ukraine, and Zimbabwe

2 projects have a worldwide outreach: *Censorship Monitoring* and *TOTEM (Training using Online Tools for Effectiveness and Measurability)*

Total population

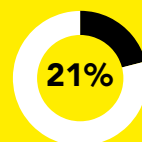
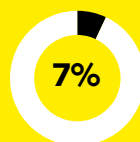
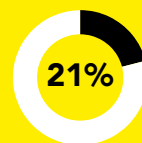
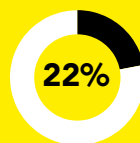
881,0 million

Partners

14

Geographic distribution by region

- Asia 22%
- Caucasus 21%
- Eastern Europe 29%
- Middle East and North Africa 7%
- Sub-Saharan Africa 21%



Access to information in media deprived areas

In countries that are too dangerous for press freedom, Free Press Unlimited looks for ways to circumvent censorship, violence and repression.

Donors in 2015

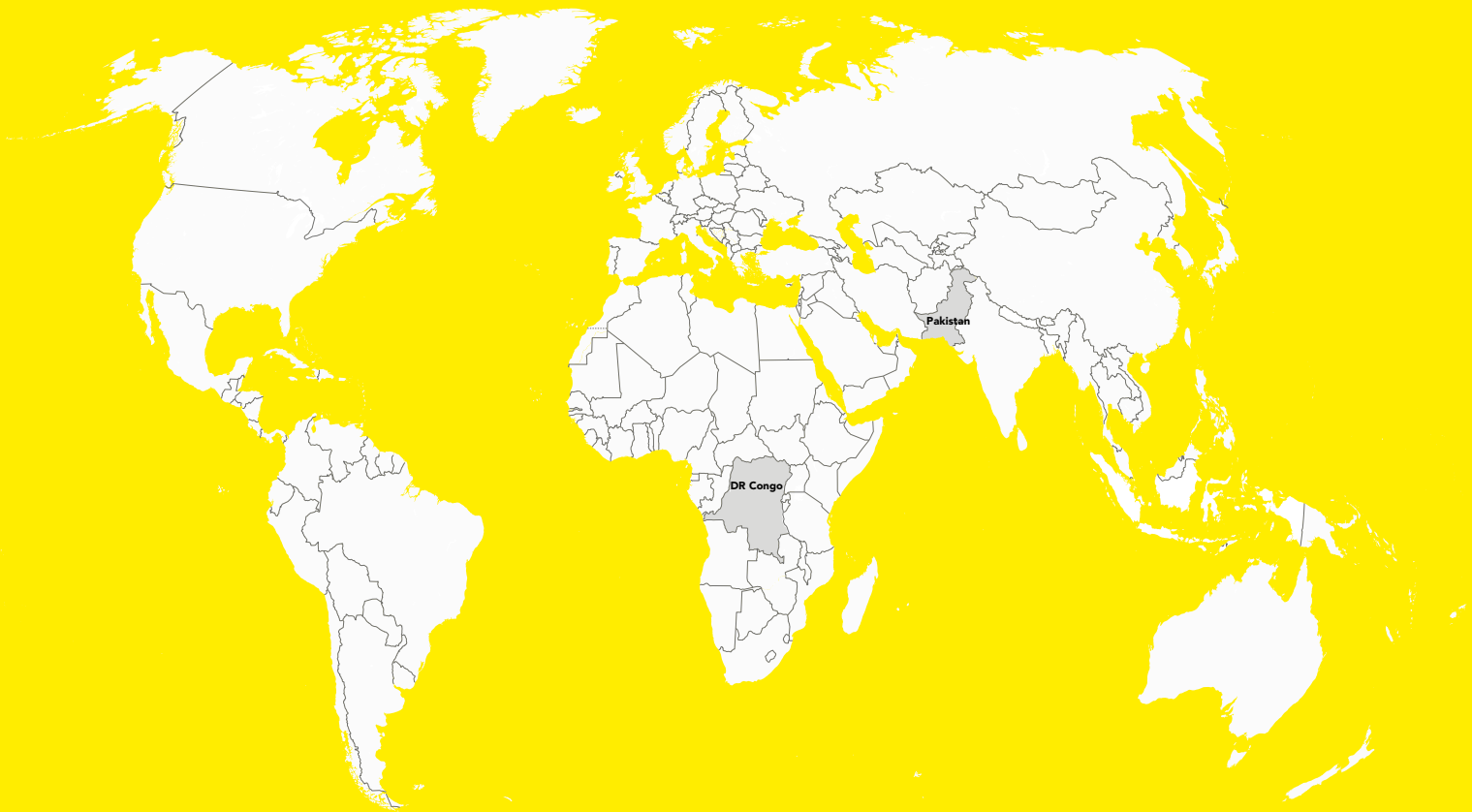
Ministry of Foreign Affairs, MFS-II (People Unlimited 4.1; Press Freedom 2.0); Dutch Embassy in Turkey and Morocco; Oxfam Novib; European Commission; Foreign and Commonwealth Office; Anonymous.

Relevance

In areas that are so repressive that journalists are unable to do their work and there is no press freedom at all, Free Press Unlimited initiates its own news services. A reliable news service can literally be a matter of life or death for people who live in conflict areas.

Objective

To offer the inhabitants of conflict areas access to unbiased and reliable information on their situation by provided tailor made solutions.



5 PROJECTS

In 2 countries Democratic Republic of Congo and Pakistan

3 projects have a worldwide outreach: Reporters Respond, NetAidKit, and StoryMaker

Total population

272,3 million

Partners

8

Geographic distribution by region

Asia 50%

Sub-Saharan Africa 50%



Individual journalists can continue working in a secure and protected manner

Everywhere in the world, journalists take on the demanding task of providing their audience with reliable information and news, even under difficult circumstances. Free Press Unlimited develops innovative solutions for (citizen) journalists to enable them to carry out their important work as safely and effectively as possible.

Donors in 2015

Ministry of Foreign Affairs, MFS-II (Press Freedom 2.0); People unlimited 4.1; Freedom from Fear; European Union; Dutch Embassy in Ankara; Democracy & Media Foundation.

Relevance

In many countries all over the world journalism is often a high-risk - and sometimes even lethal - activity. Journalists work under dangerous and unpredictable circumstances in order to provide their audience with the necessary news and information.

Objective

Free Press Unlimited helps journalists by raising their awareness on potential safety issues and by increasing their knowledge and skills in this area. This enables journalists to do their work with a lower risk for their personal safety. In cases whereby journalists' equipment has been confiscated or destroyed, Free Press Unlimited helps them to get back to work by offering small-scale financial emergency aid.

Introduction

In 2015 the focus was on completing the MFS-II programmes, making sure we had a good exit policy for the partners we would no longer work with and the further consolidation of the other programmes.

When we started MFS-II, we already knew that in the last year of this project (2015) the MFS contributions would be considerably reduced. This was projected in connection with the phasing out of the MFS-II programmes. The lower contributions are also reflected in the income and expenditures account. 2014 showed an income of some 5.5 million for MFS; in 2015 that was reduced to 3.6 million. The majority of this has been compensated by other funds (especially Sida) but still total income for 2015 was EUR 15,053,090 compared to EUR 16,811,046 in 2014. Nevertheless, this result is still something that Free Press Unlimited can be very proud of. The Board of Directors expects income to rise again in 2016 (for further details see page 37).

The negative operating profit can mainly be blamed on lower expenditures for the smaller projects, which altogether account for a deficit of EUR 101,222. This is, however, still a much lower amount than was budgeted (EUR 205,183). The difference can be explained by more efficient working practices and a bigger indirect cost coverage for the current (large) projects.

Another positive trend can be seen in the increase of the number of donors. Donations in 2014 amounted to a meagre EUR 36,272 but in 2015 we have managed to turn around the downward trend that had set in over the last few years and have raised EUR 62,124. We think that this increase can be explained by an increase in the attention to and interest in the freedom of the press, brought on by the terrorist attack on *Charlie Hebdo* in January 2015. But also, as we have already announced in previous years, Free Press Unlimited is concentrating much more on its private donors and so-called 'major donors'. In this way we can further increase our financial independence.

Free Press Unlimited operates in predominantly repressive and unstable states. That means that we can't always be as transparent as we would like to be because we don't want

to put our partners in jeopardy. This is why we can't always be open about who our donors are and sometimes they are referred to as 'Anonymous'. For this, Free Press Unlimited applies the 'do no harm' principle and has explained this in the 'exclusion policy' that was produced specifically for IATI, that is applied throughout our organisation and that is also used here.

One last explanation about our income and expenditures account concerns the entry for 'management and administration'. Compared to other NGOs - and also compared to last year - it is very low, despite the fact that Free Press Unlimited has invested in knowledge and capacity over the last year. This is also reflected in the increase in the number of FTEs. Free Press Unlimited does not have a specific policy to keep this cost entry as low as possible - on the contrary - further investment in knowledge, support and capacity will be made in 2016. This cost entry is therefore expected to show an increase in 2016.

Promoting independent journalism and a free media sector is no simple task and demands a lot of effort at a local level as well as at a national and also an international level. We are very grateful to our contributors and donors for supporting us in this campaign. Because if a country doesn't have a free press, the price that the local residents have to pay for this is very high.

Ruth Kronenburg, *Director of Operations*
19th May, 2016

Balance sheet as of 31 December 2015

All amounts in euro

Assets	31-12-2015	31-12-2014
Fixed Assets		
Intangible fixed assets		
Website	38,553	25,858
Tangible fixed assets		
Renovation	90,430	111,983
Office supplies	27,514	41,065
Hardware and software	37,598	19,360
Total tangible fixed assets	155,542	172,408
Total fixed assets	194,095	198,265
Current assets		
Accruals	450,967	430,671
Accounts receivable and advances	92,716	242,708
Grants to be received	2,442,257	2,941,164
Total current assets	2,985,941	3,614,544
Liquid assets		
The Netherlands	4,031,054	4,809,997
Abroad	65,590	144,888
Total liquid assets	4,096,643	4,954,885
Total assets	7,276,679	8,767,693

Balance sheet as of 31 December 2015

All amounts in euro

Liabilities	31-12-2015	31-12-2014
Reserves and funds		
Continuity reserve	1,500,581	1,593,241
Allocated reserves for private donor projects	0	0
Reporters Respond Security Fund	27,490	36,052
Total reserves and funds	1,528,071	1,629,293
Current liabilities		
Payable to staff	339,118	227,879
Payable to suppliers	220,298	231,236
Other short-term liabilities	254,967	186,759
Obligations related to current projects	1,410,981	2,226,173
Grants received in advance	3,523,244	4,266,353
Total current liabilities	5,748,608	7,138,400
Total liabilities	7,276,679	8,767,693

Statement of income and expense

All amounts in euro

Income	2015	budget	2014
Income from own fundraising activities	1,058,694	3,070,000	1,142,664
Income from third-party activities	1,305,461	1,420,000	1,304,744
Government grants	12,613,457	10,535,000	14,244,225
Other income	75,477	25,000	119,413
Total income	15,053,090	15,050,000	16,811,046
Expenses			
Spent on the organisation's objective			
Media support programme	14,675,453	14,576,866	16,001,082
Spent on the acquisition of new funds			
Costs of own fundraising activities	45,901	106,190	130,981
Acquisition costs for government grants	183,605	247,776	305,620
	229,506	353,966	436,601
Spent on management and accounting			
Management and accounting costs	249,352	324,351	304,247
Total expenses	15,154,312	15,255,183	16,741,930
Balance of income and expenses	-101,222	-205,183	69,116
Appropriation of the balance			
Additions to/withdrawals from:			
Continuity reserve	-92,660	-205,183	73,054
Reserves for private donor projects	0	0	-3,938
Withdrawal Security Fund	-8,562		
Total	-101,222	-205,183	69,116
Financial ratios	2015	budget	2014
Spent on the organisation's objective/Total income	97.49%	96.86%	95.18%
Spent on organisation's objective/Total expenses	96.84%	95.55%	95.57%
Costs of own fundraising activities/Income from own fundraising activities	4.34%	7.87%	11.46%
Management and accounting costs/Total expenses	1.65%	2.13%	1.82%

Cash flow statement

All amounts in euro

Cash flow statement	2015	2014
<i>Operational activities</i>		
Balance of income and expenses in the financial year	-101,222	69,116
Depreciations	70,870	48,501
<i>Gross cash flow on the basis of operational activities</i>	-30,352	117,616
Changes in current assets	628,603	-2,202,834
Changes in current liabilities	-1,389,792	1,004,981
<i>Net cash flow on the basis of operational activities</i>	-791,541	-1,080,237
<i>Investment activities</i>		
Changes to fixed assets	-66,701	-36,124
Divestment fixed assets	0	-2,004
Changes in liquid assets	-858,242	-1,118,365
Liquid assets at the start of the financial year	4,954,885	6,073,250
Liquid assets at the end of the financial year	4,096,643	4,954,885
Changes in liquid assets	-858,242	-1,118,365

Accounting principles

Free Press Unlimited's statement of accounts is drawn up in accordance with the revised Dutch Accounting Standards for Fundraising Institutions, *Richtlijn 650* (version 2011). This Standard is in line with international standards, general guidelines and the CBF quality standard.

Accounting principles

Intangible fixed assets

The intangible 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 the website is 3 years (33.3%).

Tangible fixed assets

The 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 the switchboard, computers and other hardware and software is 3 years (33.3%). The office furniture and equipment are depreciated in 5 years (20% and the renovation is depreciated in 7 years (14.3%).

Receivables and accrued receivables

Receivables and accrued receivables are valued at nominal value minus certain impairments.

Obligations related to current projects

The obligations related to current projects are the balance of contracts actually entered into with partner organisations (obligations) minus advance payments to these partner organisations.

Grants received in advance/Grants to be received

Many grants have a term that extends beyond a single calendar year. The difference between the advance awarded by the donor (the organisation issuing the grant) in a specific financial year and the project funds that are spent in that same year (realised grant income) is accounted for on the balance sheet as a 'Grants received in advance'.

If the realised grant income amounts exceed the donor's advance, the difference is entered on the balance sheet as a receivable.

Accrued liabilities

Accrued liabilities are valued at 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, contributions and donations received in advance are not taken into account.

Allocation of costs

Management and administration costs, the costs of the organisation's fundraising activities and costs of various objectives have been calculated based on an apportionment formula in accordance with the revised Dutch Accounting Standards for Fundraising Institutions (*Richtlijn 650*), as explained on page 92.

Balance of income and expenses

The balance of income and expenses is calculated as the income that can be allocated to the relevant financial year minus the expenses required to realise this income.

Notes to the balance sheet

All amounts in euro

Assets				
Intangible fixed assets	total			
<i>Balance at the start of the financial year</i>				
Purchase cost	26,596			
Cumulative depreciations	-738			
Book value at the start of the financial year	25,858			
<i>Changes over the course of the financial year</i>				
Additions to fixed assets	26,934			
Depreciations	-14,239			
Balance of changes over the course of the financial year	12,695			
<i>Balance at the end of the financial year</i>				
Purchase cost	53,530			
Cumulative depreciations at the end of the financial year	-14,977			
Book value at the end of the financial year	38,553			

This investment in 2014 and partly in 2015 concerns the entirely renewed website.

Tangible fixed assets	total	office furniture	hardware software	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	345,655	130,933	55,451	159,271
Cumulative depreciations	-173,247	-89,868	-36,091	-47,288
Book value at the start of the financial year	172,408	41,065	19,360	111,983
<i>Changes over the course of the financial year</i>				
Additions to fixed assets	39,767	0	38,404	1,363
Disposal of fixed assets	0	0	0	0
Depreciations of disposals	0	0	0	0
Depreciations	-56,633	-13,551	-20,166	-22,916
Balance of changes over the course of the financial year	-16,866	-13,551	18,238	-21,553
<i>Balance at the end of the financial year</i>				
Purchase cost	385,422	130,933	93,855	160,634
Cumulative depreciations at the end of the financial year	-229,880	-103,419	-56,257	-70,204
Book value at the end of the financial year	155,542	27,514	37,598	90,430

Investments in 2015 mainly consist of office hardware and software.

Notes to the balance sheet

All amounts in euro

Current assets	31-12-2015	31-12-2014
<i>Accruals</i>		
Various securities	12,687	8,279
Pension premium advance	335,150	359,821
Other prepayments	103,130	62,570
Total	450,967	430,671
<i>Accounts receivable and advances</i>		
Amounts yet to be invoiced	16,927	1,238
Current account Stichting Publeaks	33,029	
Accrued interest	15,068	14,374
Other accounts receivable	5,835	29,627
Advances to own staff	3,078	12,195
Advances to external contractors	18,779	185,274
Total	92,716	242,708
<i>Grants to be received</i>		
Anonymous donations - Sudan / South Sudan / Iran	1,047,538	720,500
Nationale Postcode Loterij	500,000	500,000
European Union	441,957	453,195
Ministry of Foreign Affairs - Various projects	173,410	94,581
Ministry of Foreign Affairs - MFS-II	132,921	1,129,774
<i>Dance4Life</i>	63,174	0
Deutsche Welle - EIDHR - Zimbabwe	0	37,913
Various	83,257	5,201
Total	2,442,257	2,941,164

Notes to the balance sheet

All amounts in euro

Liquid assets	31-12-2015	31-12-2014
<i>The Netherlands</i>		
Cash	2,259	9,689
ABN AMRO deposit account	353,853	1,340
ABN AMRO savings account	56,320	2,690,751
ABN AMRO US dollars	6,677	
ASN savings account	2,409,132	502,522
ING savings account	682,376	1,047,401
ING US dollars	21,631	246,225
ING deposit account	498,805	312,069
Total	4,031,054	4,809,997
<i>Abroad</i>		
Free Voice - South Sudan office / Kenia	44,230	140,130
Somalia office	21,359	4,758
Total	65,590	144,888

Cash and bank balances are at free disposal of the organization.

Notes to the balance sheet

All amounts in euro

Liabilities		
Reserves and funds	31-12-2015	31-12-2014
<i>Continuity reserve</i>		
Balance as of 1 January	1,593,241	1,520,189
Release of provisions within the Severance Scheme Appropriation Fund	0	0
Appropriation to reserve	-92,660	73,054
Balance as of 31 December	1,500,581	1,593,241
<i>Allocated reserves for private donor projects</i>		
Balance as of 1 January	0	3,938
Contributions from private donors	0	36,272
Acquisition costs for funds and government grants	0	0
Spent on the organisation's objective	0	-40,210
Balance as of 31 December	0	0
<i>Security Fund Reporters Respond</i>		
Balance as of 1 January	36,052	36,052
Contributions	0	0
Spent on the organisation's objective	-8,562	0
Balance as of 31 December	27,490	36,052

The operating loss in 2015 has been deducted from the continuity reserve, which leaves this reserve standing at 75% of one year's operating expenses and this is within the set standard. At the end of 2014 this was 79%.

Policy in relation to the continuity reserve

The Supervisory Board and the Board of Directors have agreed on a continuity reserve policy to safeguard the Foundation's continuity. The necessary reserves have been set at an amount equal to one year's cost of operation and as such meets the CBF regulations (1.5 years).

Although these reserves are entered in the annual accounts under the item 'continuity reserve', in effect they are non-restricted funds.

The cost of operation for one year has been set at € 2 million. It has been agreed that the reserve, depending on the size of the organisation, should be at least 70% and no more than 150% of € 2 million.

Notes to the balance sheet

All amounts in euro

Current liabilities	31-12-2015	31-12-2014
Reserves for holiday allowances	84,438	87,334
Provisions for statutory leave entitlements	53,036	73,600
Taxes and Social Security contributions	49,536	0
Severance scheme provisions for the FV South Sudan office	152,107	66,945
Payable to suppliers	220,298	231,236
Other short-term liabilities	250,475	182,109
Pension premiums	4,492	4,650
Obligations in connection with current projects	1,410,981	2,226,173
Total	2,225,364	2,872,047

Grants to be received or returned	31-12-2015	31-12-2014
Nationale Postcode Loterij - WADADA News for Kids	1,115,457	1,626,833
Ministry of Foreign Affairs - Various projects	728,533	357,057
Various donations - Syria	628,465	1,579,859
Anonymous donations - Sudan / South Sudan / Iran	526,066	302,095
European Union	395,410	57,525
Nationale Postcode Loterij - Lottery Fund	51,961	131,651
Ministry of Foreign Affairs - MFS-II	12,770	20,572
Various	64,583	190,761
Total	3,523,244	4,266,353

Financial obligations that are not included on the balance sheet

Free Press Unlimited has entered into a rental agreement for an office space and 5 parking spaces at Weesperstraat 3-5 in Amsterdam. The current three-year rental period terminates on 1 October 2018.

The initial rent amounts to € 140,327 per annum. The bank has issued a guarantee for this agreement amounting to € 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 are € 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, has a five-year term running from 2011 to 2015, with an extension up to the end of May 2016, to allow for completing the reports. This funding is subject to certain conditions. The Ministry reserves the right to reduce the awarded funding per year. 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. Press Unlimited's 'own contribution' totalled 52% in the 2015 bookyear (2014: 55%). This means the organisation amply satisfies this condition.

Notes to the statement of income and expense

All amounts in euro

Income	2015	budget	2014
Income from own fundraising activities			
Various donors - South Sudan	724,934	1,350,000	858,940
Deutsche Welle - Burundi	69,655	0	136,485
Contributions from private donors	62,124	20,000	36,272
Various income from the <i>Internet Protection Lab</i>	96,400	100,000	31,961
Other grants	105,582	1,600,000	79,005
	1,058,694	3,070,000	1,142,664
Income from third-party activities			
Nationale Postcode Loterij - projects	654,242	820,000	735,400
Nationale Postcode Loterij - structural funding	500,000	500,000	500,000
Cordaid - South Sudan	100,937	100,000	0
Other grants	50,282	0	69,343
	1,305,461	1,420,000	1,304,744
Government grants			
Ministry of Foreign Affairs - MFS-II	3,620,581	3,600,000	5,579,890
Ministry of Foreign Affairs - MFS-II (Press Freedom 2.0)	1,726,980	1,726,980	2,633,438
Various donors - Radio Darfur Network / Radio Tamazuj	1,885,018	740,000	1,535,736
Anonymous donation - Radio Zamaneh / StoryMaker Iran	1,300,246	1,050,000	1,416,009
European Union	1,399,994	882,500	1,038,831
Swedish International Development Cooperation Agency - Syria	1,408,130	1,000,000	711,239
Ministry of Foreign Affairs - StoryMaker	325,333	350,000	532,003
Ministry of Foreign Affairs - Syria	159,266	250,000	327,846
Ministry of Foreign Affairs - Central African Republic	58,351	82,500	207,254
Ministry of Foreign Affairs - various	313,698	110,000	
UK Embassy - Kenia	0	0	114,646
Kingdom of the Netherlands - Tunisia	18,225	90,000	92,922
Ministry of Foreign Affairs - Mrs.	266,899	330,000	0
Other	130,736	323,020	54,412
	12,613,457	10,535,000	14,244,225
Other income			
Exchange rate / cash differences	59,913	0	63,735
Interest	15,564	25,000	55,678
	75,477	25,000	119,413
Total general income	15,053,090	15,050,000	16,811,046

Notes to the statement of income and expense

All amounts in euro

Explanation regarding the differences

Free Press Unlimited has been active in fundraising throughout the year. As a result, subsidies may be awarded throughout the year. However, the budget is drawn up and approved in September of the preceding year meaning that the organisation includes an assumption regarding the expected income.

The mandatory structuring of the budget into four categories (income from own fundraising activities; income from third-party activities; government grants; other income) as set out in Guideline 650 means that there may be significant deviations between actual and budgeted income amounts in each category.

Furthermore, the budget is drawn up excluding the amounts forwarded to alliance members (see Dutch Ministry of Foreign Affairs - MFS II (Press Freedom 2.0) as specified under government grants). These amounts are accounted for and explained in detail in a separate MFS-II financial report.

The present annual financial report lists these amounts as receipts on the income account, and as project expenditure on the expenses account. Free Press Unlimited serves as a conduit for this part of the subsidy.

Notes to the statement of income and expense

All amounts in euro

Expenses	2015	budget	2014
Spent on the organisation's objective (not including the allocated costs of Free Press Unlimited's own organisation)			
MFS-II: Press Freedom 2.0	357,327	375,000	1,119,030
MFS-II: PF 2.0 Alliance partners	1,726,980	1,726,980	2,633,438
MFS-II: People Unlimited 4.1	613,790	700,000	1,454,928
MFS-II: Freedom from Fear	340,437	285,000	381,676
MFS-II: Conn@ct.now	192,580	200,000	421,597
MFS-II: Girl Power	332,008	350,000	560,062
	3,563,122	3,636,980	6,570,731
Syria	2,105,387	1,500,000	910,693
South Sudan	1,252,813	900,000	888,876
Radio Zamaneh	1,253,982	1,000,000	608,749
Radio Darfur Network / Radio Tamazuj	1,240,554	1,000,000	1,488,465
Somalia (excl. MFS-II)	461,912	500,000	360,587
WADADA News for Kids (excl. MFS-II)	312,376	500,000	467,890
Iraq	159,602	300,000	95,812
StoryMaker	183,654	400,000	1,190,445
Mrs. - Voice for Women	240,630	400,000	
Bangladesh (excl. MFS-II)	188,377	200,000	99,671
Zambia	180,974	150,000	
Internet Protection Lab	172,359	100,000	
South Sudan Cordaid	107,380	100,000	
Central-African Republic	54,277	150,000	375,380
Burundi	47,593	50,000	103,299
European Capability for Situational Awareness	43,331	50,000	289,131
DR Congo (excl. MFS-II)	13,984	20,000	0
Other projects	256,345	318,203	293,037
	11,838,651	11,275,183	13,742,766
Allocated costs of own organisation	3,313,361	3,980,000	2,999,164
Total expenses	15,152,012	15,255,183	16,741,930

Remuneration of the members of the Board of Directors

All amounts in euro

The remuneration policy complies with the standards for top incomes set by the WNT (max. EUR 163,000) and the DG standard set by the Ministry of Foreign Affairs. This year, we have published details of the Board of Directors only. We no longer list all of the members of the Management Team.

The remuneration policy is explained in the notes to the 2015 Annual Report. These notes indicate that the members of Free Press Unlimited's Supervisory Board are not reimbursed for their activities.

Name/position	employment contract	gross salary	holiday allowance	pension employer's contribution	total 2015	total 2014
L.A.M. Willems <i>Director of Policy and Programmes</i>	Full-time 38 hours per week 01.01 - 31.12	87,048	6,769	13,019	106,836	102,379
R.C.E. Kronenburg <i>Director of Operations</i>	Full-time 38 hours per week 01.01 - 31.12	78,180	6,159	11,487	95,826	93,870

Staffing ratios

Over 2015, Free Press Unlimited employed an average of 50,9 FTE (2014: 46.2 FTE). This includes both permanent and temporary contracts. The workforce can be subdivided into 40,7 FTE in organisation positions at Free Press Unlimited and 10.2 FTE working within the *Radio Dabanga* project. Please refer to the Annual Report for further details.

Specification and allocation of costs according to category

All amounts in euro

category:	objective	acquisition of income		management & accounting	total 2015	budget 2015	total 2014
Expenses:	Media support	Own fundraising activities	Acquisition of government grants				
Grants for partner organisations/own activities	11,785,068	10,420	41,678	3,785	11,840,951	11,982,182	13,830,283
Staff costs	2,569,013	31,537	126,146	218,263	2,944,959	2,862,000	2,315,406
Housing costs	117,092	1,437	5,750	9,948	134,227	168,000	143,081
Office costs	204,280	2,508	10,031	17,356	234,174	243,000	453,160
Total	14,675,453	45,901	183,605	249,352	15,154,312	15,255,182	16,741,930

As prescribed in the Guideline 650, costs are allocated to the objective of Free Press Unlimited, acquisition of income and management and accounting, Allocation is done based on the following principles:

- Direct costs are allocated directly,
- Indirect costs are allocated based on an apportionment formula based on the number of FTE per category:

	% of the total number of FTE's
Media support	87.23%
Own fundraising activities	1.07%
Acquisition of government grants	4.28%
Management & accounting	7.41%
	100%

Staff costs as shown above under 'total 2015' can be subdivided into:

Salary costs	1,608,773
Social security premiums	390,469
Pension premiums	265,656
Other staff costs	680,062
	2,944,959

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 2015, the income and expenditure 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 legal provisions of and in accordance with the 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 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.

Oranje Nassaulaan 1
1075 AH Amsterdam
Postbus 53028
1007 RA Amsterdam

Telefoon 020 571 23 45
E-mail info@dubois.nl
www.dubois.nl
KvK nummer 34374865

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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 2015 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 legal provisions of and in accordance with the WNT.

Amsterdam, 27 May 2016

Dubois & Co. Registeraccountants

Signed on original by: A.P. Buteijn RA



Colophon

Text: Free Press Unlimited, Jacqueline Schuiling
ZoLoo (Brigitte van der Loo) and Tangerine
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cover: Fargana Novruzova
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More information:

Free Press Unlimited
Weesperstraat 3
1018 DN Amsterdam
T +31 20 800 0400
info@freepressunlimited.org
www.freepressunlimited.org

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