

2011 Annual Report

**FREE
PRESS
UNLIMITED**

People deserve to know

A good start...

It has been an incredibly exciting year – and not just for the staff and partners of the brand-new organisation Free Press Unlimited. The same year that saw the birth of Free Press Unlimited also brought the Arab Spring. In 2011, we worked in over 30 countries across the globe, but of all the things we witnessed this year, the uprisings in the Middle East were by far the most talked-about development.

People want to be free – to express their identity, say what they have to say and learn vital information without fear for their personal safety. Many cynics had never expected it to happen, but it happened anyway: millions of people in North Africa and the Middle East rose up to claim their freedoms. Despite serious government repression, they inspired each other to persevere in this extremely hard struggle. And they inspired us to extend a helping hand to people in areas that we were previously unable to access. In 2011, we worked together with the Al Sawt al Hurr training centre in Cairo to organise the first free conference for journalists in the Middle East since the fall of Mubarak. And in 2011, we were also able to work together with local partners to make a start on strengthening the local media in Tunisia, a country that for decades, had gone without press freedom.

In its annual Freedom of the Press survey, our partner Freedom House concluded that for the first time in years, it had not observed a further decline in the state of press freedom in 2011. This can be explained by the use of the Internet during the demonstrations and protests in the Middle East. Because 2011 was the year in which social media lived up to the tremendous promise it has held for freedom of speech. But this was also the year in which using social media proved to have many drawbacks too. This is one reason why Free Press Unlimited decided to make a focused investment in online freedom in 2011, and to develop projects that help journalists to increase their personal safety when they use the Net. Besides problems in the area of safety and privacy, the actual reach of social media is disappointing in countries where there are far more people who watch broadcasts on state-controlled television channels than there are those who can access the Internet. Promoting the ethics of journalism and developing professional media organisations – including in the digital realm – therefore remain of vital importance. That is why we will be focusing strongly on these areas in 2012. But we will not be able to realise these ambitions without your support.

With your aid, we can initiate new projects and help more courageous media pioneers to do their ground-breaking work. That is why I would like to ask you to continue supporting us under our new name of Free Press unlimited. On behalf of our partners worldwide, I wish to sincerely thank you for your generous support.



Leon Willems

Director of Free Press Unlimited

A handwritten signature in black ink, appearing to be 'L. Willems', written over a thin horizontal line.

Support Free Press Unlimited!
Transfer your donation to bank account
number 7676 or visit freepressunlimited.org
to discover how you can donate online.



Making - and keeping - accurate news available to everyone

In early 2011, the hour had come: Free Voice, Press Now and the International Projects department of RNTC joined forces and merged to form Free Press Unlimited. In the preceding years, the objectives of the merger partners had aligned to such a degree that it had become more or less logical to merge their operations. Free Press Unlimited is presently the Netherlands' leading organisation in its field, with the strongest in-house expertise in the area of media development in conflict areas and developing countries.

The new organisation is dedicated to making reliable news and objective information available to people around the world. Particularly those living in countries that enjoy little to no press freedom. In these areas, Free Press Unlimited focuses on strengthening local media professionals and organisations. Because we believe that people in the direst circumstances need objective information to survive and develop themselves. Looking back on 2011, we can find many striking examples of the important role independent media have fulfilled for ordinary people in exceptional circumstances. For example, in the run-up to the independence referendum

in Southern Sudan, Free Press Unlimited set up Radio Referendum. While most media reported from the capital of Juba, the reporters of Radio Referendum worked in regions that were hardly entered by other members of the press – despite the fact that it is precisely in these regions that there are numerous tensions between different segments of the population. The station worked to provide the local residents with relevant information and allow their views to be heard in the capital. For people in these isolated regions, who deal with violence and uncertainty on a daily basis, this has proven to be of tremendous value.

Free Press Unlimited's activities

Free Press Unlimited is active in over 40 countries around the world, in those areas where we can make a difference. In each of these areas, we work together with local media partners - journalists, media pioneers and media organisations - who can help to realise change at the local level. Free Press Unlimited supports these change agents in their development. We do this in a variety of ways:

- We work to strengthen the capacity of journalists and media professionals at the individual level;
- We work to strengthen local independent media organisations and to develop existing media parties into independent organisations;
- We develop journalism initiatives that are geared towards the professional provision of impartial information in areas that lack independent media outlets;
- Under specific circumstances, we provide small-scale and temporary assistance in acute crisis situations;
- In addition, Free Press unlimited facilitates the exchange of knowledge and experience between individual journalists in the Netherlands and the rest of the world.





Project in the spotlight

Beyond Waiting: cross-border dialogue

The border between Turkey and Armenia has already been closed for nearly two decades. Although the residents of the border areas have become strangers to one another, they turn out to have more in common than they thought.

To get dialogue going between the two countries, Free Press Unlimited initiated a multimedia project in collaboration with the International Hrant Dink Foundation and the Galata Photo Academy. Five pairs of journalists – each made up of one Turkish and one Armenian national – visited the border region to get to know the residents of this area and capture the borderlands in new images. The ‘Beyond Waiting’ project shows the impact of years of obstructed dialogue through the eyes of the inhabitants of the border region.

One half of the journalist teams visited Armenia; the other half visited an area in Eastern Turkey that until 1915 had had a sizeable Armenian population. Through their documentary photographs, the participating Armenian and Turkish photographers offered their personal perspective on the future of this troubled region.

For example, one of the journalist pairs visited a border village in Armenia to create a visual document of the unique music school found in this community. This was a tense experience for the

Kurdish photographer, since in the first decades of the previous century, the Turkish military command had deployed Kurdish clans to commit atrocities against the local Armenian population. How tense exactly, became clear after the visit, when the photographer talked with one of the project supervisors about his first encounter with the villagers: ‘In their eyes, you see what you are afraid of: you see yourself as a butcher.’ Fortunately, his meeting with the villagers turned out fine. This direct collaboration between Turkish and Armenian photographers makes it easier to develop joint productions that promote mutual understanding between the two countries.



Events and debates in 2011

Exchange ideas and share information to promote press freedom the world over.

Free Press Unlimited organised a variety of events in 2011. Through these events, the organisation aimed to reach the Dutch general public and raise people’s awareness of the consequences of limited press freedom. In addition, Free Press Unlimited took part in events organised by other organisations – holding a number of workshops and master classes during the Foreign Correspondence Evening, for example. We also held guest lectures at a variety of research universities and universities of applied sciences in 2011.

World Press Freedom Day

On World Press Freedom Day, which

is celebrated every year on 3 May, Free Press Unlimited worked together with a number of partners to organise the annual Press Freedom Lecture by the Icelandic online activist Birgitta Jónsdóttir, among other events. In the evening, the debate and the roundtable discussions focused on the darker aspects of the Internet.

Evgeny Morozov

In June, Free Press Unlimited once again drew the public’s attention to the dark side of the Internet in a special debate. The main guest of this event was Evgeny Morozov, the author of *The Net Delusion*. This this highly-praised book, Morozov

sharply criticises ‘cyber-utopians’ who would view the Internet as a panacea for spreading democracy, while various regimes actually make enthusiastic use of the Internet as a means to oppress their citizens. In the debate moderated by journalist Frenk van der Linden, Morozov went head to head with online activists like Geert Lovink and the representatives of various NGOs.

The Big Tent Event

Free Press Unlimited collaborated with Google on the organisation of the Big Tent Event in The Hague, which focused on online freedom of speech and the accessibility of the Internet. The evening was attended by, among others, US Secretary of State Hillary Clinton and the Dutch Minister of Foreign Affairs Uri Rosenthal. Free Press Unlimited took the event as an occasion to launch a global Call to Action on Internet Freedom. Through this Call to Action, we urged the international community to impose a ban on the export of dual technology software to countries that could use these facilities for human rights violations, among other things.

Financial statement

The following figures have been taken from Free Press Unlimited's Financial Statement for 2011. An auditor's report on the 2011 Financial Statement that certifies these figures was issued on 20 April 2012 by Dubois & Co. Chartered Accountants.

You can request a copy of the full Financial Statement for 2011, which includes the Report of the Executive Board, by sending an email to info@freepressunlimited.org or by calling tel. +31 (0)35 62 54 300.

Balance sheet per 31 december 2011

Assets

31-12-2011

31-12-2010

Fixed assets

Office supplies	30,131	40,855
Computers	1,604	3,877
Total fixed assets	31,735	44,733

Current assets

Accruals	50,571	28,355
Claims	83,675	196,360
Advances	27,429	20,708
Grants to be received	735,200	795,623
Total current assets	896,875	1,041,045

Cash balance

The Netherlands	4,059,239	2,716,975
Abroad	133,172	0
Total cash balance	4,192,410	2,716,975

Total assets

5,121,021

3,802,752

Liabilities

31-12-2011

31-12-2010

Reserves and funds

Continuity reserve	866,909	394,471
Allocated reserves sponsors	9,821	24,474
Security Fund, Reporters Respond	36,052	
Appropriation Fund severance scheme	256,660	0
Total reserves and funds	1,169,441	418,946

Provision	0	15,000
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Short term debts

Reserved holiday pay	63,631	52,570
Reserved holiday days	52,479	59,182
Taxes and social security premiums	83,536	82,403
Debts to suppliers	163,979	392,364
Other debts	244,740	391,905
Obligations current projects	744,020	1,327,098
Grants received in advance	2,599,194	1,063,284
Total short-term debts	3,951,579	3,368,807

Total liabilities

5,121,021

3,802,752

Statement of income and expenses in 2011

Income	2011	budget	2010
Income from fundraising	1,733,866	4,139,878	867,131
Income from third-party activities	538,117	570,000	1,694,343
Government grants	8,765,446	5,878,393	8,805,721
Other income	40,066	5,000	35,311
Total income	11,077,495	10,593,271	11,402,506

Expenses	2011	budget	2010
Expenditure on objectives			
Media support programme	10,258,813	10,106,501	10,045,480
Expenditure on raising donations			
Costs of own fundraising	98,290	52,859	168,322
Spent on raising government grants	42,975	52,859	240,738
	141,265	105,718	409,060
Expenditure on management and accounting			
Management and accounting	348,470	367,732	998,143
Total expenses	10,748,548	10,579,951	11,452,683
Result	328,948	13,320	-50,177

Allocation of the 2011 result

Add/deducted

To the continuity reserve	307,549
To the sponsor projects reserve	-14,654
To the security fund, Reporters Respond	36,052

Total **328,948**

Salary of L.A.M. Willems, Director of Policy and Programmes: EUR 94,099.

Salary of R.C.E. Kronenburg, Director of Operations, as of 1 May 2011: EUR 57,328.

Specification and breakdown of costs according to destination

Destination:	objective	source of income	management accounting	total 2011	budget 2011	total 2010	
expenses:	Media support	Own fundraising	Fundraising government grants				
Grants partner organisations/ own activities	8,788,183	25,956	25,956	9,370	8,849,465	9,059,616	8,971,689
Personnel costs	1,200,578	59,051	13,894	207,720	1,481,243	867,123	1,711,236
Housing costs	67,248	3,308	778	11,635	82,969	90,000	159,551
Office expenses	202,804	9,975	2,347	119,745	334,871	563,212	610,207
Total	10,258,813	98,290	42,975	348,470	10,748,548	10,579,951	11,452,683

Percentages:

	2011	2010
expenditure objectives / total income	92.61%	78.68%
expenditure objectives / sum of costs	95.44%	78.34%
costs own fundraising / income own fundraising	5.59%	6.39%
management and accounting / sum of costs	3.24%	8.71%

Independent auditor's report

The summary financial statements included in the abridged version of Free Press Unlimited's annual report, consisting of the summary balance sheet as of 31 December 2011 and the summary statement of income and expenditure in 2011 with the relevant notes, are derived from Free Press Unlimited's audited financial statements for 2011. We issued a positive audit opinion with respect to these financial statements in our Auditor's Report of 20 April 2012.

The summary financial statements do not include all notes required by the Guidelines for Financial Reporting, and specifically Guideline 650 ('Reporting Guidelines for Fundraising Institutes'). This means that at no point may the examination of the summary financial statements take the place of the examination of Free Press Unlimited's audited annual statement of accounts.

Management responsibility

The Management bears responsibility for the preparation of a summary version of the audited statement of accounts in accordance with the principles set out in Free Press Unlimited's audited statement of accounts.

Auditor's responsibility

Our responsibility is to express an opinion on the summary financial statements based on our audit performed in accordance with current Dutch law, including the Dutch Auditing Standard (DAS) 810 'Engagements to Report on Summary Financial Statements'.

Opinion

In our opinion, the summary financial statements are consistent in all material respects with Free Press Unlimited's audited statement of accounts and are furthermore in accordance with the principles set out in Free Press Unlimited's audited statement of accounts for 2011.

Amsterdam, 13 June 2012

Dubois & Co. Chartered Accountants

Originally signed by: G. Visser

Internal organisation

At the end of 2011, Free Press Unlimited employed a total of 29.4 FTEs. Most of Free Press Unlimited's staff worked at the organisation's head office in Hilversum. Exceptions to this rule were an employee who worked on location in Colombia and another employee who worked in South Sudan. A total of 15 interns and volunteers worked in support of Free Press Unlimited's activities in 2011. Radio Dabanga employed 7.8 FTEs in the year under review.

Merger

To bundle our strengths into a single, decisive organisation, handling media projects in over 30 countries: in the spring of 2011, the new organisation Free Press Unlimited was established following a merger between Free Voice, Free Press Unlimited and the International Projects department of RNTC. To provide all staff members with an opportunity to acquaint themselves with the new terms of employment and have their say about these changes, staff representatives were involved in the merger process. After a series of meetings with the different boards, on 25 February 2011, the representatives issued a positive opinion on the upcoming merger. To develop a strong name and brand identity for the new organisation, the merger partners appointed a communication task force in January 2011 that included representatives from all three organisations. The creation of Free Press Unlimited's new visual identity was guided by an external marketing strategist. On 28 April 2011, the new organisation Free Press Unlimited was festively launched in the company of our partners, funders and donors in Restaurant Dauphine.

Management and governance

In 2011, Free Press Unlimited decided to separate its supervisory and governance processes. All supervisory tasks have been transferred to an independent Supervisory Board. Board members are appointed for a period

of four years, after which each member may be re-appointed for a maximum of two terms. The Supervisory Board convenes at least three times a year. The day-to-day management of Free Press Unlimited is handled by the Executive Board, which has two members. In May, Leon Willems was appointed as the Chair of the Executive Board, and Ruth Kronenburg as Member of the Executive Board. The Executive Board is responsible for drawing up the organisation's long-term plan, year plans and budgets. These are submitted for approval to the Supervisory Board. Year plans offer an overview of Free Press Unlimited's objectives, results and activities in the upcoming year. In addition, the plans describe how the organisation will be handling its funds. The different board members' respective tasks and responsibilities with regard to governance, supervision and accountability have been set down in Free Press Unlimited's Articles of Association and Management Regulations. In addition, a management team was appointed in 2011 to support the Executive Board in the performance of its daily tasks. In 2011, the management team consisted of the Executive Board, two team leaders and the head of the Finance department.

Accountability and transparency

In 2011, Free Press Unlimited developed a new planning, monitoring and assessment system in connection

with the upcoming merger. The organisation subsequently added a Quality and Knowledge Management Coordinator to its staff.

Free Press Unlimited satisfied all requirements for ISO certification in 2011 and the organisation was certified by the fundraising supervisory agency Centraal Bureau Fondsenwerving (CBF) on 1 July 2011. The organisation's ISO (International Organization for Standardization) certification is based on its Quality Manual, which is a formal record of all Free Press Unlimited's organisational and administrative procedures. Before awarding certification, CBF sets specific requirements for how the recipient organisation executes and accounts for its projects. All Free Press Unlimited's financial accounts are in accordance with the Dutch Accounting Standard for Fundraising Institutions.

In addition, Free Press Unlimited has set up a formal complaints procedure for its donors, partner organisations and other stakeholders. To this end, the organisation maintains a complaints register.

Education and professionalisation

Individual staff members of Free Press Unlimited attended a number of workshops and courses in 2011, focusing on Personal Safety, IT and fundraising among other issues. In addition, Free Press Unlimited organised various internal meetings that enabled its staff to exchange concrete knowledge in the areas of »





media development and development aid. And finally, Free Press Unlimited staff actively contributed to a variety of national and international conferences, debates and workshops, including:

- Local and International Stakeholders Meeting (Zimbabwe, January);
- Sudan Meeting, Clingendael Institute (The Netherlands, March);
- Towards a European Initiative for Media Pluralism (Brussels, March);
- New Media Order Conference (Turkey, May);
- Human Rights in a Globalized World – Challenges for the Media (Germany, June);

- Freedom Online – Conference on Internet Freedom (The Netherlands, December).

Funding and collaboration

In the context of the Co-financing System (MFS-II) framework adopted by the Dutch Ministry of Foreign Affairs for the period 2011-2015, Free Press Unlimited took part in five MFS-II alliances of Dutch development organisations. In 2011, the different members needed some time to get to know one another and to combine their various organisational strategies into a joint programme. Over the course of

2011, Free Press Unlimited built up a good relationship with its fellow alliance members and has presently laid solid foundations for a valuable partnership. Free Press Unlimited has proven successful in attracting a variety of national and international sponsors. In addition to the grants awarded by the Ministry of Foreign Affairs, in 2011, Free Press Unlimited received funding from, among other organisations, the African Educational Trust, Deutsche Welle, the European Union, Nationale Postcode Loterij and the Office of the United Nations High Commissioner for Refugees.

From major political issues to personal stories

Three examples of projects

To provide as many people as possible with the information they need to survive and develop: that is what Free Press Unlimited stands for. In 2011, working together with local partners around the world, the staff of Free Press Unlimited once again dedicated themselves to the launch and execution of a variety of valuable media projects.

Online freedom

'Press freedom has become inconceivable without a free Internet.' That's how Free Press Unlimited Director Leon Willems summed up the reality of our current media age. Whether you're publishing a newspaper or producing a radio broadcast, in today's world, there's no way you could do this without the Internet. Thanks to the Internet, the entire world was able to follow the recent developments in the Middle East. In the meantime, more and more governments – including in the West – are trying to curtail people's freedom online. Although this issue was widely discussed in 2011, no major actions had yet been organised to defend the open nature of the Internet. That's why

at the end of the year, Google and Free Press Unlimited jointly organised a Big Tent Event. Together with stakeholders from around the world, Free Press Unlimited launched a Call to Action on Internet Freedom. In this Call to Action, we urged governments around the world to take action against the supply of specific technology to countries that can use it to violate human rights. In 2012, the various plans of action relating to the theme of online freedom will be worked out in more detail.

Radio Hirad

The population of Somalia, a country that has been plagued by civil war for over 20 years, is beset by violence, food shortages and a lack of prospects. In a situation like this, objective and

impartial information can offer people new perspectives and answer questions like 'Where is the fighting going on?', 'Where can I go?' etc. In 2011, this led Free Press Unlimited to decide to set up Radio Hirad. Radio Hirad organises trainings for journalists from a variety of regions. These courses are aimed at improving the journalists' professional skills. In addition, Radio Hirad will be working together with 11 associated radio stations from all over Somalia to produce a weekly radio programme that provides the people of Somalia with relevant information. Subjects discussed during these broadcasts range from reports in major political issues to personal stories.

Al Sawt al Hurr

In 2011, Al Sawt al Hurr (Voice of Freedom) clearly proved its relevance in the changing media landscapes of Egypt and the Middle East. During the Arab Spring, Al Sawt al Hurr organised trainings in the area of the secure use of social media, for instance. The members of the traditional press showed a strong interest in these courses.

In addition, the centre has provided structural support to NGOs that work to promote press freedom in the region. The organisations have joined forces to advocate changes in local legislation and to improve journalists' knowledge of their legal rights and obligations. Over the past year, Free Press Unlimited has worked to ensure that Al Sawt al Hurr can continue on an independent basis in 2012.



Volunteering for Free Press Unlimited

'Just sitting in the sun doesn't do it for me.'

Former CEO of Friese Pers worked as a consultant in Moldova in 2011.

In 2011, former Friese Pers CEO Henk van Setten supported Free Press Unlimited by helping to improve the revenue model of the Moldovan newspaper Ziarul de Garda. Van Setten primarily focused on increasing the number of subscribers to the newspaper, and its advertising sales. As a result, Ziarul de Garda was able to attract 1,500 new subscribers within five months. Why did Van Setten decide to support the media in Moldova, offering his expertise free of charge? 'Just sitting in the sun doesn't do it for me,' was his response from his new home in the south of Spain.

Free Press Unlimited has been supporting Ziarul de Garda since

2011. This independent Moldovan newspaper was established by a group of journalists in 2004, in response to the serious lack of investigative journalism in the former Soviet republic.

The newspaper mainly reports on developments in the area of human rights, corruption, social inequality and the abuse of power.

'People really love this newspaper, thanks in particular to the quality of its investigative journalism. Time and time again, Ziarul de Garda's reporters offer a fresh perspective on the situation in Moldova through their investigations,' says Albana Shala, who works as a Programme Coordinator for Free Press

Unlimited. 'The newspaper specifically addresses those problems of citizens that are not discussed in other media.' Van Setten's experience has proven very valuable for the newspaper. Thanks to his extensive experience with business models for print media, he was able to help Ziarul de Garda on its way to financial independence. Shala: 'That's of major importance, because in Moldova, financial independence equals impartial journalism.'

Every year, Van Setten is happy to leave his home in Spain for a few weeks to share his knowledge and experience in countries like Iraq and Moldova. Over the years, he has become so used to maintaining a tight work schedule that even after retirement, he prefers to spend a couple of weeks a year dedicating himself to some challenging project. His main passion has always been strengthening and simplifying media organisations. And he feels strongly about making a difference for people in countries like Moldova. Van Setten: 'Support press freedom in Moldova too: the people there deserve it. People have spent money on far less deserving causes.'

Free Press Unlimited is monitored externally by Dubois & Co. Chartered Accountants, the Dutch Ministry of Foreign Affairs, Centraal Bureau Fondsenwerving (CBF certification), LRQA (ISO certification) and Plan Netherlands.

STAFF IN 2011 **Executive Board** Leon Willems *Chair (Director of Policy and Programmes)*, Ruth Kronenburg *Board Member (Director of Operations)* **Management Team** Yvonne Pinxteren *Head of the Finance department/Controller*, Hildebrand Bijleveld *Journalism Initiatives Team Leader*, Leon van den Boogerd *Media Development Team Leader* **Journalism Initiatives Team** Elisabetta Plebani, Niels ten Oever, Anouk Vos, Anne Haaksman de Koster (*Other team members remain anonymous for security reasons*), **Radio Dabanga** Tamara Lunacek (*Other team members remain anonymous for security reasons*), **Media Development Team** Petra Nederkoorn, Nada Josimovic, Dessi Damianova, Daan van Bree, Carlos Cortés, Katja Michael, Bram Truijten, Afke van Dijk, Ietke Schouten, Ole Chavannes, Jan Keulen, Astrid Schipper **Arab World/Caucasus Team** Steven Assies, Albana Shala, Ruken Baris, Joris van Duijne, Marinka Vukojevic **Internal organisation** Jacqueline Eckhardt *Gerritsen Quality and Knowledge Management Coordinator*, Cathelijne Hornstra *IT and Digital Media Coordinator*, Ilija Hehenkamp *Member of the IT and Digital Media team*, Michael Pavicic *Member of the PME Press Freedom Consortium team* **Finance** Gerhard Timmerman, Jaap de Bruijn, Abdel Malki, Marjan van Brenk **Communication** Else Lenselink, Eva Oosterwegel, Aik Meeuse, Leonie Hosselet, Nicole Bauritius **Office Management** Marjolein Peters, Anja van Rossum, Wendy Vandersluis **Interns and volunteers** Jan Gijsbers, Ans Boersma, Mirte Broeklander, Isobel Buitert, Jolein van der Ven, Els Haartsen, Simon Marschall, Audrey Breuer, Bart Melief, Gayatri Parameswan, Sofia Puanova, Johanna Brinkman, Christiaan Perez, Masja Horn, Marianne Noiman **Members of the Board until 18 June 2011** Gerrit Valk *Chair*, Harm Ede Botje *Vice Chair*, Teus Eenkhoorn *Treasurer*, Jan Hoek, Huub Elzerman, Corine de Vries **Supervisory Board as of 18 June 2011** Joop Daalmeijer *Chair*, Marietje Schaake *Vice Chair as of 12 December 2011*, Teus Eenkhoorn*, Huub Elzerman, Jan Hoek*, Corine de Vries

* Member of the Financial Audit Committee

Colophon

This Annual Report is based on Free Press Unlimited's Statement of Accounts for 2011. You can request a copy of the full Statement of Accounts for 2011, which includes the Report of the Executive Board, by sending an email to info@freepressunlimited.org or by calling tel. +31 (0)35 625 43 00.

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