

ACTIVITY REPORT 2019



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Letter to our members

The best of 2019 and a look into 2020



Vincent Peyrègne
CEO WAN-IFRA

This new decade offers a moment to reflect on our purpose and consider the challenges that lie ahead. But first, a big thank-you from the whole WAN-IFRA team for your continued support and commitment to the well-being of our industry. WAN-IFRA Members make what we do possible. The immense challenge posed by the COVID pandemic at the beginning of 2020 has only strengthened this deep bond with our members.

Like you:

- We are more convinced than ever that a free press is, along with education, one of the two most important pillars of a vibrant democracy.
- We believe that information produced by a free, independent and economically viable press is critical for the proper functioning of our societies.
- We are concerned that when journalism and journalists are weakened or undermined, democracy suffers.
- We are hopeful that the decade ahead will be exciting and successful for our industry.

Although 2019 was a challenging year for the industry, WAN-IFRA had a fruitful 12-month agenda thanks to our global institutional and technology partners who support the three key pillars that drive our activities. These are:

- defending media- and information-related freedoms and rights;
- discovery and sharing of workable solutions to enhance economic performance; and
- foresight for innovation, creativity, design and learning about new content offerings.

In 2019, more than 3,000 media professionals participated in our 50 events. Those included international, regional and local conferences, study tours, workshops and webinars. Our media development assistance programmes enabled us to strengthen our field mission in the service of press freedom. Some 120 media organisations participated in one of our four strategic programmes, helping us train and support more than 1,000 journalists in 25 countries.

Table Stakes Europe, the Latam Subs Lab and our Newsroom Transformation Program in Asia complement our executive digital transformation support programs. The World Editors Forum is now active in 15 Southeast Asian countries following the launch of a regional chapter.

[Click here for a full look at last year's achievements.](#)

What we will achieve together in 2020

We are even more enthusiastic about what we will achieve together in 2020:

- The consolidation of the World Media Trends Panel, our new platform for interactive surveys on global press market trends;

- The launch of Stars4Media, an exchange and coaching programme for young media professionals, the rising stars of the profession;
- The expansion of World News Day, which will have 100 international newsrooms for its 2020 edition;
- The launch of several new professional events: the Asian Media Leaders Summit in Singapore, World Printers Summit, local reader revenue summits in Paris;
- The extension of the Women in News programme to Ethiopia, Sudan, Algeria and Morocco, and the strengthening of the operational capacities of the 70 teams already in the field;
- The ongoing effort to encourage the diversity of voices, especially in our conference programmes. Women accounted for nearly 40% of our speakers in 2019. Our goal is to achieve parity in 2020.

In addition to our existing communities, including our Media Freedom Committees, Women in News, World Editors Forum (WEF), Global Alliance for Media Innovation (GAMI), Committee of Association Directors, World Printers Forum, and five regional committees, we have formed a new team to serve the community, focused on digital revenue.

A profound transformation

Like you, WAN-IFRA is continuing to evolve and transform to meet the challenges of the new decade. We hope you appreciate the results of this profound transformation of our organisation over the last five years. Above all, we hope that you have been able to take full advantage of the exclusive services associated with your membership.

Working hard every day to support journalists and publishers around the world, we know first-hand how important it is to stand together in support of human rights and the rule of law worldwide.

The health crisis that burst into the world at the beginning of 2020 will profoundly change our relationship with the media but also the way in how they are produced. The pandemic has undercut the predictability of normal life and news publishers are seeking answers to existential questions as they adjust their strategies. At some point Covid-19 will be vanquished, news enterprises will bounce back. But it won't be a return to normal. Getting to normal is not so much about getting back the old normality as it is about getting back the ability to know what is going to happen tomorrow.

During this period of uncertainty, WAN-IFRA is more than ever on the search for new and effective solutions for its members.

Our common values bind us, as do our shared history and the valuable relationships between our members and countries. We are excited to continue this work with you to promote and safeguard media freedom and a sustainable environment for news publishing.

Our mission is to protect the rights of journalists and publishers around the world to operate independent media.

We provide our members with expertise and services to innovate and prosper in a digital world and perform their crucial role in society.

WAN-IFRA drives the global conversation on the future of independent news publishing

PRESS FREEDOM AND JOURNALISM

We protect the rights of journalists and publishers to operate a free media, and promote editorial quality and professional practice.

MEDIA SUSTAINABILITY

We provide our members at all stages of development with innovative and professional services to help their businesses prosper.

MEDIA INNOVATION

We provide our members with new ideas and applied research by bringing the outside in, looking beyond what is already known.

A Year in Review

HIGHLIGHTS 2019

EU COMMISSION

WAN-IFRA's hearing at the EU Commission Recommendations for a New industrial Media Strategy to foster a sustainable pluralistic and independent European media ecosystem (report published in March 2019).

WOMEN IN NEWS

WIN MENA Regional Summit in Beirut with participants from Egypt, Jordan, and Lebanon. WAN-IFRA joins forces with United for News' new coalition to launch a programme to combat the lack of gender diversity in news reporting. Pilot launched in Canada, Ukraine, and Iraq.

SAFETY OF JOURNALISTS

The objective of this joint programme with ACOS Alliance is to support and promote the safety of local journalists with an integrated 3 day programme.

AUTOMATED NEWS

New WAN-IFRA Report explores the potential of Automated News.

SOUTH BY SOUTHWEST, AUSTIN

Media Startup Night at SXSW (Austin) for networking with media founders, editors-in-chief, innovation managers and innovators in media and journalism.

MIDDLE EAST

Annual Middle East Conference and Digital Media Awards.

SINGAPORE

Publish Asia and 18th Asian Media Awards, 8 May 2019 in Singapore.

WORLD PRESS FREEDOM DAY

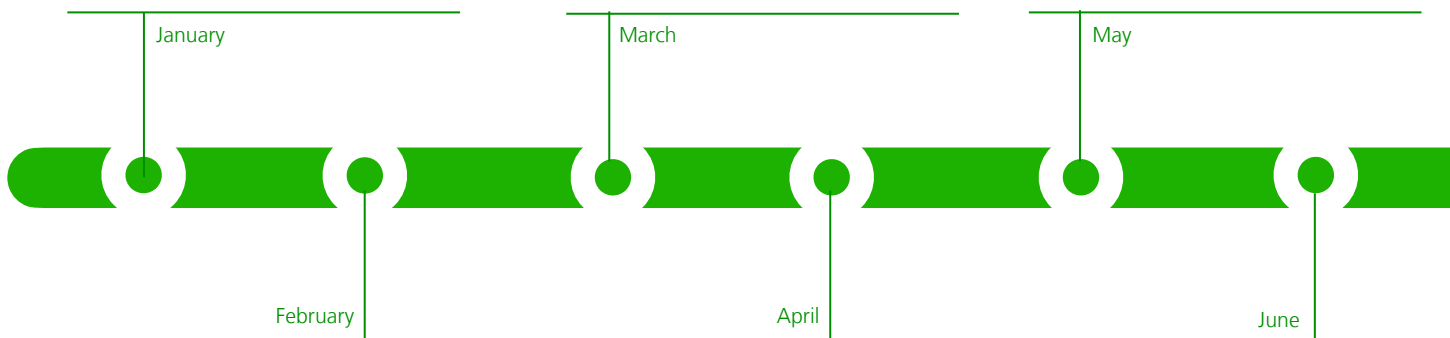
3 May is the World Press Freedom Day.

WEF ASIAN CHAPTER

WAN-IFRA founds the Asian Chapter of its World Editors Forum. 15 Leading media to promote World News Day in a bid to raise awareness of the importance of professional journalism and quality journalism for proper governance and society in the region.

MEDIA DEVELOPMENT

WAN-IFRA signs an additional EUR500,000 funding from the Norwegian Foreign Ministry in support of the Media Freedom and Democracy Programme.



MARIA RESSA

World's press condemns arrest of Maria Ressa for cyber libel and call for Maria's immediate release and the case to be struck out.

MONTENEGRO

WAN-IFRA and the World Editors Forum express serious concerns for the safety of journalists in Montenegro and ask the authorities to provide conditions in which journalists are able to carry out their work free from violence.

QUEST IS LAUNCHED

WAN-IFRA joins QUEST, a EU HORIZON 2020 funded international R&I consortium. QUEST stands for QUality and Effectiveness in Science and Technology communication.

DIGITAL MEDIA INDIA

Mumbai. The state of gender parity in newsrooms | Newsrooms in South Asia are seeing sea change in workplace and several women have taken up senior and leadership roles.

GAMI

WAN-IFRA announces the launch of its newest newsletter: Global Alliance for Media Innovation.

FRENCH DIGITAL FORUM

Digital Subscriptions Forum in Paris with 150+ French speaking participants (France, Belgium, Switzerland, Lebanon, Morocco).

PHILIPPINES

call on the Philippines authorities to ensure that charges against Ms Ressa, Rappler Board members and staff are dropped immediately.

DIGITAL MEDIA EUROPE

Digital Media Europe with 300+ delegates attending the conference co organized with VÖZ with the support of APA and Styria Media. 300+ participants.

PERUGIA

WEF organizes two panels at the International Journalism Festival in Perugia. Fatemah Farag has set up a panel for WEF women board members and another panel on foreign media coverage.

INTELLECTUAL PROPERTY

WAN-IFRA workshop at United Nations' WIPO member states' 38th session of the Standing committee on copyright and related rights: news publishers challenges in the digital environment.

WORLD NEWS MEDIA CONGRESS

1-3 June: The World News Media Congress, World Editors Forum and Women in News Summits take place in Glasgow. Includes the launch of Tables Stakes Europe, WAN-IFRA's newest executive Programme.

WAN-IFRA REGIONAL MEDIA FREEDOM COMMITTEES

1st meeting of the 16th regional Media Freedom Committee in Zambia.

AFRICA

WAN-IFRA Media Freedom Committee Condemns Harassment and Intimidation of Journalists in Botswana.

BEST PRACTICE

New WAN-IFRA report to explore Aller Media business case and transition journey to digital growth and data intelligence.

PRESS FREEDOM CHINA

WAN-IFRA and WEF urge the Chinese government to reverse its decision to force foreign reporters to leave the country and, more broadly, to ease the growing crackdown on independent news organisations that preceded this action.

WORLD EDITORS FORUM

New WAN-IFRA Report - Unlocking Journalism Resilience: Adapting a Digital Business Model to Promote Press Freedom.

JOURNALISM MATTERS

28 September. World News Day. Thirty-eight newsrooms. Forty-seven stories. Making an impact that has been felt far and wide. World News Day today celebrates journalism and the importance of credible news that matters.

INDIA

335 delegates attend WAN-IFRA India on 18-19 September.

JOHANNESBURG

Digital Media Africa annual conference and awards.

WORLD PRINTERS FORUM

Two new WAN-IFRA reports: Extend the Life of Your Press – Condition monitoring of printing presses + Changing Print – Turning Points in Newspaper Technology Since 1970.

NEW PROGRAMME FOR YOUNG TALENTS

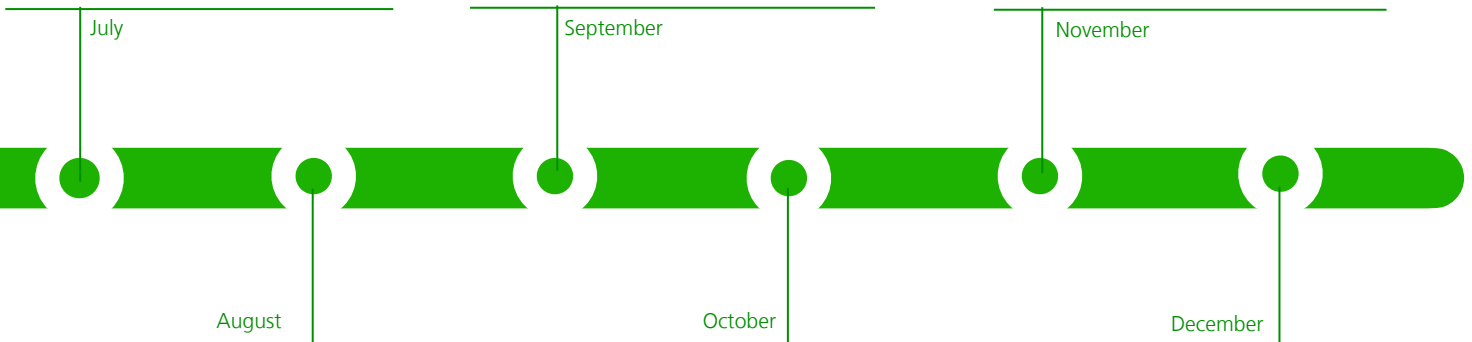
WAN-IFRA joins Stars4Media.eu, an exchange programme for young media professionals to boost media innovation and cross-border cooperation in Europe. A media-driven, pilot project co-funded by the European Union, Stars4Media will support 100 promising young news media professionals working together around collaborative innovative project-based initiatives.

LATIN AMERICA

On the occasion of WAN-IFRA Digital Media Latam in Rio de Janeiro, the Ibero-American media associations held a new meeting to consolidate a joint work agenda around the challenges posed by the present and future sustainability of the journalistic industry.

WORLD PRESS TRENDS 2019

The findings of 30th edition of the World Press Trends report underscores the ongoing conundrum of the industry: Overall global revenues in 2018 continued to shrink as did some newsrooms, yet paying audiences and demand for quality news continue to increase.

**BRAZIL**

WAN-IFRA and WEF write to President Jair Bolsonaro, to express the world's press deep concern at recent actions targeting journalists and news media in Brazil. Specifically provisional measure 892 that amends the Brazilian Companies Act of 1976 and which seriously jeopardizes the ongoing ability of a free press to hold power to account.

DATA PRIVACY

International statement on Google's recent changes to its Chrome browser and Incognito mode. By fixing an unintended loophole in the Incognito mode of its browser, Google has removed a common defense for sites with metered paywalls in place, which helped them identify users trying to access content for free. By doing so, Google is unilaterally taking away optionality and decides how paywalls should work for publishers.

PAID CONTENT AND MONETIZATION

Launch of New WAN-IFRA resource center on paid content and monetization.

ARTIFICIAL INTELLIGENCE

A new report, AI in the Newsroom, published by the World Editors Forum. The report is the second of the 2019 Trends in Newsrooms series. It features case studies of how artificial intelligence is being used in newsrooms around the world, plus discussion of the risks, challenges, and ethics.

NEW PROGRAMMES LAUNCHED AT DIGITAL MEDIA ASIA IN HONG KONG

Two important initiatives launched on the sidelines of Digital Media Asia in HK. The first is the Newsroom Transformation Programme, supported by Facebook, to help 10 newsrooms on their transformation journey; the second is the WEF Young Newsroom Leaders Fellowships to help build a network of future newsroom leaders who will get to attend various Wan-Ifra led programmes as part of their professional development. This is supported two foundations in Singapore...Both will help newsrooms make progress as they deal with disruption, and also show the value of WEF and Wan-Ifra to them.

WAN-IFRA ANNOUNCES BIGGEST-EVER 7 MILLION EURO FUNDING TO SUPPORT SECTOR-LEADING WOMEN IN NEWS PROGRAMME

The 4-year grant from Sida, the Swedish International Development Cooperation Agency, will enable WAN-IFRA's Women in News programme to expand to new markets, launch global research initiatives, and build internal capacity to operate the programme throughout the Arab Region and Sub-Saharan Africa. The grant is the largest received to date by WAN-IFRA in support of its media freedom work. It marks the continuation of a nearly decade-long partnership with Sida.

THE FRENCH MINISTER OF CULTURE TO THE WAN-IFRA SUPERVISORY BOARD MEMBERS

At the WAN-IFRA Supervisory Board meeting, Franck Riester reaffirmed that the European States must work together to find a common response to online platforms and aggregators.

WAN-IFRA Culture and Standards

Successful liberal societies depend on multiple and diverse civic and social bodies, charged with purpose, that embody liberal values. WAN-IFRA is part of this dynamic.

We believe that increasing media freedom directly strengthens democracy and human rights. It is a foundation of societal development, be it economic, cultural or political. This has been our guiding charter for seven decades. Like our members, we believe that information produced by a free, independent and economically viable press is more than ever an essential pillar for the proper functioning of our society. We are more convinced than ever that a free press is, along with education, one of the two most important pillars of a vibrant democracy. When journalists are brought into disrepute, democracy is immediately weakened.

Members make what we do possible. Driven by our member publishers, associations and technology suppliers, we believe in solidarity in action and community commitment. Our collective pool of strengths and skills benefit each member of our community, for the good of all. Our common [values](#) bind us, as do our shared history and the valuable, trustworthy relationships between our members and our partners. We are particularly committed to empowering the voice of our business community through a representative, open and robust governance structure. For WAN-IFRA, this means constantly developing new community-minded solutions, operating rules, corporate and social responsibility guidelines that ensure a continuous adaptation to the highest level of standards.

In 2018, we have committed to a [strategic plan for diversity and inclusion](#). We are drawing on our leadership in Gender Equality in the media to create new opportunities to galvanise the industry to prioritise CSR objectives. This is not only an economic imperative but also a social and civic obligation. As one of the most valued partners of the industry, WAN-IFRA must serve as an example and be the vanguard of social and corporate responsibility standards.

How Does WAN-IFRA Support the Industry

WAN-IFRA is a leading resource for media professionals around the world, including publishers, top executive editors, chief technology officers, digital business officers, national representative associations, technology entrepreneurs, service providers, research centres. WAN-IFRA applies a "multi-stakeholder" approach that allows us to serve the needs of many different business, editorial and technology communities. Individual media companies represent 61% of our membership, technology entrepreneurs 18%, associations 13%, and affiliates including education and other institutions 8%.

Three strategic pillars drive our support to a sustainable future for the news media.

- Protecting the rights of journalists and publishers to operate free media and promote editorial quality and professional practice is our first essential pillar.
- Emulating our members at all stages of development with innovative and professional services and solutions to help their businesses prosper is our second fundamental mission.
- We provide our members with new ideas and applied research that looks beyond what is already known, show what is possible, and facilitate the technology transition of the branch.

WAN-IFRA engages, mobilises and empowers the media industry to tackle the challenges of publishers and media professionals through activities including:

- Skills and expertise to build capacity. This is drawn directly from the industry with peer-to-peer knowledge sharing, and from our brain trust of internal and external experts. Our capacity building programme including coaching, advisory and training programmes our programs are available to media professionals at all stages of development, be it in mature markets or fragile states with our media development programmes. WAN-IFRA's advisory and coaching programmes offer cutting-edge, world-class expertise to support the transformation of the branch through customised services, masterclasses, webinars, and online education courses.
- Publications and insights to provide a lucid, authoritative filter to the overwhelming flood of information about best practices and general trends in the industry. WAN-IFRA's [newsletters](#), [blogs](#), and [reports](#) reach an average of more than 200,000 monthly unique users worldwide;
- Global, regional and national networking and knowledge-sharing platforms to share knowledge and learn from best practices. With [fifty events and forums](#) attended annually by an average of 4,000 individual media professionals, WAN-IFRA provides unique best practices sharing and peer-to-peer networking opportunities.
- Collective presence to promote a loud advocacy voice that stimulates solidarity across the sector. WAN-IFRA engages with international bodies such as the United Nations, the Council of Europe, or other global bodies like UNESCO, the Internet Governance Forum, or the World Intellectual Property Organisation. WAN-IFRA's advocacy campaigns address organisational, political and structural constraints to media freedom. Our actions include large scale lobbying campaigns, coordinated press freedom missions, awareness-raising activities and events to strengthen legal and regulatory frameworks, reduce censorship.

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Much of what we build at WAN-IFRA is based on listening to members. WAN-IFRA develops this portfolio of activities thanks to the oversight of its [Executive Board](#) comprised of leading media professionals elected by our [Supervisory Board](#), and the guidance of our various [advisory boards](#). We couldn't pull the work together without the dedication of a team of fifty staff located in our two European headquarters in Paris and Frankfurt and our three regional offices in Singapore, India and Mexico.

A Roadmap for the New Decade

Since its formation nearly [70 years ago](#), WAN-IFRA's mission has been to meet the needs of its members and to act for the good of the entire industry and the society. This guiding charter will be just as relevant in the decade ahead as it was at our founding. WAN-IFRA will continue to evolve and transform to meet the challenges of an environment profoundly reshuffled by the emergence of new behaviors, new extensive systems of power, and emerging alternative threats to freedom of expression.

The pressures on the press and its entire value chain give us cause to pursue our mission more determined than ever. It also generates collateral economic and societal damage that has a direct impact on WAN-IFRA's future in the new decade. This encourages us to rethink and evolve what has been the strength of our organisation over the past decades. Four guiding forces prompt four strategic priorities for the new decade.

I. TOWARD A DIVERSIFIED ECONOMIC MODEL FOR NONPROFIT.

As a not for profit organisation, WAN-IFRA is well aware that its independence and capacity of action lie in a robust economic model that ensures its financial sustainability. Being not for profit does not mean that we do not have a business model. For its part, WAN-IFRA pursues its general interest mission thanks to the income drawn from its members (publishers, associations, and

technology enterprises), its conferences, and with the funds raised from public and private donors.

By having multiple sources of funding, we reduce our reliance on any one of them and secure our independence. A priority for the coming years is to continue our efforts to diversify our funding channels. Our focus is on bringing in new members, raising funds among new donors, and growing the participation in our international events. While we build our plans for the new decade, it is important that each of our financial resources does not make up a disproportionate share of our revenues. This will avoid unwise dependence on each of them. Reaching the right balance from those three main streams of income, and in particular, maintain and grow our membership base is a strategic priority for the future.

Membership is our lifeblood, and the support of our members provides us with our greatest strength. It gives value to individual members by delivering advisory services, a growing library of reports and best practices, a diverse array of conferences and study tours. It is an access to a global community of media professionals who are a significant source for innovative models and strategies. This global community contributes to a better society where press freedom matters and journalists rights are respected.

WAN-IFRA is building upon its unique and distinctive dual approach to press freedom, applying advocacy to address organisational, political and structural constraints to media freedom on the one hand; and helping to develop and strengthen the capacity of the media through various projects and activities on the other hand. It is consistent with our mandate and legacy as an entrepreneurship-driven business organisation. WAN-IFRA has built a portfolio of signature media freedom programmes through the support from the generous Swedish International Development Cooperation Agency, the Norwegian Ministry of Foreign Affairs, IREX and Open Society Foundation. The majority of these partnerships are long-term relationships. They have grown over time, thanks in part to the dedication and support of our Media Freedom Board, our member associations, and other champions drawn from WAN-IFRA's membership base.

In recent years, we have also launched new research and innovation programmes. For the most part, these programmes have been funded through Horizon 2020, the EU Framework Programme for Research and Innovation. We will continue this effort in the years to come, using the appeal of WAN-IFRA's multi-disciplinary approach and comprehensive ability to provide assistance and expertise across all areas of the industry.

II. CENTER THE ORGANISATION ON COMMUNITY-BASED MEMBERSHIP.

Our common values still bind us, but the past twenty years have seen an explosion of new tools, new techniques, new assumptions and expectations. These changes have wrecked the old clarity based on the traditional advertising model.

The media is rebuilding itself around new talents, new focused expertise and new expectations.

To embrace this transformation, WAN-IFRA develops its programmes on what our members want us to do for them. We define our membership value proposition following the roadmap discussed with expert communities. In addition to existing communities such as the Media Freedom Board, our Press Freedom Committees, Women in News, the World Editors Forum, the Global Alliance for Media Innovation, the Association of Association Executives, the World Printers Forum, and our three regional committees, we have formed a new forum to serve the community focused on "digital revenue". Drawing on the strength of those essential communities, WAN-IFRA deploys regional chapters that address the need of its local communities.

We center our organisation on an obsessive membership focus. This is by far the most protective of our vitality, relevance, and sustainability. That requires us to experiment patiently, accept failures, plant seeds, and double down when we see membership delight. For the years to come, our number one priority will be to grow our membership, listen to members, and make sure we focus on the expectations of the different communities that make up the breadth of the press.

III. RETHINK OUR ALLIANCES.

WAN-IFRA has the mission not only to deliver world-class professional services to its members but also has the mandate to raise a legitimate voice in the public debate. Now that disinformation campaigns are infecting the internet and social networks, and independent journalism is under attack in an increasing number of countries including within mature democracies, surrendering would be a catastrophe. Pushing back the dangers of growing strongman despotism, tech-based surveillance societies, and increasingly dominant players in the tech ecosystem, requires building a global dynamic and rethink our alliances.

"If news companies are, at their base, advocates for the public good, news companies must lead in securing a free society in the face of technological adventurism". Our interest is in facilitating publisher engagement in the global internet governance, and the web standards discussions, particularly around security, privacy and cross-site authentication in the so-called post-cookie era. Big tech companies are engaged with one another on these topics are increasingly in the position of « policing » and regulating the Internet. Still, the publishers are not participating in a meaningful and coordinated manner which leaves open the strong potential for adverse impact on publisher business models over time. Our primary goal is to make the case among our members to be more active in the decisive discussions happening in influential international fora. This includes global organisations like the World Wide Web Consortium (W3C), the Internet Governance Forum (IGF), or the World Intellectual

Property Organisation (WIPO). News organisations have not tended to be active in those discussions in the past. WAN-IFRA, through its global network of news enterprises and member associations, has the legitimacy, the authority and the capacity to drive this conversation.

IV. INVEST IN MEDIATECH.

In 2019, WAN-IFRA introduced strategic framework highlighting three pillars that are the core of the work of the association. It clarifies the core mission of WAN-IFRA for the staff, the management, the board, the membership, and our partners. Creating a structure that supports the association is an important step. Success is when we breathe life into the structure and rededicate ourselves to the important work of WAN-IFRA. The impact and relevance of our new structure will depend on WAN-IFRA's capacity to weight its three strategic pillars in equal measure.

No industry has a future without a pipeline of vital innovation to shape the future. We have learned from top leading news publishers that modern journalism is now driven by both journalists and by technology. It's the melding of the two — in audience definition, targeting, and service, and in product creation and delivery — that will determine the winners ahead.

By nature, WAN-IFRA is uniquely positioned to play a role in fostering a culture of technical innovation that enhance an indispensable reliable flood of innovation and new technologies. This is what encouraged the relaunching our programmes to foster innovation with the foundation of WAN-IFRA's Global Alliance for Media Innovation.

With GAMI, WAN-IFRA gradually rebuilt what has been traditionally one of our driving forces in the past decades. With GAMI, we provide our members with foresight innovation, experiment, show what is possible and accelerate the technology transition of the branch. There are much more opportunities ahead of us in this area.

Because the well-being of each contributes to the prosperity of all, we work in the service of each, and for the good of all.

We are excited to continue this work to promote and safeguard media freedom in a sustainable environment for news publishing.

PRESS FREEDOM AND JOURNALISM

World Editors Forum
Press Freedom
Media Development
Media Policy Monitoring

Our Ecosystem

PRESS FREEDOM AND JOURNALISM

Press Freedom

WAN-IFRA addresses political and structural constraints to media freedom through advocacy actions including large scale lobbying campaigns, coordinated press freedom missions, awareness raising activities and events to strengthen legal and regulatory frameworks, reduce censorship and confront other challenges to editorial and economic independence of news media. With formal representative status at the United Nations, UNESCO and the Council of Europe, it derives its legitimacy from its 60 national association members representing 18,000 publications in 120 countries.

The World Editors Forum

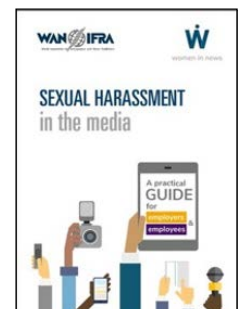
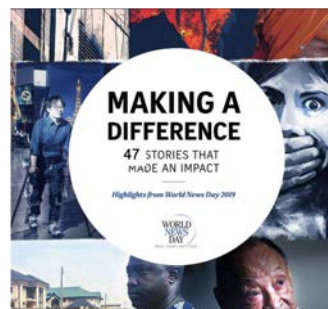
WEF is the community within the World Association of News Publishers devoted to newspaper editors worldwide. Our objective is to be at the forefront of analysis and understanding of the emerging trends; be at the forefront of concerted collaboration with news publishers around the world; engage in an in-depth debate about the role of social networks in modern democracy; collect information and opinion from key media players around this subject and provide regular snapshots about the evolution in the area.

Media Policy Monitoring

To belong to WAN-IFRA is to connect with other publishers' associations from around the world to exchange information, protect and defend common universal values, compare strategies for better serving member publishers and share data and approaches in reacting to legal and governmental measures or private initiatives that impact publishing activity. Our Media Policy Monitoring service helps members to shape the right answers and remain in the driving seat of the debates on media policy issues, and secure the right level of engagement with international policy makers (WIPO, IGF, Council of Europe).

Media Development

WAN-IFRA has four key strategic programmatic areas across which it works globally to improve media freedom conditions for individuals and their organisations. We are currently engaged in 25 countries with over 120 media organisations and some 600+ media professionals in Latin America, MENA, Africa, and Southeast Asia. It is a long-term goal of WAN-IFRA's global Media Freedom Strategy to be in a position to offer support from across all four strategic programmatic areas to each individual country in which our media freedom programmes are engaged.



We protect the rights of journalists and publishers to operate a free media, and promote editorial quality and professional practice.

WAN-IFRA believes that increasing media freedom directly strengthens democracy and human rights and is a foundation of societal development, be it economic, cultural or political. This has been a guiding principle of the organisation for seven decades. WAN-IFRA applies a dual approach to supporting media freedom: It addresses political and structural constraints to media freedom through advocacy, and applies development to strengthen the capacity and networks of the media and their representative institutions.

Advocacy actions include large scale lobbying campaigns, coordinated press freedom missions, awareness raising activities and events to strengthen legal and regulatory frameworks, reduce censorship and confront other challenges to editorial and economic independence of media. WAN-IFRA's network of influential publishers and editors provides it with access to the highest levels of government and other institutions. This network also contributes to development actions, which include capacity building initiatives such as skills development training, coaching, mentoring, networking and skills-exchange activities. WAN-IFRA often engages in both advocacy and development actions in parallel.

This dual approach of applying advocacy and development allows WAN-IFRA to address challenges to media freedom from multiple perspectives, leveraging experiences and synergies between advocacy and development projects, partnerships and the wider expertise of WAN-IFRA's international community to encourage meaningful change within societies.

Together, we raised

15 M€ for Media Development

Since 2015 for an annual contribution of **1,8M€ in 2019** from our members and donor partners.

Which funded

120 news organisations joining one of our four core programmes.

To train and coach

1,000+ media professionals.

Throughout

25 countries.



Saudi journalist Jamal Khashoggi in Istanbul, Turkey, 2018.

GOLDEN PEN OF FREEDOM 2019

The award, made in Glasgow, Scotland during the 71st World News Media Congress, 26th World Editors Forum and 3rd Women in News Summit, recognised **Jamal Khashoggi's** long-standing commitment. The job of a journalist is to seek the truth, often putting one's personal safety at risk. In October 2018, the Saudi journalist paid the ultimate price for his truth-seeking – with his life. The former author, columnist and dissident is this year's Golden Pen of Freedom award winner for his perpetual quest to report on events about his homeland, regardless of the consequences.

WHY IT MATTERS The Golden Pen of Freedom recognises the outstanding action, in writing or deed, of an individual, a group or an institution in the cause of press freedom. Behind the names of the laureates lie stories of extraordinary personal courage and self-sacrifice, stories of jail, beatings, bombings, censorship, exile and murder.

THE BOTTOM LINE Since 1961, the Golden Pen turns the spotlight of public attention on repressive governments and journalists who fight them. The Pen has, on several occasions, secured the release of a publisher or journalist from jail or afforded him or her a degree of protection against further persecution.



“We stand for a united effort among the global media to hold tyrants and governments accountable for their actions to suppress free speech and inhibit the growth of free societies for all their people »

David Callaway, President of the World Editors Forum

Media Freedom

2019 IN REVIEW

In 2019, the Media Freedom team continued its focus on promoting press freedom and media development in 25 countries....

We improved journalist, editor and newsroom **safety** with a range of activities, campaigns, workshops, training sessions, resources and reports, many produced and delivered in collaboration with international and local partners across the globe.

We deepened our collaboration with WAN-IFRA members through our **Media Mentoring Programmes**, seeing close cooperation with Norwegian and Canadian media and interest from Japanese and British media groups adding to our established BrainTrust of leading editorial and business collaborators throughout the industry.

Support to our **Media Freedom Committees** continued with a number of activities planned and delivered in collaboration with our local networks in Africa and Southeast Asia. Our community of engaged, active media professionals also grew this year as we welcomed the addition of two new Committees to our global network - colleagues from Botswana and Zambia joined the fight to protect and promote media freedom in their respective local markets.

And we continued to push for greater equality and inclusion within the industry, securing a record-breaking grant to take our sector-leading **Women in News** programme to the next level. €7m over four years has been allocated by Sida, the Swedish International Development Cooperation Agency, that will enable the programme to expand to new markets, launch global research initiatives, and build internal capacity throughout the Arab region and Sub-Saharan Africa. The grant is the largest received to-date by WAN-IFRA in support of its Media Freedom work and marks the continuation of a nearly decade-long partnership with Sida.

HIGHLIGHTS

- Jamal Khashoggi was awarded the Golden Pen of Freedom 2019 on the occasion of the 71st World News Media Congress in Glasgow.
- 250 journalists and editors were trained through the Media Freedom and Democracy Programme,

supported by the Norwegian Ministry of Foreign Affairs (NMFA)

- 1100 women editors and journalists were trained in management and leadership skills; more than 85 media partners engaged in gender equality initiatives in 12 countries through our Sida-funded Women in News (WIN) programme
- 20 mentors worked with 18 media organisations in Southeast Asia and the MENA region
- Two new Media Freedom Committees were established in Botswana and Zambia, bringing the total active number to 18 across 16 countries
- Season 2 of The Backstory podcast was produced focussing on safety, gender and other media freedom issues
- €7.5m of new funding was secured for our Women in News and Media Freedom and Democracy programmes
- 19 countries were the target of our press freedom advocacy work in 2019.
- IWAN-IFRA was elected to the Media Freedom Coalition-Advisory Network, the Canada/UK initiative on media freedom launched in London, July 2019.
- WAN-IFRA participated in the Canada/UK FCO organised Global Media Freedom Conference, London.
- WAN-IFRA participated in the UNESCO World Press Freedom Day conference, Addis Ababa, Ethiopia alongside our Uganda MFC, promoting their work and strengthening their networks with regional and international advocates, partners and donors.
- WAN-IFRA participated in the ACOS Alliance annual stakeholder meeting, New York
- WAN-IFRA continued to engage with United for News, a multi-sector coalition to increase trust and support local news, globally.



Infroto

PRESS



Safety Training

WAN-IFRA continued its safety training for editors and journalists with two intensive three-day on-site courses delivered in 2019 via funds allocated by the NMFA. Our courses are delivered in conjunction with specialist training company KeyObjectives and part financed through our ongoing partnership with the ACOS (A Culture of Safety) Alliance and financial support they receive from Reuters. Each course was planned and delivered in close collaboration with our local Media Freedom Committees, who advised on content and applied a rigorous participant selection process to ensure our training reached the relevant media professionals.

Indonesia

Our MFC identified an urgent need to provide training in environmental safety in response to natural disasters, given a constant threat to local journalists operating in an extremely volatile region of the world. Volcanic eruptions, landslides, tsunamis and earthquakes are just some of the regular dangers encountered by media professionals during the course of their work. The MFC identified that the vast majority of non-Jakarta-based journalists had received virtually zero training on how to plan for, react to, or safely cover stories centred around these types of natural disaster. The MFC selected

regions of the country with a high prevalence of such phenomena and prioritised small to mid-level media companies operating in these environments with severely restricted budgets and limited access to prior training programmes of this nature. The course focused on adequate preparation for a range of different scenarios, risk assessment processes, communications plans, physical and situational awareness and basic medical training. More: <https://www.wan-ifra.org/node/204491/>

Uganda

Our local MFC prioritised a course focusing on reporting during demonstrations, civil unrest and protest. Participants were selected based on their experience and the kind of reporting usually undertaken. Priority was given to those based outside of the Kampala urban area, including freelancers, as the MFC identified that many journalists based in the regions had severely restricted access to training opportunities and were often the most vulnerable during disturbances based on a lack of support from their news organisations. The course focused on adequate preparation for a range of different scenarios, risk assessment processes, communications plans, physical and situational awareness and basic medical training. We also conducted a number of exercises related to positioning and moving under hostile situations, particularly when confronted with large crowds.

Media Mentoring

Norwegian and Canadian Mentors travelled to eight different countries throughout MENA and Southeast Asia to provide onsite coaching and mentoring.

Our programme in the Arab region contributed to the sustainability of leading independent voices by strengthening strategic, operational and management capacities as well as professional networks. A study tour to The Globe & Mail saw the eight MENA-based media benefiting from best practice share with Nikkei and The Globe & Mail, and in-depth workshops on data analytics, AI and other automated tools to enhance audience engagement. An innovation summit in Tunis brought together 20 media managers from 12 media groups from the region and globally



Women in News

Currently active in 15 countries throughout Africa, the Arab region and Southeast Asia, Women in News partners with the news media industry to increase the leadership and voices of women in news through capacity building, in-house advisory services and global advocacy.

The programme contributed significant individual and organisational progress toward increasing women's voices and leadership in the news:

- 45% of Africa media partners and 25% of MENA media partners showed an increase in women amongst their senior management positions
- 91% of African media partners and 86% of MENA partners recorded an increase or retention of women in their middle management

- 83% of All media partners say that WIN made 'significant' or 'some' contribution to the increase in women in top or middle management positions

This year saw 100 women journalists from 10 countries throughout Africa gather for the first ever Leadership Bootcamp, held in Kenya with the International Women's Media Foundation (IWMF). 30 women journalists graduated from the inaugural WiN Uganda programme supported by the NMFA – the largest single country cohort to be piloted, while 50 journalists underwent MOJO and the first ever Management of Sexual Harassment training in Hanoi, Vietnam. 2019 saw the recruitment and internal training of more than 20 coaches to contribute to WIN Coaching curriculum, with the expansion of in-country and regional advisors bringing the total on the ground team of WiN experts to 80.



Media Freedom Committees



Our global network of Media Freedom Committees continued to engage fellow professionals and the wider public on issues of concern to local media. They also continue to engage with

WAN-IFRA on local advocacy issues and provide us with on-the-ground knowledge and support for activities and projects with their peers in the industry.

Two new Committees joined WAN-IFRA's network.

Botswana Media Freedom Committee prioritised the reinvigoration of the country's Press Council and denounced ongoing harassment of journalists. In July 2019, Botswana Editors Forum (BEF) and Freedom of Expression Committee BW (WAN-IFRA's Botswana Media Freedom Committee) have jointly condemned

intimidation and harassment of journalists by security agents.

Zambia Media Freedom Committee held a series of workshops and roundtables with 60+ senior editors on issues regarding ethics and professionalism online. WAN-IFRA's MFC in Zambia hosted a timely reminder for media personnel in response to the current negative perspective among citizens that journalists are not following ethics in their practice. The one-day workshop on media ethics, organised in collaboration with the Free Press Initiative Zambia, took place on Thursday, September 26 at Protea Hotel Arcades in Lusaka. The workshop attracted 29 editors and senior local reporters. Key issues discussed during the workshop included challenging the current perception that journalists should be provided with logistics to cover stories, while others actually demand money for stories to be covered. Some journalists are bribed to provide favourable coverage, while there is also evidence of an inclination to political parties, some of which finance operations of media organization.

Protest Campaigns

WAN-IFRA continued to speak out in defence of press freedom and in support of colleagues from around the globe in 2019. Advocacy campaigns in Botswana, Brazil, China, the EU, India, Malta, Mexico, Montenegro, Mozambique, Nicaragua, Northern Ireland, the Philippines, Russia, Rwanda, Saudi Arabia, Tanzania, Turkey, the UK and Venezuela were supported by members, local Media Freedom Committees, professional colleagues and peers from the global human rights and freedom of expression community

The murder of journalist **Lyra McKee** (picture) shocked everyone with a memory of the years of conflict in Northern Ireland, a tragic reminder of the dangers faced by many journalists who covered the Troubles and a devastating loss of a highly talented and much-loved colleague. Ms McKee was covering violence that had broken out in Derry on 18th April. She was standing next to a police vehicle when a masked gunman shot her. Ms

McKee was taken by ambulance to hospital but died soon after. The New IRA dissident republican group admitted responsibility for her murder but confirmed the journalist had not been the target of the attack. Despite a number of arrests in relation to the disturbances, no suspect has been charged with her murder.



Press Freedom Podcast

WAN-IFRA commissioned a second season of its Media Freedom podcast 'The Backstory', with a focus on safety of journalists to tie in with wider safety-related activities and in conjunction with the work of our global Media Freedom Committees.

The broader topic of safety was broken down into six individual episodes to provide deep coverage of the main factors in the safety conversation for journalists, editors and newsroom managers. These included: the management of safety, roles and responsibilities of those in charge of journalists in the field; trauma, the risk of PTSD and moral injury in covering dangerous or emotionally challenging assignments; online harassment and the effect of gender-related abuse; insurance for journalists working in dangerous environments; contracts and legal protections covering roles and responsibilities in the field; and reporting on protests and civil unrest in urban environments. Each episode highlighted relevant case studies from around the world and provided expert opinion and advice on how journalists and editors can tackle these issues to ensure a safer working environment and better protections for journalists exposed to risk and trauma. To ensure relevance, quality and precision of the topics covered and the information and knowledge shared with our audience, the podcast team established an editorial board to guide development of the season and provide input to content and the selection of interviewees.

Global Safety Standard

In partnership with the ACOS Alliance, FLIP (Colombia's press freedom foundation), and International Media Support (IMS), WAN-IFRA began a preliminary work on the viability of developing a Global Safety Standard for newsrooms.

WAN-IFRA believes that media organisations wherever they are located should aim to establish and adhere to the highest levels of safety and security for their employees, the freelancers they engage, their newsrooms and associated assets. To assist media owners and newsroom managers in systemising an approach to safety, the partners have proposed the establishment of a Global Safety Standard that sets the highest possible universal baseline for safety and security.



Resources and Reports



Unlocking Journalism Resilience examines how news media companies in Kenya, South Africa, Uganda, Indonesia, Malaysia, the Philippines, Egypt, Jordan, Palestine, Colombia, Ecuador and Mexico are experimenting with their revenues and adapting business models to safeguard press freedom.

Trends in Newsrooms – Core principles for safer newsrooms. Building on the theme of our podcast, we contributed a chapter to the annual publication of Trends in Newsrooms, published by the World Editors Forum and distributed to members and industry leaders around the world. The chapter identifies some of the current issues from the broader safety conversation for editors and newsroom managers to consider when assessing their own levels of safety and preparedness, providing practical tips and case study examples of best practice from our global work on the issue of safety.

Managing Sexual Harassment Toolkit translated into seven additional languages (Russian, Arabic, French, Portuguese, Vietnamese, Cambodian, Burmese).

The launch of the **Newsroom Safety Self-Assessment tool** is part of our on-going collaboration with the ACOS Alliance.

The development of a **practical newsroom ethics module** was spearheaded by former Norwegian editor Bernt Olufsen, and with guidance from a peer-review group of top-and recently retired- editors from Southeast Asia. The module will be customised for regional audiences and piloted in 2020.

A new WiN resource '**Increasing Women's Voices in the News**' focuses on improving gender balance in content. The handbook includes practical tools and best practices from WAN-IFRA members, including in-depth case studies from Amedia and the FT groups, from which a chapter will appear in Trends in Newsrooms 2020.

WAN-IFRA contributed a chapter to the global handbook '**ReflectReality**' produced by Internews.

Unlocking Journalism Resilience:

Adapting a Digital Business Model To Promote Press Freedom



World Editors Forum

The polarised world and its affect on trust in news; increasingly sophisticated disinformation campaigns; harassment and the ever-present issue of funding journalism, surfaced as big themes in various editors' discussions. How to respond to these challenges guided our activities and agenda

The most powerful response was through **World News Day**. This is a campaign to show the good that journalism does for ordinary folk.

Initiated by the Canadian Journalism Foundation, World News Day started in 2018 and we joined in 2019 – initially as a project of the Asia newly formed Asian chapter of the World Editors Forum.

But global enthusiasm spread and 40 newsrooms, from 17 countries, join the initiative to show journalism's positive impact. Levels of participation varied – and some 72 articles and editorials published on 28 September. In 2020 the North American and World Editors Forum campaign will come together on 28 September – in a powerful, united effort to showcase journalism's good. All newsrooms, publishers and media support networks are invited to get behind World News Day.

Three Trends in Newsroom reports were published focusing on AI in the Newsroom, Audience and Community and Media Labs.

In June 2019 **Warren Fernandez**, Editor in Chief of the Straits Times took over as President of WEF, with Toyosi Ogunseye, from BBC West Africa, as Vice President. Under Warren's leadership, WAN-IFRA has established a new regional Asian chapter for the World Editors Forum, comprising 15 editors from Singapore, Hong Kong, Indonesia, Thailand, Malaysia, Vietnam, Cambodia, Bangladesh and South Korea the Asian chapter. The community met twice in 2019 – at the Straits Times in Singapore and at the South China Morning Post (mid protests). Part of the chapter's objectives are to build skills and capacity in newsrooms in the region. To this end, funds were secured from Singapore's Temasek Foundation for a ground-breaking young media leaders fellowship.

WEF training focused on the reporting of **science in the newsroom** – as part of an initiative to build trust and combat misinformation. In 2019 a grant enabled training in Singapore and Glasgow.



“

The aim of World News Day is to celebrate the work of professional journalists and newsrooms, and the critical role they play in our societies. By stepping up to make the case for good journalism, we hope to garner public support for and trust in the media, as well as inspire our newsroom to rise to the challenge of delivering the news and serving their audiences.



Warren Fernandez,
President, World News
Forum & Editor-in-Chief, The
Straits Times.

Women in News 2019 Laureates



Anna Nimiriano, Editor-in-Chief of Juba Monitor, South Sudan.



Acil Tabbara, Senior Editor at French-language Lebanese daily, L'Orient Le Jour.

Each year, the Women in News Editorial Leadership Award is presented to one outstanding woman editor in the sub Saharan Africa region and in the Arab Region (AR) respectively. Laureates of the Award are first amongst their peers in inspiring and paving the way forward for the next generation of leaders. The Award recognises an exemplary contribution of an Editor to her newsroom, and under her leadership, the contribution of her newspaper to society.

2019 AFRICA LAUREATE

Anna Nimiriano Nunu Siya is a veteran South Sudanese journalist with more than fifteen years of experience in print and broadcast journalism. Besides being one of the founders of Juba Monitor, a daily English publication, Anna currently serves as the Editor In Chief of the Juba Monitor and has previously worked for the now-defunct Khartoum Monitor as Editorial Director and subsequently Managing Editor. She holds a Bachelor of Arts degree from college of Community Studies and Rural Development, University of Juba and a Diploma in Theology, Institute of Theology for the Laity.

2019 MENA LAUREATE

Acil Tabbara, an experienced Lebanese journalist, started her career in journalism in Beirut when she first joined Agence France Presse (AFP) in 1986 at the height of the 1975-1990 Lebanese civil war. At that time, she was completing her MA in Political Studies at the American University of Beirut (AUB). Covering the last years of the bloody and destructive war in her home country, the western hostage crisis and the Palestinian camps war was just the beginning of a long journey that made her a witness to the human tragedies resulting from numerous other wars that broke out in the region.

Public Affairs and Media Policy

The Department of Public Affairs and Media Policy focused its activities in 2019 on the three main areas of research, news literacy and public outreach. The overall objective was to enhance WAN-IFRA's contribution to the global policy conversations bearing a direct impact on news publishing, following the indications from the news media national associations in our membership.

Research

Our research activities revolved around the increasingly relevant role of the platforms in influencing the environment of the news media business.

Our first report, "**Digital taxation of tech giants**", provides an international overview across the six continents of the domestic developments in the field of the taxation of global companies' revenues and digital services, and it explores the objective advantage that big tech has over traditional media companies while competing for the same public and advertising money.

"**Tackling disinformation around the world**" is a policy briefing that delves into the remedies adopted by governments to combat the disinformation crisis, and hold tech giants accountable for their influence on democratic processes and their exploitation of private data to turn massive profits. The paper expands its reflection on the risks that anti-disinformation laws can represent for freedom of expression, and the open questions of the responsibilities and criteria for content takedowns.

News Literacy

The news literacy actions included consistent presence in the international agenda, both in conferences in the private sector and in institutional settings. The highlight of the year was the request from the European antenna of the Internet Governance Forum to WAN-IFRA to be the Focal Point and sole organiser of a whole workshop at their event **EURODIG**, analysing the role of news literacy in the fight against disinformation.

Public Outreach

In 2019, renewed efforts were poured into developing WAN-IFRA's international profile and network.

We are members of the Internet & Jurisdiction network: WAN-IFRA was a contributor to the policy Global Status Report, and we participate in several working groups, focusing on the various issues relating to content takedowns across borders.

In April WAN-IFRA organised an extremely well attended session at the **World Intellectual Property Organisation (WIPO)**, where our experts illustrated before State representatives from around the world the news publishers' challenges in the digital environment, and explained how a clear legal protection of content is essential to ensure the sustainability of journalism and the news media.

There is hardly an aspect of journalism and the news media sector that is not touched by Internet policy and how the Internet and information and communications technologies are governed. Yet, journalists organisations, news media, journalism support, and media development organisations are consistently missing from these important conversations despite their increasing relevance. We gave our contribution to change this reality by founding with other leading media organisations the Dynamic Coalition for the sustainability of journalism and news media, consistently participating in the Multistakeholder Advisory group, and speaking in four different panels at the IGF in Berlin.

Our relations with the **United Nations** multiplied in 2019. While we continued our efforts in the campaign for the adoption of a new UN Convention dedicated to the protection of media professionals, WAN-IFRA also represented the news media at the high level meeting of the United Nations Office for Disaster Risk Reduction, and was invited by the UN High Commissioner for Human Rights to speak about the sustainability of legacy media in the digital economy, in their International Conference planned for the beginning of 2020.

MEDIA SUSTAINABILITY

Events and Networking
Publications and Insights
Executive Programmes
Advisory Services

Our Ecosystem

MEDIA SUSTAINABILITY

Publications and Business Insights

WAN-IFRA provides a lucid, authoritative filter to the overwhelming flood of information about media. We invite our members to get to know leading experts and their opinions to explore and understand the impact of new business models, technology, user behaviors.

We focus on quick delivery of insights via digital channels with our blogs, social networks, special reports and segmented newsletters.

Events and Networking

WAN-IFRA monitors and shares industry best practices through a series of events produced by four regional offices. These include global and regional events, topical conferences, workshops, and study tours.

Every year, we engage with a network of approximately 10,000 individual executives who attended to fifteen major news publishing events, and other topical workshops, study tours and committees across Europe, Asia, Latin America, Africa, Middle East and Americas.

Digital Media Awards

WAN-IFRA's World Digital Media Awards is the news media industry's only truly global digital media competition. The winners of our 2018 Digital Media Awards regional editions in Africa, Asia, Europe, Latin America, the Middle East, North America and South Asia face each other in this unique and final international competition. Our 10 categories recognise publishers who have created ground-breaking digital products that engage readers while growing their online business.

Advisory Services and Capacity Building

Whether you would like a quick assessment call, an on-site strategic workshop for your managers, a full-scale transformation project, or apply to our masterclasses, e-learning courses or year-long executive programme, WAN-IFRA delivers the link between information, expertise and results. Our consultants assist our members worldwide in the following areas of expertise: Executive Coaching, Branded Content, Newsroom Efficiency, Reader revenue, Digital Subscriptions, Newspaper Production.

High-level Strategic Panels

Because one solution does not fit all, WAN-IFRA is increasingly investing in dedicated and agile community-driven platforms. In Europe, the Nationals Club convenes 15 top media executives to create actionable knowledge, learn from success and failures, share business strategy, weave and connect emerging themes and insights, and harvest ways to better perform. In 2018, partnering with the South China Morning Post. WAN-IFRA launched the Editorial Board in APAC. In November 15 'C' Level media leaders met in HK for the first time.

The World Printers Forum

WPF is the WAN-IFRA's community for printing and production executives and related technology vendors. In 2017, the team completed the Optimized Paper Handling and Logistics (OPHAL) project and delivered two reports on Print-Online performance gap and High Value print production. The International Color Quality Club competition for 2017-2018 has attracted 120 entries from printing plants and will be managed out of the Research and Material Testing Centre in Chennai. In 2018, the Forum introduced the Print Innovation Awards.

We provide our members at all stages of development with innovative and professional services to help their businesses prosper.

Everything we do is because we believe that freedom of expression is a fundamental right, a touchstone of all our freedoms, and press freedom enhanced by solid independent news publishing companies as one of its fundamental pillars.

By pooling the expertise of a global network of 18,000 news organizations and 80 association members, we deliver operational services to our individual members, whether it be to share knowledge on best practices, solutions to develop their organisation and business, or to connect with peer-to-peer expertise, or business partners that will help find the best solution possible to grow your business.

Our values provide us with the foundation to support our members with the professional product, service, and support they've come to love and expect from WAN-IFRA.

We strive to deliver a world-class support every day with information, strategic insights and networking platforms. They are irreplaceable catalysts for transformation and growth and part of our fundamental mission at WAN-IFRA. The more we share, the more we grow together, and the better we are prepared for tough decisions in turbulent times.

Together in 2019, we programmed _____

50 Business events, workshops, and trainings

in Europe, the Americas, South East Asia, India, Middle East and Africa.

attended by more than _____

5,000 media executives

Our newsletters are read by _____

27,800 subscribers

with an engagement rate: all have above 50% open rates, and most around 28-30% uniques.

WAN-IFRA Executive Programmes

EREV READER REVENUE – A DO OR DIE ISSUE FOR PUBLISHERS

eRev is a unique global benchmark for Digital Reader Revenue strategy & operations, with particular focus on Paid Content / Digital Subscriptions. Members are top publishers who work strategically with paid content.

The eRev group meets twice a year and offers publishers the opportunity to benchmark their reader revenue strategy against top international peers. We test ideas and exchange learnings around the digital subscription business.

Agenda topics include: Marketing Optimisation, Engagement & Retention, Product development & personalisation, Benchmarking performance, Registration & Payment and much more.

In 2019 the quest for retention moved to Product, and the specifics of what it is that a subscription actually buys you. During the eRev meetings there were plenty of insights into the creation of product value – from letting your customers listen to your journalism to communicating around your reader promises.

Danish quality title Politiken have spent the past 18 months developing their Reader Promises and how these are communicated. Next to launch is a My Benefits page where subscribers can see what subscription value they have accessed/not accessed; podcasts, apps etc. “The key is to get everyone aware and engaged with most of the promises within the first 100 days,” said Customer Director Johanne Holm.

Audio was a recurring topic – while podcasts are still tough to monetise, services that let customers listen to news are gaining in popularity. For Danish membership based news site Zetland, the

Participating Publishers: Aftonbladet (SE), Alma Media (FI), Amedia (NO), Bild (DE), Berlingske Medier (DK), Brunswick News (CA), Dagens Næringsliv (NO), Financial Times (UK) Gazeta Wyborcza (PL), HD Sydsvenskan (SE), Les Echos Le Parisien (FR), Malayala Manorama (IN), Mittmedia (SE), Polaris Media (NO), Schibsted (NO), Politiken (DK), Svenska Dagbladet (SE), Straits Times (SG), Tamedia (CH), WELT (DE) (Bold = member).

Seminars: Oslo Mar 26–28, Copenhagen Sep 24–26.

Workshops: Norway: Subscription Marketing Management; The Value of Relevance; Pricing and Revenue Growth Strategy Denmark: Propensity to Subscribe / Targeting / Segmentation; News interface in AR/VR – Premium opportunity?; The Product & Recurring Value; Making Data Actionable

Visits/Speakers: Dr Alexandra Borchardt, Froomle AI, Kalle Jungkvist, Khora VR, Kickback, Kinzen, Russell Lack, Simple Feast, Tor Jacobsen, Vipps, Zetland,

introduction of an audio version, read by the journalists themselves, turned slowing growth into a driver for new members. “Audio is a golden opportunity to establish a link with your members,” said co-founder Hakon Mosbech about the decision to not use synthetic speech. “The voice is the most intimate connection with readers... It’s not a machine that’s doing the journalism.”

Swedish Aftonbladet has carried out an extensive project, working with the concept of recurring value to build out the product – sports initially – and mapping the deliverables of all 37 sports the title covers. The exercise included determining what sports to not focus on, depending on, for example, average pageviews generated. Said Schibsted Senior Advisor Kalle Jungkvist: “We tend to write too much of the same – our brand promise is not to report on everything that’s happening!”



“ The key to succeeding with a freemium model is the amount of content you dare to put behind the paywall. At Politiken we’ve moved away from a discussion about what should be closed to a much more interesting discussion about what has potential to be open.”

Troels Jørgensen, Politiken, Denmark.

Executive Programmes

TABLE STAKES EUROPE - LOCAL NEWS MATTERS

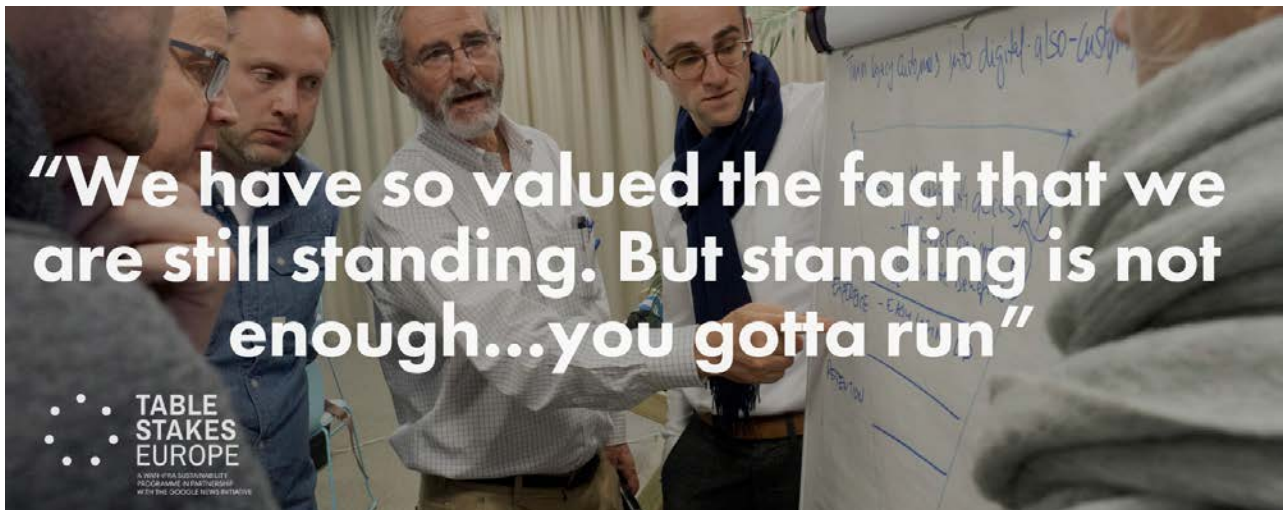


Table Stakes Europe provides an opportunity for leaders of up to a dozen legacy local and regional newspaper enterprises to identify and make significant progress against core challenges that now confront them. The Table Stakes Europe programme is a challenge-centric, performance-and-accountability change methodology using a performance challenge as the vehicle through which participating news enterprises identify and close shortfalls in the core table stakes, the audience-first approach and digital transformation

Leaders from local publishers across seven nations speaking six languages have embraced the Table Stakes Europe opportunity to embark on transforming their respective news enterprises to be audienceS-first and, within that, digital-first and print later and better. Many of the skills, behaviours, and capabilities crucial to sustainable 21st century local journalism that, in October 2019, were unfamiliar or irregularly practiced, are now habits of thought and action: putting audiences-first,

focusing on reader revenue as the essential path to sustainability, adopting funnel discipline and embedding goals, metrics and analytics in newsrooms, publishing across the day, using newsletters to engage and convert customers, changing editorial and audience engagement workflows while stopping activities that cost too much and/or add too little value, experimenting with different paywall approaches, and growing the number of folks with general management capacity at lower levels in the organization via the mini-publisher approach. audiences.

Launched in 2019, Table Stakes Europe welcomed the first fourteen European participating companies: **DC Thomson Media** (United Kingdom), **Diari Ara** (Spain), **Diário de Notícias** (Lisbon, Portugal), **Edinet** (Italy), **EDN - Empresa do Diário de Notícias** (Madeira, Portugal), **Heidenheimer Zeitung** (Germany), **Henneo Media** (Spain), **Lensing Media** (Germany), **Medienhaus Aachen** (Germany), **NOZ Medien** (Germany), **Le Parisien** (France), **Le Télégramme** (France), **Le Quotidien Jurassien** (Suisse), **Südkurier** (Germany).

“*Table Stakes Europe changed the way we approached our processes and products. We don't have long discussions anymore, whether to start innovations or make changes. We did it easily and saw the results in most cases. We work in smaller units and are more target-oriented. It helped us to emphasise the importance of digital subscriptions to the whole organisation. Even the most print-oriented editors realised that digital transformation is the only way to survive as a media company. Therefore all editors embraced new digital workflows,*”

Andreas Müller, CEO at Medienhaus Aachen GmbH, Germany.

Publications & Insights

INSIGHTS THAT TRANSFORM YOUR BUSINESS

wan-ifra.org

wan-ifra.org serves as a core platform to engage with our members and the industry on a daily basis. We share news, best-practice, reports, our events activities, initiatives, your ideas, your contributions and more.

With 13,000 monthly users and 33,000 monthly pageviews, the WAN-IFRA's website is a knowledge hub for members and the industry on the range of burning issues publishers face, but also to find the specific services and activities we provide. With its blogs (blog.wan-ifra.org) WAN-IFRA publications include up-to-the minute headlines of the latest industry news. They cover a wide variety of topics, from deeply technical issues to broad and specific strategic imperatives that impact the future of news publishing and journalism.

Business Strategy & Technology Reports

WAN-IFRA Reports identify, analyse and promote all important breakthroughs and opportunities

In 2019, WAN-IFRA continued to provide added value for its members by publishing 17 research reports across the spectrum of association activities and on topics impacting the industry.

Newsletters

Our segmented newsletters feature the most relevant content, both original WAN-IFRA content (case studies, research, Q&As, profiles) and industry news, for that respective audience

EXECUTIVE NEWS SERVICE (DAILY) is the most important headlines of the news media industry. It is followed by 7200 subscribers in 120 countries and enjoys a 52.4% open rate; and 30% unique views.

WORLD EDITORS FORUM (BI-WEEKLY) provides the most critical trends in newsrooms, by the World Editors Forum. It is followed by 8210 editors in 116 countries.

DIGITAL BUSINESS (BI-WEEKLY) Features original case studies, Q&As, analyses, and other news. It is followed by 7221 subscribers.

LEADERSHIP & STRATEGY (MONTHLY) Features original case studies, best-practice, Q&As, analyses, as well as industry news for CEOs and other executives. It is followed by 6002 subscribers.

WORLD PRINTERS FORUM (BI-WEEKLY) is the most critical trends & developments in news paper production followed by 3329 subscribers in 95 countries.



Events and Awards

LEARNINGS THAT GIVE YOU AN EDGE



Mark Thompson President and CEO, The New York Times Company
World News Media Congress, Glasgow, 2 June 2019

Events portfolio 2019

African Digital Media Awards 2019
Asia Digital Media Awards 2019
Asia2019 Training 3 Social Media
Asia2019 Training 4 Building Loyal Audience
Asian Media Awards 2019
Audience Engagement Study Tour
Best in Print 2019
Digital Marketing Summit
Digital Media Africa 2019
Digital Media Asia 2019
Digital Media Europe 2019
Digital Media India 2019 + Newsroom Summit India 2019
Digital Media LATAM 2019
Digital Media North America 2019
eRev 2019
European Digital Media Awards 2019
Executive Committee Meeting
Forum Abonnements Numériques 2019
French Study Tour Sept 19
IFRA World Publishing Expo
International Color Quality Club 2020-2022

LATAM Digital Media Awards 2019
Media Development Fund raising workshop
Middle East Conference 2019
Middle East Conference 2020
Middle Eastern Digital Media Awards 2019
News Design for Print August 2019
Newsroom Summit 2019
North America Digital Media Awards 2019
Print Innovation Award 2019
Publish Asia 2019
Reader Revenue Study Tour
Scandinavian Study Tour
South Asian Digital Media Awards 2019
Special Masterclass Training
Table Stakes 2019-20
Trainings India
WAN-IFRA India 2019
Workshop on Fake News
Workshop on infographics for print and digital
World News media Congress 2019

Publications & Insights

WORLD PRESS TRENDS 2019

The findings of 30th edition of the World Press Trends report underscores the ongoing conundrum of the industry: Overall global revenues in 2018 continued to shrink as did some newsrooms, yet paying audiences and demand for quality news continue to increase..

The report analyses the data collected from WAN-IFRA's annual survey of more than 50 countries, in addition to the insights and data from its global partners, including ZenithOptimedia, IPSOS, PwC, Chartbeat, Parse.ly, and IO Technologies.

In the fog of questionable content today, consumers are increasingly seeking trusted, quality content. And this is not lost on publishers who are sharpening their focus on building engagement with their readers who are likewise more willing to pay for content, and more.

This year's data also shows the myriad challenges facing publishers, but, quite interestingly, statistical evidence of the impact of a free and independent press on a number of critical societal issues.

World Press Trends features many of the industry key performance indicators. Here are some of the findings from this year's report:

Global revenues (print & digital) declined by 3 percent (YoY 2018) with much of that hit coming from print advertising revenue (down 7 percent). Digital advertising revenues increased by 5 percent and are forecast to improve in 2019.

Paying news audiences increased by 0.5 percent, to 640 million per day in 2018, fuelled primarily by the continued strategy and growth in getting readers to convert to

digital subscribers (up 11% YoY). Nearly 54% of newspapers' overall revenue comes from circulation sales. Despite much of the focus on digital transformation, we estimate that **print revenues** still account for about 86 percent of news publishers' revenue. In 2018 print circulation declined only 1 percent globally. Naturally, that picture varies from region to region and from country to country.

This year's World Press Trends offers robust statistical evidence that shows direct and strong relationships between a free and independent press and factors that indicate the strength of democracies, the health of societies, as well as both the wealth of nations and the fortunes of its people.

Google continues to be the most important traffic source for news media companies globally, accounting for two out of every three page views from the leading global technology companies, according to analysis of data from Chartbeat. Yet the relationship with tech platforms remains tenuous if at times hopeful.

WORLD PRESS TRENDS DATABASE

World Press Trends has been published by WAN-IFRA since 1989. The data is compiled in an interactive database and this an annual report, both available to WAN-IFRA members without charge. For non-members, WAN-IFRA offers the database by individual access, on an annual subscription basis, and IP access that allows companies, universities or libraries to provide access to any number of users. Full details can be found at <http://www.wan-ifra.org/wpt>.



Expertise

DEEP DIVE IN DIGITAL REVENUE

This year we really started to go deeper on the unique digital revenue challenges facing local media – especially in France and Germany, ultimately leading to the launch of Table Stakes Europe. The focus is on three specific communities: editors responsible for a premium digital offer, strategy and marketing leads for digital subscriptions, leads on premium digital advertising.

HIGHLIGHTS 2019

JANUARY The paid content workshop for German local media in Dortmund kicked off an intense 2019 focus on challenges for local digital revenue.

FEBRUARY The 8th edition of Digital Media India Conference organised on 19-20 February in Mumbai. Along with first Newsroom Summit India.

MARCH Expert digital subs group eRev in Oslo went deep on the customer journey and the interface between sales and editorial. The first ever French digital subscriptions event in Paris attracted 150+ attendees.

APRIL WAN-IFRA Austrain member association VZ hosted a glittering Digital Media Europe in Vienna with headline speakers including transformation guru Anita Zielina and futurist Karl Schroeder. Digital subscriptions were big theme – but we also helped kick start a European forum for Ad Alliances with Ozone, NLProfiel, Le Figaro and Nonio all presenting.

MAY Launch of GNI LATAM Subs Lab with Google and Mather Economics, providing support, technology and guidance to a cohort of 8 LATAM media companies and scaling learnings insights and lessons industry wide.

JUNE The World News Media Congress was followed with a sold out Study Tour on digital revenue to Newsquest in Glasgow + Telegraph, FT, Economist, Guardian & The Times in London.

SEPTEMBER Digital Media Africa has tripled in one year to approx. 200 attendees. Meanwhile the eRev Executive Programme landed in Copenhagen – three days on subscriber promise, product development and audio as a platform. Bespoke Study Tour to the Nordics for De Persgroep.

OCTOBER Our Audience Engagement Study Tour to the US had a record net promoting score of 83, visiting The Atlantic, NYT, WaPo, WSJ, Axios and CUNY. The Media Management Accelerator e-learning platform is now available in Arabic, Russian, Chinese and Bahasa (Indonesia) . October was also the month Table Stakes Europe transformation programme kicked off in Paris with 15 local publishers coming from 7 countries.

NOVEMBER VG (Schibsted) hosted again WAN-IFRA in Oslo for the Newsroom Summit 2019, almost every Norwegian publishers were presented. The Summit was supported by a record number of sponsors. The event was followed by a fully-booked Scandinavian Study Tour on the topic of editorial supporting premium content.



World Printers Forum

CHANGE OF GUARD

World Printers Forum saw Manfred Werfel retiring in May after 23 years of service. He was succeeded by Sabine Shirah who left her post after 4 months. Manfred came back and worked on the WAN-IFRA Expo that took place in October in Berlin. At the Priint Innovation Awards ceremony Manfred Werfel was given a rousing farewell and Ingi Rafn Olafsson introduced as the new director of World Printers Forum.

A TRIBUTE TO MANFRED WERFEL'S LEGENDARY WISDOM, WIT AND WORK ETHIC

Manfred and I started our then-IFRA careers only three months apart – he in April of 1996, me in July. My best memory of that time was the company summer party that took place just shortly after I started.

Aside from the fun (and hangover), what I remember most about that party is Manfred addressing the gathering to express his gratitude for all the support he had received in his first few months. He was brimming with appreciation, humility, optimism and inspiration.

I don't know what I have a greater respect for: Manfred's well of wisdom about this wacky industry or his relentless dry wit! Both have served him well in navigating the never-boring nature of the industry, his ever-changing job roles, and, yes, WAN-IFRA as well. Whether it was a seemingly great crisis or celebration, you could always count on Manfred's signature shrug and sense of humour to keep everything into perspective.

Much like his predecessor, the legendary print guru Boris Fuchs, Manfred is indeed a legend in his own right. But to say he is a guru in "print" would be selling him far too short (and the same of Boris!). The guy is a walking encyclopaedia, just as comfortable holding court about history, politics or literature, as he is when breaking down the density of news inks!

I am certain I drove Manfred crazy, often tapping into his brain to beg for a simple explanation of what I considered to be a far-too complex riddle regarding production issues. And he always delivered – gladly.

I have marvelled at how Manfred managed to successfully launch the World Print-ers Forum, keep it very relevant and active, produce 2-3 reports a year (often him doing the heavy lifting on those!), and a bi-weekly newsletter... all while juggling the coordination of the Expo.

It almost gives me a heart attack thinking about it. Um, bad joke. The sort only Manfred would love.

Manfredo, deine Ruhezeit ist ENDLICH da!

Dean Roper
Director of Insights WAN-IFRA

MEDIA INNOVATION

Applied Research and Innovation
Networking and Knowledge Sharing
Best Practices Benchmarks

Our Ecosystem

MEDIA INNOVATION

Networking and Knowledge Sharing

WAN-IFRA's Global Alliance for Media Innovation is a catalyst and a curator for emerging technology and service providers and research labs with growth potential in the news media sector. It keeps the news publishing international community up to date about latest trends and actionable research programs. It promotes the adoption of innovative solutions by media companies.

Insights and Best Practices Benchmark

The WAN-IFRA's brain trust, including the Global Alliance for Media Innovations's partners and affiliate members, screens and maps international technology and consumer innovation, best practices and players.

It serves as a disseminator and technology transfer platform, and to connect the right partners to each other.

Applied Research & Innovation

Applied research and innovation efforts are in the works with potential value to the news media industry. To harness this potential, WAN-IFRA builds up research teams collaborating on national and international applied research and innovation calls. We provide news organisations with services to access international pre-competitive, multi-disciplinary research and innovation programs initiated by private and public funding partners, particularly the Horizon 2020 European R&D framework.

Cross fertilization within WAN-IFRA programmes

WAN-IFRA's Global Alliance for Media innovation is an experimenting platform that provides resources and inspiration to fertilize other WAN-IFRA programmes. In 2017, SMS Media Development programme participants received exposure to current innovation from the global industry, highlighted by practical examples led by GAMI. A total of 35 project applications were received, with eight being chosen for dedicated mentoring, coaching and guidance from GAMI advisors.

We provide our members with new ideas and applied research by bringing the outside in, looking beyond what is already known.

The Global Alliance for Media Innovation (GAMI) is the place where WAN-IFRA encourages research, experimentation and innovation in the media industry.

The WAN-IFRA's media innovation programme enhanced by the Global Alliance for Media Innovation (GAMI) tracks, sources, and shares these strategic resources to the benefit of both the technology entrepreneurs and the news organisations.

Our mission is to share the benefits and results of applied research and radical innovation efforts in the works with growth potential for the news media industry, and to help advancing those projects and innovations to the market.

What the Alliance does:

- Exchange best practices from the industry.
- Connect to and collaborate with researchers and startups in the field.
- Encourage and support media to adopt an outside-In approach to innovation.
- Support technology transfer from technological startups and SMEs to the media value chain.

Together, we raised

600K€ for Media Innovation

since 2015 from our donor partners allowing WAN-IFRA to deliver five major projects and boost our capacity building for members.

We engaged with

40+ Affiliate Media Labs

to GAMI's global network of innovation officers in news enterprises and research centers.

And explored more than

60 projects and use cases

connected to our media labs global mapping project.

Insights & Best Practices Benchmark

KNOWLEDGE THAT TRANSFORMS YOUR BUSINESS



Trends in Newsrooms: Media Labs

This report reflects the increasing establishment of media labs, worldwide, to help solve some of the pressing problems facing newsrooms and media organisations.

Media labs exist within news publishers such as the Wall Street Journal, Deutsche Welle and the BBC, and are now a global presence. They span every continent. Sometimes located within publishers, sometimes not. For example, Ubilab and OjoLab in Latin America; The Lenfest Local Lab and NJ Mobile News Lab in North America; Media Lab Bayern and Stibo Accelerator in Europe and in Asia, Australasia and Africa Asahi Shimbun Media Lab and Mediati.

But no lab is the same. 'Media labs' exist in many different forms as well as places.

They tend to focus on three broad issues: developing and innovating products, practice and people. Labs tackle these themes in multiple ways.

This report provides guidance to anyone considering setting up a lab and an insight into some of the outputs achieved.

The report is based on four years of research on Media Labs conducted by a range of partners. Supported by WAN-IFRA's Global Alliance for Media Innovation, this investigation was produced by a core research team from Pontifical Catholic University of Rio Grande do Sul (PUCRS) and the University of Central Lancashire (UCLan).

Since 2015, the research team has interviewed over 40 labs and studied their practices, outputs and motivations through observation. These approaches have provided a rich stream of data to allow the research to better understand day-to-day practices, strategic motivations and metrics.

The research identified active labs in 29 countries but there is a geographic bias with a heavy concentration in North America (United States and Canada) and Europe.

The last decade has seen media labs emerge as a hub of experimentation and innovation. They have been created to build new products and services, to trial new ways of working and training, and to tackle the challenges arising from industry-wide digital transformation.

But the idea isn't new.

'Labs' – as a centre of knowledge creation – have existed across multiple sectors for decades, and in some instances – centuries. Now, journalism is making the construct its own to help fuel innovation and meet the challenges of a sector that has experienced a significant and sustained period of flux.



Blockchain and the Future of News

In collaboration with Arcada University in Finland, GAMI published a documented research report on blockchain and what it could mean for the media industry.

Applications for the newsroom:

- Re-establishment of reader trust.
- Enhanced protection and monetisation of content.
- Deepened user involvement.
- Defeating censorship.

Or in advertising:

- For programmatic advertising or for classified advertising

A selection of case studies from Civil, Sludge, Publiq, Katalysis, and inBlocks/Sud Ouest. The report also includes some advice from a blockchain publishing expert on how to get started.

Networking & Knowledge Sharing

LEARNINGS THAT GIVE YOU AN EDGE

Media Labs Days

GAMI's regular Media Labs Days are unrivaled community-building and networking opportunities for WAN-IFRA members.

Themes include: Artificial Intelligence applications for news, blockchain, immersive media, innovation processes, startup incubation.

Regular participants include: Agence France-Presse, Financial Times, Groupe Sud Ouest, Groupe Challenges, Ouest France, Relaxnews Publicis, BBC, France Télévisions, 20 Minutes, Södertörn University, Stibo A/S, Media Lab Bayern, APX Axel Springer Porsche, Groupe Rossel, Media Lab Ansbach, VPRO MediaLab, Süddeutsche Zeitung, Nordjyske Medie, Orange Fab Accelerator Network, Renault Alliance, Czech Radio, Roularta, City University London, Media Innovation Studio, University of Central Lancashire, Media Industry Research Foundation of Finland, Nice-Matin, La Compagnie Rotative / Groupe Centre France, Danish Broadcasting Corporation, Alliance de la presse d'information générale, Demain Prisma Media, European Broadcasting Union.



Applied Research & Innovation in 2019

EXPLORE THE TUTURE OF NEWS TODAY

WAN-IFRA provides member news organisations with services to access international pre competitive, multi disciplinary research and innovation programs initiated by private and public funding partners, particularly the Horizon 2020 European R&D framework.

CPN (Content Personalisation Network)

The CPN project is tackling the challenge of developing a new approach to personalisation of digital content, allowing both large and small media companies to better target content to media consumers. For media consumers, CPN aims to enable a better delivery of news, insights and information in the right format at the right time and in the right context to each media consumer. User data will be used and combined with content metadata through the use of advanced mapping technology in order to create better information distribution, while at the same time respecting user privacy at all cost. Ready for piloting February 2020.



QUEST (Quality and Effectiveness in Science And Technology communication)

How can we define, measure and support effective scientific communications? What are the tools and guidelines that would help improve its quality? Can we support the creation of a community of science communication stakeholders? These and many other questions are examined as part of the QUEST project. During the two-year project, researchers and experts from the QUEST consortium will investigate science communication in three strands – journalism, social media and museums – through three focus areas: climate change, vaccines and artificial intelligence.



Stars4Media

Are you a young media professional eager to gain skills, boost your career, test your ideas, and expand your network? Are you a publisher or an editor whose media needs innovation backed by business, to develop future management, and to grow its network with top media leaders in Europe? Stars4Media is an exchange and training programme for young media professionals (“rising stars”) between cooperating media organisations, to accelerate media innovation and cross-border coverage in Europe. Stars4Media will encourage innovation through skill-building activities between paired media organisations to test ideas, produce contents and develop initiatives around 4 strategic themes. Participants of this project will be young media professionals (“rising stars”) with 2-10 years of media experience, coming from different backgrounds (journalists, graphic designers, tech developers, marketing and social media managers).



GOVERNANCE AND LEADERSHIP

ELECTIONS 2019

SUPERVISORY BOARD - EXECUTIVE BOARD

ADVISORY BOARDS

GENDER AND EMPOWERMENT ANNUAL REPORT



Fernando de Yarza Lopez-Madrado
Chairman at Henneo Group (Heraldo de Aragon), Spain, is elected President of WAN-IFRA in June 2019.

WAN-IFRA PRESIDENT

In June 2019, Fernando de Yarza Lopez-Madrado succeeded Michael Golden as the President of WAN-IFRA.

WORLD EDITORS FORUM

In December 2019, under the Presidency of Warren Fernandez, the WEF board elected new members:

Brian McGory, Editor in Chief, Boston Globe, US, Catarina Carvalho, Editor in Chief, DN, Portugal, David Walmsley, Editor in Chief, Globe and Mail, Canada Esther Ng, Chief Content Officer, Star Media Group, Malaysia, Jane Barrett, Global Editor, Media News Strategy, Reuters, UK, Pamella Sittoni, Executive Editor, Daily Nation, Kenya, Tammy Tam, Editor in Chief, South China Morning Post, Hong Kong.

New Governance Framework

A new governance framework that is more streamlined and would improve the functioning of WAN-IFRA has been introduced in June 2019.

The goals are to be more supportive of management in the face of constant change in the media environment and to improve the communication between the management, the board and the membership.

The framework presented to The Board Members gathered in Glasgow on June 3, 2019 highlights three pillars that are the core of the work of WAN-IFRA: Press Freedom and Journalism, Media Sustainability, and Media Innovation.

The new structure creates an Executive Board of up to eleven members which will work with senior management as needed to aid in the success of the organization.

The structure also includes a Supervisory Board that is quite similar in number and function to the previous Board of Directors. The role of this board is to approve the strategy and budget of the association, elect the Executive Board and to represent the association to the membership and the membership to the association.

Creating a structure that supports the association is an important step. Success is when we breathe life into the structure and rededicate ourselves to the important work of WAN-IFRA.

EXECUTIVE BOARD

The Executive Board has an oversight and stewardship role.

It advises and guides the management and has expertise in finance, management, helps the senior management in making decisions and in running the organisation and its operations. It is designed to help the organisation to focus on the activities that contribute most to its overall objectives as defined by the Supervisory Board, use its resources effectively, and ensure that WAN-IFRA is managed in the best interests of its stakeholders.

The role of the Executive Board is to:

- Mentor senior management, provide guidance and resources, advice and introductions to ensure the organisation's success.
- Be available for senior management as needed.
- Ensure that the Supervisory Board is aware of any significant development.
- Represent the interests of all stakeholders in WAN-IFRA.

Its key mandate is:

- Directs and supervises the association and represents it with regard to third parties. Decides on important strategic & operational issues.
- Receives mandate from the Supervisory Board and reports all activities and decisions to the Supervisory Board.
- Decides on location for Congress.
- Appoints the Nominating Committee and other ad hoc committees

SUPERVISORY BOARD

The Supervisory Board has mainly a community-engagement role with decision-making power. It takes responsibility for the strategic planning of our programmes and the patronage of the association. It embodies the values and missions of WAN-IFRA. It drives its programmes and activities. That power is shared and distributed among all constituencies and communities represented by our Advisory Boards, Regional Committees and Association representatives sitting in the Supervisory Board. It is designed to help the organisation to focus on the activities that contribute most to WAN-IFRA's overall objectives.

The role of the Supervisory Board is to:

- Focus on fundraising and/or membership acquisition. The primary activities of the board are to arrange, facilitate, and solicit funds through their personal and business networks
- Convey to WAN-IFRA the interests of news publishers, what support they expect from WAN-IFRA.
- Support and promote WAN-IFRA's activities in its three operating pillars: press freedom and journalism, media sustainability, media innovation.

Its key mandate is:

- Approve the Strategy and Budget.
- Approve the accounts before ratification at GAM
- Elect of the Executive Board
- Admit new National Association in membership. Approve membership fees for national member associations. Decide on membership fees before ratification at GAM.
- Decide on Golden Pen of Freedom.

Leadership

SUPERVISORY BOARD

JUNE 2019

Supervisory Board

Daniel	Dessein	Presidente	La Gaceta de Tucumán	Argentina
Gerald	Grünberger	Geschäftsführer	VÖZ - Verband Österreichischer Zeitungen	Austria
Markus	Mair	Chairman of the Board	Styria Media Group AG	Austria
Alexander	Mitteräcker	Geschäftsführung	Standard Verlags GmbH	Austria
Carlo	Perrone	Board Members GEDI, President ENPA	ENPA	Belgium
Daniel	Van Wylick	Chief Editorial Officer	Rossel & Cie SA	Belgium
Paul	Verwilt	Chief Operations Officer	Mediahuis nv	Belgium
Mujo	Selimović	Publisher	Oslobodjenje	Bosnia and Herzegovina
Marcelo	Rech	Vice President Editorial	RBS-Brazil Zero Hora Editora Jornalística SA	Brazil
Stoyana	Georgieva	Founder and editor in chief	Mediapool.bg	Bulgaria
Phillip	Crawley	Publisher and Chief Executive Officer	The Globe and Mail	Canada
Juan	Amaya	Gerente General	Casa Editorial El Tiempo S.A.	Colombia
Libuse	Smuclerova	CEO	CZECH NEWS CENTER a.s.	Czech Republic
Lars	Munch	Chairman of the Board	JP/Politikens Hus A/S	Denmark
Stig	Ørskov	CEO	JP/Politikens Hus A/S	Denmark
César	Pérez Barriga	Publisher	C.A. El Universo	Ecuador
Fatemah	Farag	CEO	Welad Elbalad Media	Egypt
José Roberto	Dutriz	Presidente y Director General	Grupo Dutriz	El Salvador
Gunnar	Siiner	CEO	Raadio Kadi OÜ	Estonia
Vesa-Pekka	Kangaskorpi	CEO and President	Keskisuomalainen Oyj	Finland
Sophie	Goumelen	Directrice Générale, directrice de la publication	SAS Le Parisien Libéré	France
Pierre	Louette	CEO	Groupe Les Echos SA	France
Stephanie	Caspar	President News Media National & Technology	Axel Springer SE	Germany
Herbert	Kaiser	Senior Manager, Product and Project Management	Koenig & Bauer AG Werk Würzburg	Germany
Valdo	Lehari jr.	Publisher / CEO	Reutlinger General-Anzeiger	Germany
Thomas	Lindner	Vorsitzender der Geschäftsführung	FAZ -Frankfurter Allgemeine Zeitung GmbH	Germany
Edith	Dankwa	CEO	Business and Financial Times	Ghana
Gary	Liu	CEO	South China Morning Post Publishers Ltd	Hong Kong
Tibor	Kovács	Director	Ringier Axel Springer Hungary	Hungary
Shailesh	Gupta	Director	Jagran Prakashan Ltd	India
Shanth	Kumar K N	Director	The Printers (Mysore) Pvt. Ltd.	India
Jacob	Mathew	Managing Editor	Malayala Manorama Company Ltd	India
Pratap	Pawar	Chairman	Sakal Media Private Ltd.	India
DD	Purkayastha	Managing Director & CEO	ABP Pvt Ltd	India
Jayant	Bhargava	CEO Vice	PT Gramedia	Indonesia
Liam	Kavanagh	Managing Director	The Irish Times Ltd	Ireland
Stephen	Rae	Principal	Hubble	Ireland
Alessandro	Bompieri	Managing Director	RCS Media Group	Italy
Toshikazu	Yamaguchi	Representative Director, President, Circulation	The Yomiuri Shimbun	Japan
Seok-hyun	Hong	Chairman	JoongAng Holdings	Korea, Republic of
Paul	Peckels	CEO	Luxemburger Wort	Luxembourg
Alvin	Sold	Administrateur délégué Tageblatt	L'essentiel	Luxembourg
Petru	Macovei	Executive Director	API (Association of Independent Press)	Moldova, Republic of
Rolf	Dyrnes Svendsen	Chairman of the Board	Nxtmedia Norway	Norway
Tove	Nedreberg	CEO	Adresseavisen AS	Norway
Sandy	Prieto-Romualdez	President / CEO	Philippine Daily Inquirer	Philippines
Cristina	Soares	Executive Board	Público Comunicação Social SA	Portugal
Eugene	Abov	Vice-President	GIPP (Russia's Publishing Industry Union)	Russian Federation
Saleh	Alhumaidan	WAN-IFRA Middle East Committee	Al-Yaum Media House	Saudi Arabia
Warren	Fernandez	Editor in Chief	Singapore Press Holdings Ltd	Singapore
Anthony	Tan	Deputy Chief Executive Officer	Singapore Press Holdings Ltd	Singapore
Alexej	Fulmek	CEO and Chairman of the Board	Petit Press AS	Slovakia
Ishmet	Davidson	CEO	Media24	South Africa
Fernando	de Yarza Lopez-Madrado	President	Henneo Media, S.A.	Spain
José Manuel	Lozano	Managing Director	Henneo Media, S.A.	Spain
Sinha	Ratmatunga	Executive Director/Editor in chief	Wijeya Newspapers Ltd	Sri Lanka
Sture	Bergman	CEO	VK Media Västerbottens-Kurirens Media AB	Sweden
Karin	Pettersson	Culture Editor	Aftonbladet Hierta AB	Sweden
Hans Heinrich	Coninx	Board Member Schweizer Medien	Coninx.ch	Switzerland
George	Shuang	Executive Director	United Daily News	Taiwan
Yildirim	Demiroren	President	Demiroren Media Group	Turkey
Oleksandr	Chovhan	President	RIA Media Corporation	Ukraine
Sergey	Okhrimenko	Circulation Director	Segodnya Multimedia JSC	Ukraine
Mohammed	Fahad Al-Harhi	Editor-in-chief Editor-in-Chief Sayidaty	Saudi Research & Publishing Co.	United Arab Emirates
Kevin	Beatty	CEO	dmg media	United Kingdom
Guy	Black	Group Deputy Chairman	Telegraph Media Group Limited	United Kingdom
Lisa	MacLeod	Vice President WAN-IFRA		United Kingdom
Michael	Golden	Former Vice Chair, The New York Times		United States
Prescott	Low	President	Bridges Worldwide	United States
Miguel	Otero Castillo	Presidente Editor	C.A. Editora El Nacional	Venezuela

Leadership

EXECUTIVE BOARD | ADVISORY BOARDS

Executive Board

Fernando	de Yarza Lopez-Madrado	President	Henneo Media, S.A.	President WAN-IFRA
Stig	Ørskov	CEO	JPPolitikens Hus A/S	Vice President WAN-IFRA
Paul	Verwilt	Chief Operations Officer	Mediahuis nv	Treasurer WAN-IFRA
Warren	Fernandez	Editor in Chief	Singapore Press Holdings Ltd	President WEF
Gerald	Grünberger	Geschäftsführer	VÖZ - Verband Österreichischer Zeitungen	President Association Dir. Committee
Phillip	Crawley	Publisher and Chief Executive Officer	The Globe and Mail	Canada
Marcelo	Rech	Vice President Editorial	RBS-Brazil Zero Hora Editora Jornalística SA	Brazil

Media Freedom Board

Louise	Brincker	Managing Director	Danske Medier	Denmark
Phillip	Crawley	Publisher and Chief Executive Officer	The Globe and Mail	Canada
Randi S.	Øgrey	CEO	MBL (Mediebedriftenes Landsforening)	Norway

World Editors Forum Board

Warren	Fernandez	Editor in Chief, President WEF	Singapore Press Holdings Ltd	Singapore
Jane	Barrett	Global Editor, News Media Strategy	Thomson Reuters	United Kingdom
Erik	Bjerager	Editor in Chief	Kristeligt Dagblad	Denmark
Catarina	Carvalho	Journalist	Diário de Notícias	Portugal
José	del Rio	Secretario General de Redacción	S.A. La Nación	Argentina
Javier Luis	Garza Ramos	WAN-IFRA Consultant - Regional Manager	SMS MoFA	Mexico
Chani	Guyot	Publisher	Cardo S.A.	Argentina
Matti	Kalliokoski	Editor in Chief	Suomen Kuvalehti	Finland
Wolfgang	Krach	Editor in Chief	Süddeutsche Zeitung GmbH	Germany
Joanne	Lipman	Author		United States
Brian	McGory	Editor	Boston Globe	United States
Esther	Ng	Chief Content Officer	Star Media Group Berhad	Malaysia
Rameeza	Nizami	Chairman & Editor-in-Chief	Nawa-i-Waqt Media Group	Pakistan
Toyosi	Ogunseye	Head of West Africa at BBC Nigeria Limited	BBC World Service Africa	Nigeria
Ertugrul	Ozkok	Columnist	Hürriyet Gazetesi	Turkey
Martha	Ramos	Directora nacional editorial	Organización Editorial Mexicana - OEM	Mexico
Dmitry	Shishkin	Chief Content Officer	Culture Trip	United Kingdom
Pamella	Sittoni	Executive Editor	Nation Media Group PLC	Kenya
Vladimir	Sungorkin	General Director, Editor-in-Chief	Komsomolskaya Pravda	Russian Federation
Tammy	Tam	Editor-in-Chief	South China Morning Post Publishers Ltd	Hong Kong
Natalie	Turvey	Executive Director	Canadian Journalism Foundation, (CJF)	Canada
Ingeborg	Volan	Director of publishing and visual journalism	Dagens Næringsliv AS	Norway
David	Walmsley	Editor-in-Chief	The Globe and Mail	Canada

World Printers Board

Herbert	Kaiser	Sr Manager	Koenig & Bauer AG Werk Würzburg	Germany
Anu	Ahola	SVP, News & Retail	UPM	Finland
Dieter	Betzmeier	R&D Director at Bobst Bielefeld GmbH	Bobst Group SA	Germany
Máximo	Garrido	Director General	CORPORACION BERMONT SL	Spain
Andreas	Gierth	Vice President Printing Inks Technology	FAZ - Frankfurter Allgemeine Zeitung GmbH	Germany
Sanat	Hazra			India
Michael	Hirthammer	Vice President Printing Inks Technology	Sun Chemical	Germany
Menno	Jansen	Chairman	Q.I. Press Controls B.V.	Netherlands
Rainer	Kirschke	Market manager Newspaper	Agfa Graphics N.V.	Germany
Manuel	Kosok	VP Technology & Development	manroland web systems	Germany
Gideon	Martz	Geschäftsführer	MakroSolutions GmbH	Germany
Peder	Schumacher	CEO	V-TAB	Sweden
Mujo	Selimović	Publisher	Oslobodjenje	Bosnia and Herzegovina

Global Alliance for Media Innovation Board

Rolf	Dyrnes Svendsen	Chairman of the Board	Nxtmedia Norway	Norway
Noora	Alanne	Executive Director	Media Industry Research Foundation of Finland	Finland
Kourtney	Bitterly	Lead Research & Development	The New York Times Company	United States
Gordon	Edall	Director, Globe Labs	The Globe and Mail	Canada
Nicolas	Henchoz	Director	EPFL	Switzerland
Trine	Nielsen	Dean	DMJX Danish School of Media and Journalism	Denmark
Andrew	Perkis	Professor Institutt for Elektronik og telekommunikasjon	NTNU	Norway
Kim	Svendsen	Director	Stibo Accelerator	Denmark
Denis	Teyssou	Head of the Medialab AFP	AFP - Agence France-Presse	France
Lina	Timm	CEO	Media Lab Bayern	Germany

Leadership

REGIONAL COMMITTEES

APAC Regional Committee

William	Adamopoulos	CEO/Asia, Forbes Media LLC	Forbes Asia	Singapore
Azrul	Ananda	President Director	PT Jawa Pos	Indonesia
Jayant	Bhargava	CEO Vice	PT Gramedia	Indonesia
Mohd Noordin	Bin Abbas	Group Managing Director	Utusan Melayu (Malaysia) Bhd	Malaysia
Ek-Rit	Boonpiti	President	Bangkok Post Public Company	Thailand
Abdul Jalil	Hamid	CEO	The New Straits Times Press	Malaysia
Jeongdo	Hong	President & CEO	JoongAng Media Network	Korea, Republic of
Woon Ting, Keith	Kam	Chief Operating Officer	Ming Pao Enterprise Corporation	Hong Kong
Chi Ngai Alex	Ko	General Manager	Media Chinese International	Hong Kong
Gary	Liu	CEO	South China Morning Post	Hong Kong
Shunjing (David)	LU	Director of External Relations	Guangzhou Daily Group	China
Chiratas	Nivatpumin	SVP, creative projects	Bangkok Post	Thailand
Sandy	Prieto-Romualdez	President / CEO	Philippine Daily Inquirer	Philippines
George	Shuang	Executive Director	United Daily News	Taiwan
Anthony	Tan	Deputy Chief Executive Officer	Singapore Press Holdings Ltd	Singapore
Francis	Tiong	Group CEO & Exec. Director	Media Chinese International Ltd	Hong Kong
Andreas M	Vogiatzakis	Group CEO	Star Media Group Berhad	Malaysia
Chun Wai	Wong	Group Managing Director/CEO	Star Media Group Berhad	Malaysia
Emilio	Yap III	Chairman of the Board	Manila Bulletin Publishing Corp	Philippines

South Asia Regional Committee

Lakshmiopathy	Adimoolam	Director	Dinamalar	India
Anant	Goenka	Director & Head of New Media	The Indian Express Ltd	India
Sandeep	Gupta	Executive President	Jagran Prakashan Ltd	India
Sanat	Hazra	Production		India
george	jacob	exe Director	malayala manorama ltd	India
Ritu	Kapur	Co Founder and CEO	The Quint	India
Rajiv	Lochan	Managing Director & CEO	THG Publishing Pvt Ltd	India
Magdoom	Mohamed	Managing Director	WAN-IFRA South Asia	India
Kumar	Nadesan	Managing Director	Express Newspapers (Cey) Ltd	Sri Lanka
Gautham	Pai	Executive Director	Manipal Media Network Ltd.	India
MV	Shreyams Kumar	Joint Managing Director	The Mathrubhumi	India
Sujan	Wijewardene	Deputy Chairman	Wijeya Newspapers Ltd	Sri Lanka

Latin America Regional Committee

Rosental	Alves	Director Americas	Knight Center for Journalism	United States
Ruth	Canahuati	Directora Captación Audiencias	Organización Publicitaria, S.A.	Honduras
Diego	Carvajal	Digital Director USH/LATAM	Eurosport	United States
Armando	Castilla Galindo	Director General	Vanguardia	United States
Eugenio	Chahuan	Chief digital officer	Publimetro S.A.	Chile
Ricardo	Gandour	Executive Editor	CBN Porto Alegre	Brazil
david	matoses	CFO	El Tiempo	Colombia
Marcelo	Rech	Presidente	ANJ	Brazil
Gastón	Roitberg	Digital Assistant Managing Editor	La Nacion	United States

World Editors Forum - South Asia regional Chapter

Mahfuz	Anam	Editor & Publisher	The Daily Star - Beirut	Bangladesh
Yagna	Balaji	Editor - DT Next	The Daily Thanthi	India
Soumya	Bhattacharya	Managing Editor	HT Media Limited	India
Anirban	Chattopadhyay	Features Editor, Bengali Dailly	ABP Pvt Ltd	India
Harsha	Mathew	Chief Resident Editor & Director	Malayala Manorama Company	India
Mukund	Padmanabhan	Editor in Chief	The Hindu	India
Anand	Pandey	Unit Editor - Bhopal	DB Corp Ltd.	India
Unni Rajen	Shanker	Editor	The Indian Express Ltd	India

World Editors Forum - APAC Regional Chapter

Soonruth	Bunyamane	Editor	Bangkok Post Public Co. Ltd	Thailand
Cecilia Pinky	Colmenares	Executive Editor	Manila Bulletin	Philippines
Volt	Contreras	Executive Editor	Philippine Daily Inquirer	Philippines
Walter	Fernandez	Editor-In-Chief, Mediacorp	MediaCorp Pte Ltd	Singapore
Warren	Fernandez	Editor in Chief	Singapore Press Holdings Ltd	Singapore
Nurini	Kassim	CEO	BERNAMA	Malaysia
Cheng Kang	Kuik	Executive Editor-in-Chief	MCIL Multimedia Sdn Bhd	Malaysia
Tayseng	Ly	Publisher	Post Media Co. Ltd.	Cambodia
Esther	Ng	Chief Content Officer	Star Media Group Berhad	Malaysia
Thi Thanh Thuy	Nguyen	Deputy Managing Director	VNExpress	Viet Nam
Seunghee	Park	Managing Editor, JoongAng Ilbo	JoongAng Media Network	Korea, Republic of
Nezar	Patria	Chief Editor	The Jakarta Post	Indonesia
Meidyatama	Suryodiningrat	President Director	ANTARA	Indonesia
Tammy	Tam	Editor-in-Chief	South China Morning Post	Hong Kong
Chun Wai	Wong	Group Managing Director/CEO	Star Media Group Berhad	Malaysia

Nominating Committee

ROLE AND DUTIES OF EXECUTIVE BOARD AND SUPERVISORY BOARD MEMBERS

Members of the Nominating Committee are charged with:

- Regularly reviewing the structure, size and composition (including the skills, knowledge, experience and diversity) of the Executive Board and make recommendations to the Supervisory Board with regard to any changes;
- Formulating plans for succession for executive directors and in particular for the key roles of President, Vice-President, and Treasurer;
- Serving as a central point of discussion and recommendation to the Supervisory Board and Association Directors of candidates for election;
- Making recommendations to the Supervisory Board concerning the re-appointment of any executive director at the conclusion of their specified term of office having given due regard to their performance and ability to continue to contribute to the Executive Board in the light of knowledge, skills and experience required and the need for progressive refreshing of the Executive Board, particularly in relation to directors being re-elected for a term beyond six years;
- Evaluating the balance of skills, knowledge, experience and diversity on the Executive Board and the Supervisory Board, and, in the light of this evaluation, prepare a description of the role and capabilities required for the appointment.

SUPERVISORY BOARD

SELECTION CRITERIA

Members of the Supervisory Board and the Nominating Committee shall:

- Adhere to the mission, vision, and values of WAN-IFRA (see www.wan-ifra.org);
- Be strong leaders and astute business executives;
- Be active news media executive with an experience as a senior executive of WAN-IFRA member publishing company;
- Dedicate personal time to spend on board work and attend the Board meetings at least once a year.

ROLE AND DUTIES

Members of the Supervisory Board have a community-engagement role with decision-making power. They are charged with:

- Embodying the values and missions of WAN-IFRA, advocating for WAN-IFRA, with a purpose of loyalty and care for the organisation;
- Supporting and promoting WAN-IFRA's activities in its three operating pillars: press freedom and journalism, media sustainability, media innovation;
- Representing the larger group of constituents involved in the organisation;
- Serving as champions for the organisation, leveraging their individual spheres of influence to enhance the public image, gain resources for the nonprofit and have a greater impact on those they serve;
- Ensuring that the organisation is fiscally sound and adequate resources are available to carry out the mission and vision;

- Taking responsibility for the strategic planning of WAN-IFRA's programmes and the patronage of the association. That power is shared and distributed among all constituencies and communities represented by the WAN-IFRA Advisory Boards, Regional Committees and Association representatives sitting in the Supervisory Board;
- Focusing on fundraising and/or membership acquisition. One of the primary activities of the Board is to arrange, facilitate, and solicit funds through their personal and business networks;
- Conveying to WAN-IFRA the interests of news publishers, and what support they expect from the organisation;
- Approving the Strategy and Budget
- Approving the accounts before ratification at the General Assembly of Members;
- Electing the Executive Board and Nominating Committee;
- Admitting new National Association in membership. Approves membership fees for national member associations.
- Deciding membership fees before ratification at the General Assembly of Members;
- Deciding on Golden Pen of Freedom.

EXECUTIVE BOARD

Executive Board members have an oversight and stewardship role under the strategic guidance of the President. They are charged with:

- Mentoring senior management, provide guidance and resources, advice and introductions to ensure the organisation's success;
- Ensuring that the Supervisory Board is aware of any significant development;
- Deciding on important strategic & operational issues;
- Helping the organisation to focus on the activities that contribute most to its overall objectives as defined by the Supervisory Board, and to use its resources effectively;
- Ensuring that WAN-IFRA is managed in the best interests of all its stakeholders;
- Representing WAN-IFRA with regard to third parties.
- The Treasurer is particularly charged with:
- Overseeing the management and reporting of an organization's finances;
- Facilitating the preparation of an annual budget, as well as regularly monitoring and comparing the actual revenues and expenses incurred against such budget;
- Keeping the board apprised of key financial events, trends, and concerns, and his/her assessments of the organization's fiscal health;
- Ensuring the completion of required financial reporting forms in a timely manner and making these forms available for the board's review;
- Having the organisation's financials audited whenever required or advisable

Guidelines approved by the WAN-IFRA Supervisory Board - Paris, 12 December 2019.

Gender and Empowerment

ANNUAL GENDER BENCHMARK 2018

WAN-IFRA is an association for the news media worldwide, representing an industry that has its own diversity issues. With its Strategic Plan for Diversity and Inclusion, WAN-IFRA recognizes that implementing a coherent organisation-wide strategy to promote gender diversity is both a normative and business imperative. The 3-year Gender Diversity Strategy supported by the WAN-IFRA Board seeks to address the gender imbalance in our operations and governance bodies.

Benchmarking the gender balance in our programmes and across the organisation is an effective tool to strengthen internal accountability, build managerial engagement, generate an office-wide conversation, and pay tribute to the efforts by the entire WAN-IFRA team in making progress in this high-priority societal challenge. It helps monitoring our Strategic Plan for Diversity and Inclusion passed late 2017 and will be now conducted and published on a yearly base. This benchmark has been presented to the Board of WAN-IFRA during its annual meeting held in Amsterdam in December 2018.

INTERNAL GOALS

2018 - 2020

MANAGEMENT By 2020 women shall represent 50% of WAN-IFRA senior management (Director, Executive Director level) positions for an overall increase of 14% over a 3-year period.

CONFERENCES By 2020 WAN-IFRA will achieve 50/50 gender balance across its conference portfolio.

CONTENT By 2020 WAN-IFRA will achieve 50/50 gender balance across all content production.

ADVISORY SERVICES By 2020 WAN-IFRA will aim to achieve 50/50 gender balance in the composition of experts and consultants contributing to WAN-IFRA advisory projects and training programmes.

GOVERNANCE GOALS

2018 - 2020

SUPERVISORY BOARD 30% of WAN-IFRA Board made up of women by 2020 (21% increase in number of women Board members; 7% increase year-over-year).

EXECUTIVE BOARD 30% of WAN-IFRA Executive Committee is made up of women by 2020 (24% increase; 8% increase year over year).

ADVISORY BOARDS - REGIONAL COMMITTEES Starting recruiting woman candidates in 2018.

To meet our targets by en 2020

Senior management positions We need to increase women in management by 9%

Conference portfolio We need to increase women speakers across conference portfolio by 13%

Content production We have done well gender balance amongst authors, but need to improve on expert sources and subject focus.

Experts and consultants This target is already met in nearly all categories, helped by the gender-focus of significant slice of activities.

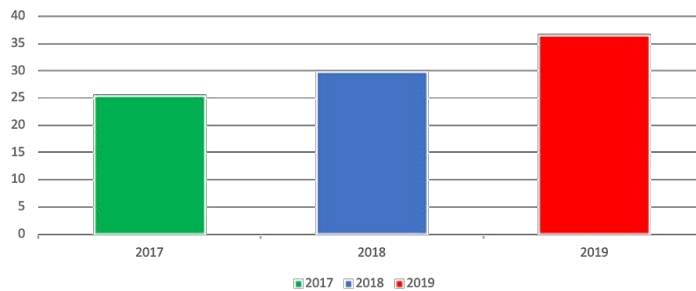
Governance bodies WAN-IFRA needs to close gap by 8% within Executive Board; by 15% within Supervisory Board.

Gender and Empowerment

ANNUAL GENDER BENCHMARK 2019

WAN-IFRA Conferences

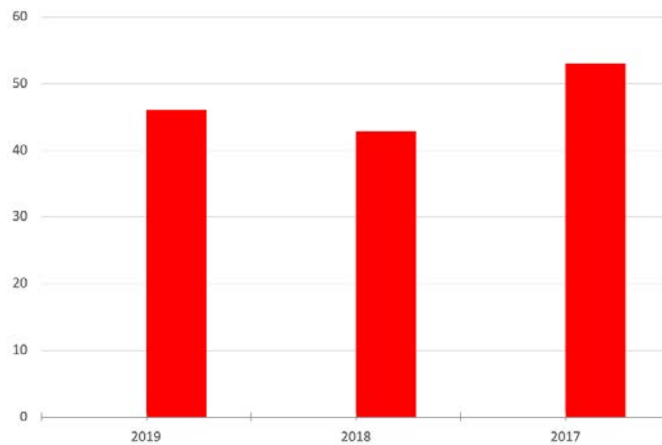
3-Year average % of women speakers at Conferences



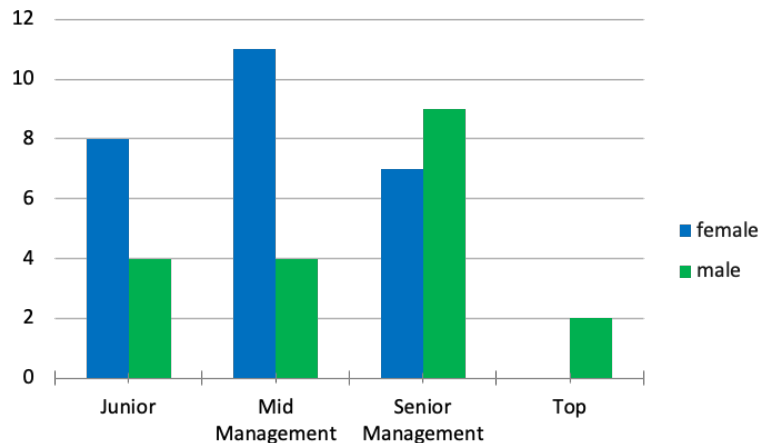
2017: women = **26%** of overall speakers
2019: women = **37%** of overall speakers

WAN-IFRA Content

% Women authors of Wan-IFRA reports



WAN-IFRA Staff composition



MEMBERSHIP

[New Members](#)

[Members Benefits](#)

[Contact and Inquiries](#)

New Members 2019

Sharing makes you better and bigger. There are plenty of benefits to join the WAN-IFRA community and ask our team to

Get instant feedback from your peers on best practices;
 Learn how to solve industry related problems;
 Learn how to deal with change;
 Identify the right partner or tool for a task.

Cardo S.A.	Argentina	Publisher
NewsMediaWorks	Australia	National Association
Torun Digital Ltd	Bangladesh	Publisher
Froomle	Belgium	Start-up
Oslobodjenje	Bosnia and Herzegovina	Publisher
Esterson Limited	Cyprus	Supplier
Le Télégramme	France	Publisher
Groupe EBRA Est Bourgogne Rhône-Alpes	France	Publisher
ACPM Alliance pour les Chiffres de la Presse et des Médias	France	Affiliate Association
Brut	France	Publisher
Prisma Média SNC	France	Publisher
ViewPay	France	Start-up
Neutral Publishing House Ltd	India	Publisher
PT Jawa Pos	Indonesia	Publisher
Edinet srl	Italy	Publisher
PUBLISH, INC.	Korea (Republic)	Start-up
Stockholm School of Economics in Riga Ltd.	Latvia	Educational
WhiteBeard	Lebanon	Supplier
BERNAMA - Malaysian National News Agency	Malaysia	Publisher
The Sun Publishing Limited	Nigeria	WEF Individual Member
BBC World Service Africa	Nigeria	WEF Individual Member
Linkpulse	Norway	Supplier
The Tribune Express	Pakistan	WEF Individual Member
Grupo La Republica Publicaciones S.A.	Peru	Publisher
The Associated Newspapers of Ceylon Ltd	Sri Lanka	Publisher
Lindholmen Science Park AB	Sweden	Affiliate Association
Masscom Global FZE	United Arab Emirates	Start-up
DC Thomson Media	United Kingdom	Publisher
Datability Solutions Inc.	USA	Start-up
SEMrush	USA	Supplier
Mather Economics LLC	USA	Supplier

Membership Benefits

WAN-IFRA articulates its services to members around **three focus areas, and ten community-driven operating areas** carried out by a dedicated and passionate team in Europe, South Asia, South East Asia and Latin America.

STRATEGIC FOCUS

Press Freedom and Journalism

We protect the rights of journalists and publishers to operate a free media, and promote editorial quality and professional practice.

Media Sustainability We provide our members at all stages of development with innovative and professional services to help their businesses prosper.

Media Innovation We provide our members with new ideas and applied research by bringing the outside in, looking beyond what is already known.

KEY OPERATING AREAS

The Advisory department offers cutting-edge world-class expertise to support the transformation of your businesses through customized services, masterclasses, webinars, online education courses.

The publication and insights department provides a lucid, authoritative filter to the overwhelming flood of information about media.

The events department produces global events (Expo and Congress), regional and topical events (Digital Media Conferences, Paid Content Forums, Medialab Days, Newsroom Summit, Publish Asia, WAN-IFRA India) are operated by our team based in Frankfurt, Mannheim, Paris, Chennai, Singapore and Mexico and associated consultants in Egypt, and South Africa.

The Global Alliance for Media Innovation is a global resource center for news media to embrace transformation, drive innovation, maximize success, and quickly advance the best talents and innovations to the market.

The World Editors Forum is the premier community of engaged professional editors, speaking out for press freedom, promoting continued innovation in journalism, and fostering diversity and trust in media.

The World Printers Forum is the central point of the international news media print community from prepress to press and to product finishing and delivery. Its objective is to encourage innovation and productivity as well as product development. It promotes the power of print and the sustainability of print production.

The Media Freedom programme strengthens Media in post-conflict and fragile States. It represents the industry in all discussions with international organisations like the United Nations, UNESCO, and other international bodies like the Council of Europe. Our programmes are enhanced by a network of 14 regional Press freedom Committees.

The Media Development curriculum includes capacity building initiatives such as skills development training, coaching, mentoring, networking and skills-exchange activities in fragile states and emerging markets.

The Media Policy and Public Affairs department engages with public authorities, institutions, and other trade bodies, and evaluates and opposes all measures which restrict the free publishing activity.

Membership Benefits

Our full range of Benefits

Members and their subsidiaries qualify for full membership benefits. All employees of member companies are

WAN-IFRA member benefits



WAN-IFRA Blogs	✔ Free – Full access (Public content)
Webinars and eSummits	✔ Free - Full access
All Worldwide Events (global, regional, local in person summits)	🔒 Member rate (up to 50% discount on standard rate)
Expert Insights (business, technology, policy & press freedom Research Reports / year)	✔ Free - Full access
Help desk (daily quick responses, peer-to-peer connections, business introductions,...)	✔ Free - Full access
Advisory Services (Tech & Workflow, Exec Coaching, Newsroom Efficiency, Reader Revenue)	🔒 Member rate (only for Members)
Member Directory	✔ Free - Full access
5 topical Newsletters	✔ Free - Full access
Executive Daily News Service	✔ Free - Full access
Technology Guide & Directory	✔ Free - Full access
World Press Trends database	✔ Free - Full access
WAN-IFRA Events Presentations (more than 400 reports per year)	🔒 Restricted to events attendees
Executive Programmes (eRev, Table Stakes Europe, Newsroom Leadership,...)	🔒 Fully subsidized or Member rate (only for Members)
Training (online and in house)	🔒 Member rate (only for Members)
Community-driven engagement platforms (Slack workspaces, Nationals Clubs,...)	✔ Free - Full access (only for Members)

“ WAN-IFRA’s Digital Media conferences bring together some of the best thinkers on media. I was impressed with the energy, ideas and camaraderie and look forward to the next time these excellent journalists and publishers get together.”

Mike Wilson, Editor, The Dallas Morning News, Dallas, USA

Need Assistance or want to know more about our programmes and membership?

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