



ACTIVITY REPORT 2016

WAN-IFRA is the World Association of Newspapers and News Publishers. Its mission is to protect the rights of journalists across the world to operate free media, and provide its members with professional services to help their business prosper in a digital world and perform their crucial role in open societies. It derives its authority from its global network of leading news publishing companies and technology entrepreneurs, and its legitimacy from its 80 member publisher associations representing 18,000 publications in 120 countries.

2016



2016 has been a challenging yet fascinating and fertile year for WAN-IFRA. One of the major highlights was the establishment of a new business joint venture for the Expo.

This unprecedented opportunity will allow our global technology marketplace to maintain its leading position thereby sustaining the long-term financial viability of WAN-IFRA. We also obtained our first success in two calls within Horizon 2020, the EU's framework programme for Research and Innovation. This adds a new dimension to our long-term public interest activities and complements the launch of the "knowledge hub", which

addresses the increasing demand for quick delivery professional services to individual member companies.

WAN-IFRA not only delivers critical tools to build the capacity of its individual members, but is also consolidating its position as a leader in the global conversation around media freedom, media policy and global governance issues that matter to the future of free and independent publishing.

The combination of staff re-focusing to improve WAN-IFRA's services to individual members, as well as new capacity allocated to public affairs, have considerably

increased the value proposition to members during the past four years.

Our approach, combining both public interest and individual interest activities, is the outstanding and unique asset that WAN-IFRA offers to its members. Record numbers of participants in our regional events provide evidence for the success of WAN-IFRA's programmes in 2016.

Vincent Peyrègne
CEO, WAN-IFRA

A Year in Review

JANUARY POLAND - INDIA - MOROCCO - TURKEY WAN-IFRA protest campaigns against journalists detention, new restrictive regulations threatening freedom of the press.

WOMEN IN NEWS AFRICA WAN-IFRA expands its gender and media freedom programme to 7 countries in Africa.

FEBRUARY SAFETY OF JOURNALISTS Joint conference with UNESCO "News organizations standing up for the safety of Media".

DIGITAL MEDIA INDIA in New Dehli **MIDDLE EAST CONFERENCE** in Dubai.

MARCH PUBLISH ASIA 300 participants gathered in Manila.

APRIL MEDIA POLICY MONITORING WAN-IFRA's Public Affairs and Media Policy department launches its Global Media Policy blog and website

DIGITAL MEDIA EUROPE in Vienna in partnership with VÖZ with 340 participants, exceeds its targets in all aspects

AD BLOCKING - DISTRIBUTED CONTENT - DIVERSIFICATION Three new WAN-IFRA reports in April May.

MAY WAN-IFRA's BLOG traffic in May was up across the board on a yoy basis: +17% sessions; +16% users; 14% pageviews.

WORLD PRESS FREEDOM DAY Media Freedom Committee Meeting in Helsinki. WAN-IFRA sponsors Difference Day in Brussels.

SAFETY OF JOURNALISTS Joint campaign with Reporters Without Borders for the creation of a Special Representative of the UN Secretary General for the Safety of Journalists.

JUNE GOLDEN PEN OF FREEDOM awarded to Novaya Gazeta Editor; Dmitry Muratov.

WORLD NEWS MEDIA CONGRESS IN CARTAGENA 700 delegates gathered in Cartagena, Colombia

BELGIUM - MEXICO - VENEZUELA WAN-IFRA Board resolutions.

JUNE FINANCIAL REPORT WAN-IFRA reports a positive net result of 145.000 Euros in 2015.

GOVERNANCE Seven new Board members and Six new Executive Committee members elected in Cartagena.

AUGUST WAN-IFRA AWARDED TURKISH PRESS FREEDOM PRIZE The 2016 Press Freedom Award of the Journalists' Association of Turkey is awarded to WAN-IFRA for multiple actions in solidarity with colleagues in the country.

SEPTEMBER MEDIA DEVELOPMENT WAN-IFRA signs €1 Million Partnership with Norwegian Ministry of Foreign Affairs.

DIGITAL MEDIA AFRICA launched in Johannesburg. 360 participants.

NEW EXPO JOINT VENTURE WAN-IFRA and Børding Holding GmbH sign the partnership establishing the new Expo joint venture.

OCTOBER WORLD EDITORS FORUM Publication of the 2016 Global Report on Online Commenting.

WORLD PUBLISHING EXPO in Vienna.

NOVEMBER DIGITAL MEDIA IN BUENOS AIRES 3 international conferences in Buenos Aires, Singapore (250 participants) and London. Digital Media Latina was held in Buenos Aires with a record attendance of 497 compared to 270 last year (75% y-o-y increase).

HORIZON 2020 WAN-IFRA wins its first call for the EU Framework for Research and Innovation.

DECEMBER PROTECTION OF JOURNALISTS WAN-IFRA, in conjunction with the FOJO Media Institute, are calling on media worldwide to support stronger protections for women journalists.

wan-ifra.org/press

key numbers 2016

6 topical newsletters are now followed by 190,000 unique users and 40,000 loyal subscribers from 135 countries.

1.2 Million page of features, and reviews, are viewed on www.wan-ifra.org

10,000 media executives working in 3,500 news organisations, technology enterprises, and trade bodies use WAN-IFRA services in 2016.

WAN-IFRA organised more than 50 events in four continents, engaging with more than 6,800 individual executives and almost 900 media organisations around the world attending to local, regional, and global events.

2016 saw the launch of new Digital Media Awards. The Digital Media awards program running in Asia, Europe and Latin America, India, Middle East and Africa attracted more than 450 entries from all over the world. North America Digital Media Award to be launched in 2017.

54 new members welcome in 2016.

11 research reports, resulting in more than 2,500 free downloads by our members coming from more than 130 countries.

E-learning : The Media Management Accelerator certification program offers an immersive and self-paced learning experience. Launch in June 2017.

Research and Innovation A record rate of 2 out of 4 calls to European Research and Development international research programmes funded by EU's Horizon have been secured in 2016-2017.

Executive programme 10 international media companies participated in the high-value eRev Executive Programme.

Africa The WAN-IFRA African initiative was launched in 2016 with the establishment of the African committee and the launch of the Digital Media Africa conference and the awards program. The conference attracted 349 participants.

30 protest and advocacy campaigns held in 2016 to defend and protect the rights of journalists across the world to operate free media

Fund raising The Media Freedom programme has raised €6.3mio for 2016-19 period to support the four main externally funded media development programmes.

Media Freedom Programmes 460 media professionals and 205 media organisations are participating in 23 Countries to 4 major media freedom programmes.

Gender parity : 171 women have graduated from Women in News since 2010. A further 85 high potential journalists and editors from across MENA and Sub-Saharan Africa enrolled in Women in News programme 2016-2017

+49% increase in events gross margin in 2016 compared to 2015 over 15 conferences and 4 study tours reflects better executed programmes, improved efficiency, and increased value proposition to members.

membership

WAN-IFRA protects the rights of journalists across the world to operate free media, and provides its members with professional services to help their business prosper and perform their crucial role in open societies. WAN-IFRA derives its legitimacy from its global network of member companies (publishers, institutions, suppliers), and member publisher associations. In 2016, WAN-IFRA welcomes 48 new members including individual publishing companies, technologies providers and institutions.

Associations membership is mostly contributing to WAN-IFRA's collective mandate and general interest mission including media freedom, media policy, research and development, media literacy, and editorial mission. On the other hand, individual publishing companies and suppliers membership mostly benefit from a portfolio of business and technology services offered at preferred and competitive rate (conferences, networking opportunities, advisory services, training and education services) In addition, individual company members, individual members and other affiliated institutions have free access to WAN-IFRA knowledge hub services including reports, insights, special group of interest (eg. ad blocking, World Printers Forum, World Editors Forum, GAMI, more recently the Facebook and social platforms international expert group), and free support to their individual requests.

Benefit to individual companies	Non-members	Members
Access to all Content		
World News Publishing Focus	Standard rate	Free, full access
10 to 12 Business and Technology Reports per year	Standard rate (250 Euros/report)	Free, full access
Executive News Service (Daily)	Available free for limited period	Free, full access
Digital Business Newsletter (Bi-Weekly)	Available free for limited period	Free, full access
Leadership and Strategy Newsletter (Monthly)	Available free for limited period	Free, full access
World Printers Newsletter (Bi-Weekly)	Available free for limited period	Free, full access
World Editors Forum Newsletter (Weekly)	Available free for limited period	Free, full access
Media Policy Newsletter (Monthly)	Available free for limited period	Free, full access
World Press Trends Database	Standard rate (2,000 Euros)	Free, full access
Membership Directory	No	Free, full access
Events and Knowledge Sharing		
All worldwide events	Standard rate	Up to 50% discount on standard rate
Webinars	Available free for limited period	Free, full access + recorded archives
Event presentations	Only for events participants	Free, full access for events participants
Advisory, Professional Development, Research & Innovation		
Consulting services	Standard rate	Up to 50% discount on standard rate
Executive Programmes	No	Only for members
Get personalized introductions to other members	No	High priority
Participation to steering committees	No	Only for members
Call for expressions of interest	No	Free, only for members
Support and coordination to R&I programmes	No	Free, only for members
Our Marketing Platforms		
Sponsorship and exhibitions	Standard rate	Preferential rate
WAN-IFRA endorsement	No	Yes

member profiles

WAN-IFRA welcomes 54 new members in 2016

AL DIA NewsMedia Al Dia News Media, USA established in 1992 and based in Philadelphia; is a multi-platform news media organization publishing in English and Spanish.

AL-SAFEER Al Safeer, Palestine Monthly Economic Newspaper in Arabic & English since 2007

BIT B-IT - Business Information Technology, Japan

Wellprint Bombay Wellprint Inks, India established in Nagpur since 1993; Quality Cold-Set & Heat-Set Printing Inks for Off-Set Presses & News Paper Industry at Competitive Prices

BS Business Standard Limited, India established in 1975 with Headquarters in New Delhi; daily newspaper published in English and Hindi. It covers business and finance news in India and in the world.

CCJ Cameroon Centre for Investigative Journalism CCIJ, Cameroon A non profit media organisation promoting and spreading investigative journalism in Cameroon

The Citizen Caxton & CTP Publishers and Printers Ltd, South Africa founded in 1980; publisher of the daily The Citizen, Caxton is recognised as one of the largest publishers and printers of books, newspapers and commercial print in South Africa.

Chartbeat Inc., USA Chartbeat's software and front-line tools help the world's leading media companies understand, measure, and build business value from the attention earned by their content.

Content Insights AD, Bulgaria is the editorial analytics package created by editors, for editors.

Dimaps Dimaps ApS, Denmark provides strong integration of business models and geographical tools (GIS). Combine products from several publishers into a single distribution.

dosal cubo Dos al Cubo, Argentina: a leading provider of CMS Content Management Systems. Mixing excellence and agility, experience and innovation

Echobox Echobox, UK provider of "Larry" an Artificial Intelligence-driven social media assistant for online publishers helping them to grow their audience on Facebook and Twitter.

RIO NEGRO Editorial Rio Negro S.A., Argentina daily newspaper in Spanish language founded in 1912 in Patagonia

EFJ L'école du nouveau journalisme, France EFJ is a school for training multiple-media journalists able to adapt to the diversity of tasks (press, radio, television, digital).

VOCERO El Vocero / Publi-Inversiones, Puerto Rico published since 1974, based in San Juan. First free newspaper. Since 1985 its owner is "Caribbean International News Corp".

evolvergroup evolver media, Germany founded in 1999. It offers the complete range of software products and IT solutions for publishers: such Online Advertising System; Content Management System; Single Sign-On etc. Etc.

ezy insights EzyInsights, Finland has the fastest content discovery & news tracking tool

Fadaat Media Ltd., UK. The daily Al Araby Al Jadeed was launched in 2014 in London.

FLOWCONTROL SERVICES FlowControlServices, Germany. Supplier of workflow solutions to optimize business processes.

gogol medien GmbH & Co. KG, Germany With their editing system, content can be made available via print, online media, mobile, apps or e-papers easily and efficiently.

megaMEDIA Grupo Megamedia, Mexico Group established in 2008. Publisher of "Diario de Yucatan", which was first published in 1925.

HCB HidrocarburosBolivia, Bolivia daily digital edition

il manifesto Il nuovo manifesto, Italy

publishing cooperative of journalists and workers established "in the belief that the collective ownership of a newspaper and its self-management on the part of those who produce it are essential to ensure the independence and autonomy of information from economic interests and political power"

infobae InfoBae, Argentina launched in 2002. Digital publishing of breaking news in real time, 24 hours a day, seven days a week.

7 DAYS Kim Einder, Netherlands internet editor for 7Days, a weekly newspaper for schoolchildren. The products are tailored to the interests and the 12-year level of youth and older.

magnet Klangoo Inc., USA Klangoo is the developer of the Magnet Audience Engagement Solution. Magnet is a cross-lingual contextual-based Audience Engagement Solution that helps publishers and content aggregators attract new visitors to their website and retain the existing ones.

M6 LIMITED M6 Limited, UK is a professional IT company. It provides comprehensive and professional IT services, including Digital IT Solution, Mobile Solution and Maintenance Support, across different industries

NEW TIMES CORPORATION New Times Corporation, Ghana publisher of the "Ghanaian Times".

NEWS MEDIA EUROPE NME, Belgium The voice of European publishers, News Media Europe (NME), with a combined worth of over 12 billion euros and more than 2,100 titles, launched in January 2016.

NOTICIASRCN Noticias RCN TV. Canal NTN24, Colombia founded in 1995, news programme 4xtimes/day

ORIEL Oriel Ventures Limited, UK provider of tools to precisely measure the impact and level of ad-blocking on one's website, and messaging service to the ad-blocking audience.

PageFair PageFair, Ireland is the global authority on adblocking trends. PageFair's mission is to sustain the open web by re-establishing a fair deal between users and content creators.

utzenstorf papier Papierfabrik Utzenstorf, Switzerland

Utzenstorf Papier's focus to wastepaper processing and recycling.

PPS PPS PrePress Systeme, Germany provider of software solutions since 1992, and offers the services of newspaper archives digitization since 1999.

press reader PressReader, Canada is an all-you-can-read digital media platform

PROJECT SYNDICATE Project Syndicate, Czech Republic Association; publishes and syndicates commentary and analysis on topics including global affairs, economics, finance, and development.

publimetr Publimetro S.A., Chile free sheet distributed in LATAM since 2000-Belongs to Metro group

PSC Publishing Software Company, UK is a software provider for magazine publishers

sabris sabris AG, Germany offers solutions for publishing houses to optimise their logistics

SABC South African Broadcasting Corporation, South Africa

storyzy Storyzy, France a technology start-up, has created a search engine for quotes turning archives into searchable databases

SUMMIT MEDIA Summit Publishing Company Inc., Philippines is the leading magazine publisher in the Philippines.

THE VOICE The Voice Newspaper, Botswana

namibian The Namibian, Namibia

tm togomatrin TogoMatin, Togo is a private-owned daily newspaper in French language.

twi TWI GmbH, Germany TWI is one of the world's leading developers & producers of innovative logistics systems.

Unioninvestplastika, Bosnia and Herzegovina printing plant, offset & flexo printing for newspapers and magazines

media freedom media development

WAN-IFRA applies a dual approach to supporting media freedom: It addresses political and structural constraints to media freedom through advocacy (29 protest and advocacy campaigns in 2016), and applies development to strengthen the capacity and networks of the media. The programme has raised € 6.3mio for 2016-19 period and has a successful track record of running programmes to address political and structural challenges to media freedom through advocacy and to strengthen the capacity and networks of media and its representative institutions through development.

The ramping up of our media freedom activities supported by funds raised among donors opens up opportunities for expanding our services in “public domain” areas including innovation and global policy monitoring. Last year, OECD and CIMA estimated that the global funding for media development hit an annual average of U.S. \$377 million. WAN-IFRA is a relative newcomer in this field but it is well positioned to grow its share of the funds raised worldwide. As we have witnessed during our fundraising efforts, part of the appeal to donors is WAN-IFRA's multi-disciplinary approach and comprehensive ability to provide assistance and expertise across all areas of the industry.

To date, we have been successful in collaborating with incorporating other WAN-IFRA units into existing Media Freedom programmes. We aim to develop proposals that unify departments across WAN-IFRA, and we will seek to expand our relationship with current and future sources of funding by conceptualising programmes that exploit further the organisation's available resources. As we have seen in 2016 with the Media Freedom work, fundraising results can be impressive. Translating this experience into a broader combined approach that engages multiple knowledge centres has potential to make significant impact and attract larger grants, bigger donations, and longer-term strategic support to WAN-IFRA as a whole. With this strategy, our objective is threefold :

1. Increase the value delivered to members and provide a comprehensive service to the global industry.
2. Expand the reputation and reach of WAN-IFRA's activities, and contribute significantly to member retention and new member recruitment
3. Ease the pressure on the organisation structure and overall bottom line.

Key numbers

4 major externally funded media freedom programmes , for a total budget allocated of €2,505,000 in 2017 include:

- Women in News (Sida)
- Strengthening Media & Society (Danish Ministry of Foreign Affairs)
- Media Freedom & Democracy (Norwegian Ministry of Foreign Affairs)
- Supporting Eurasian Publishers (IREX)

205 media organisations and 460 media professionals are of participating in 23 Countries and programmes: Botswana, Cambodia, Colombia, Ecuador, Egypt, Eurasia, Indonesia, Jordan, Lebanon, Kenya, Malawi, Malaysia, Mexico, Myanmar, Palestine, Somalia, South Africa, the Philippines, Tanzania, Uganda, Vietnam, Zambia, Zimbabwe.

Media Freedom Key Value Proposition

1. Fulfils mandate of the organisation: to protect and promote media freedom, and establish the conditions necessary for media to thrive
2. Responds to the urgent global need to assist media in raising professional standards, improving business practices, and contributing to open, democratic societies with respect for human rights
3. Is unique in its 'Industry' approach: media helping media, creating an opportunity for the industry to contribute to solidarity and support actions, and for media to support one another
4. Attracts high profile donors, which enhances the global reputation of WAN-IFRA and its members
5. Provides normative value to member associations vis-à-vis their own stakeholders
6. Provides the core 'raison d'être' for organisation's wider activities/business.

WAN-IFRA is satisfied with the progression of Year 2 of the Women in News Gender and Media Freedom Strategy to date. The majority of programme activities have proceeded according to the project calendar, and a strong regionally-focused management team is in place. The Steering Committee remains committed and engaged, gathering in Barcelona with the WAN-IFRA Board for the annual WIN plenary meeting, which was also an opportunity to interact with the WAN-IFRA board members. WIN MENA, which suffered from multiple delays last year due to a confluence of geo-political factors, has shown significant progress in the first 6 months of Year 2. WIN Africa moves from strength to strength, with increasing profile and recognition at the institutional level: in Lusaka the Minister of Information presided over the WIN events, and in Botswana, the Minister for Education did same.

A comparative analysis between 2010 and 2016 reflects the continued impact of Women in News in numbers. Graduating editors and journalists report an increase in skills, strategies, and networks to advance their careers in the media, and demonstrate clear progression in their professional trajectories. The below results reflect the 171 women who have graduated from Women in News since 2010. A further 85 high potential journalists and editors from across MENA and Sub-Saharan Africa enrolled in WIN 2016-2017. 18% of participants from MENA and Africa reported a promotion in the first 6 months of the 2015-2019 programme.

media freedom
media development

Media Freedom Priorities 2017

1. Consolidate existing programmes, build upon on-going programmes for upcoming activity phases.
2. Continue fundraising to secure longer-term, expanded support from WAN-IFRA's existing donors and identify new donors to move dependence away from Nordic block (primary targets: US, Canada, Germany), including exploring possibilities of core funding to provide relief from programme-focused funding
3. Coordinate a holistic approach between programmes to improve upon efficiencies, build on knowledge and expertise, and make more attractive to current and future donors
4. Revise the internal contribution made by WAN-IFRA to the Media Freedom portfolio: Further align the broader goals of the organisation to strengthen the ability to respond to member expectations while operating on externally funded budgets.

Media Freedom Next Steps 2017

1. Refine the Media Freedom 'offering' for prospective new donor engagement (Q2)
2. Finalise 3-to-5 year Strategic Plan with support from Media Freedom board (Q2)
3. Confirm 2018 funding (donor renewals) to maintain project activities and core support teams (SMS/SEP) (Q3)
4. Build institutional support within WAN-IFRA membership and governing boards by better communicating successes of our work and directly engaging with individuals to support fundraising efforts
5. Recruit 5-10 additional contributors to Media Freedom Brain Trust; (Ongoing)
6. Engage with Canadian, UK, and German Foreign Ministries & American private foundations/ expand funding from current donors in support of activities in new regions (Ongoing)



women in news

Increasing Women's Leadership and Voices in the News

www.womeninnews.org

Gender is a core priority of WAN-IFRA media freedom work

Women in News (WIN) aims to increase women's leadership and voices in the news. It does so by equipping women journalists and editors with the skills, strategies, and support networks to take on greater leadership positions within their media. In parallel, WIN partners with media organisations to identify industry-led solutions to close the gender gap in their newsrooms, board-rooms and in the content they produce.

WIN is currently working with more than 80 media from 12 countries including: Botswana, Kenya, Malawi, Rwanda, Somalia, Tanzania, Zambia, and Zimbabwe (WIN Africa) and Egypt, Jordan, Lebanon and Palestine (WIN MENA).

WIN is supported through to 2019 by the Swedish International Development Cooperation Agency (Sida) and the Norwegian Ministry of Foreign Affairs.

WAN-IFRA believes that media freedom can only be fully achieved through equality of voices in the news. It is for this reason that gender is a core priority of its media freedom work. WIN's industry-led, dual approach reflects WAN-IFRA's overall media freedom strategy to apply development and advocacy actions in parallel.

Women in News was first piloted in 2010 through core support from Sida. Since inception, the programme has applied a multi-faceted approach to capacity building, emphasizing coaching, mentoring and networking as complements to media and newsroom leadership training.



Being exposed to women in different sectors gave me courage. It opened my mind on my role as a female journalist, and the network I now have is priceless. One major positive addition to my experience has been the role I have to mentor other young female journalists to have staying power in the newsroom. Thank you WIN, I will never be the same again"



Evolution of Women in News

WIN stresses local ownership and building a community of women media professionals. It is an approach that consistently produces results. Of the 120 women journalists, managers and editors from more than 40 media who passed through the programme between 2010 and 2014:

44% were promoted to a new position within their organisations

75% made a career move of their choosing

68% felt there to be more opportunities for women to progress within their organisations

84% felt more motivated to remain in the industry as a direct result of the programme

professional services to members

The launch of WAN-IFRA global “knowledge hub” to guide our commercial activities has been one of the top priorities for the team in the past 12 months. The WAN-IFRA knowledge hub leads the global conversation about business models, technologies, and regulation that matters for the future of news publishing. This came alongside the building of new capacity and skills within our advisory services. It enabled the consolidation of our office in Latin America, and the launch of new initiatives as part of a broader expansion of WAN-IFRA’s activities in Africa. WAN-IFRA is particularly active on the continent, with its Women in News (WiN) programme (a 4-year initiative aimed to increase the representation of women in newsrooms, boardrooms, and in the news agenda), our Strengthening Media & Society (SMS) programme (a 2-year initiative funded by the Ministry of Foreign Affairs of Denmark to strengthen digital strategies and the role of women in the newsroom, as well as combat media freedom challenges), and a Norwegian-funded Media Freedom and Democracy programme launched in Central-East Africa, Kenya, Malawi, Tanzania and Somalia.

Publications and Reports

From January to December 2016, WAN-IFRA has published a record number of 11 research reports, resulting in more than 2,100 free downloads by our members coming from more than 130 countries. Six newsletters (daily, monthly and bi-monthly) generated 190,000 unique views, with our daily Executive News Service (ENS) being the most successful in global reach.

Events and Conferences

In 2016, WAN-IFRA conferences increased their performance and direct contribution to the Association’s bottom line. The gross margin of the department increased by +59% compared to 2015.

In 2016, WAN-IFRA organised more than 50 events in four continents, engaging with more than 4,000 individual executives and almost 900 media organisations around the world. Our events have provided high quality content, while in most cases they have met their financial goals. This includes Congress in Cartagena with more than 700 delegates, regional events like Digital Media India, our annual Middle East Conference in Dubai, Publish Asia in Manila with 300 participants, and Digital Media Europe with the excellent support of the Austrian Publishers Association. In the last quarter, we held successful regional conferences: in Kolkata, where WAN-IFRA India received a record number of more than 400 delegates; in Johannesburg, where 360 delegates and speakers met for the first edition of our regional Digital Media Africa conference; in Buenos Aires, where we hit a record number of approximately 500 delegates for the fourth annual Digital Media conference in Latin America.

“The World News Media Congress has a very positive drive fueled with networking opportunities, keynotes and presentations of worldwide best practices, which show, that everything is possible, if you constantly innovate your business.”

**Alexis Johann, Managing Director
Styria digital one, Austria**

Research and Development (R&D)

The Global Alliance for Media Innovation (GAMI) is a global resource centre for news media to embrace transformation, drive advanced innovation, know what applied research and innovation efforts are in the works and help advance those projects and innovations to the market. As an incubator for future WAN-IFRA's initiatives, and professional services to members, GAMI is subsidized by affiliates (research centers, Tech clusters), media freedom donors (Denmark) and competitive public research funding. With a network of ten research and innovation centres affiliated to the Global Alliance for Media Innovation (GAMI), our international hub for media labs and innovation clusters, WAN-IFRA is now in a capacity to respond to significant international research calls.

Our focus is on the Horizon 2020 EU framework programme under which WAN-IFRA has been selected as part of a programme with City University in London. We are currently in the running for three other calls recently submitted. The larger of the three is an independent platform for sports content using virtual reality technology, in which we were able to include member newspaper companies. In 2016, we applied altogether to a combined funding capacity of 650,000 euros. In future, fundraising in innovation programmes will be an additional arm to our plan for increasing the revenues and resources of the association.

One first call has been secured for € 82K : Innovative Journalism - Enhanced Creativity Tools (INJECT) project from 1 Jan 2017 to 30 June 2018. A second call has been secured in February 2017 for a period of 24 months With affiliated tech partners and member publishing companies, GAMI has answered to 2 additional calls for proposals from Horizon 2020 programme. WAN-IFRA is contributing to the projects as a dissemination platform to advance the innovation outcome to the market.

In addition to coordination and support to international Research and Innovation programmes, RMTTC, WAN-IFRA print lab based in Chennai, India, provides testing and quality evaluation services for printing. RMTTC also handles the research projects on newsprint as outlined by the World Printers Forum Board.

World Publishing Expo

In 2016, WAN-IFRA as introduced two free interlaced conferences, Print World and Digital World, during the World Publishing Expo (Vienna, October 2016). Modular booths to reduce costs, match-making, topical guided tours, and Tech Nite dinner were all introduced for the first time, providing added value to both exhibitors and visitors. All these efforts paid off as the Vienna expo, though with only 2063 visitors, generated excellent feedback from key exhibitors such as Atex, CCI, NewsCycle, UPM, etc and a positive buzz to avert the collapse scenario.

Joint venture with Børding Messe.

In parallel, WI Services took steps to secure the long-term future of the Expo. It was clear that the Expo has to move from a single segment, newspapers only, exhibition to a horizontal approach, covering the larger publishing spectrum and exploiting the huge growth in digital content. A new joint venture called "Publishing Exhibition GmbH & Co., with two shareholders, WAN-IFRA and Børding Messe, was established to operate the World Publishing Expo. In addition, it will launch a new Digital Content Expo, which will be at the same place and time as WPE, but with different branding and website. This twin expo approach will allow us to stabilize the traditional event and keep the current exhibitors, while attracting new digital companies with its own dedicated area and visitors. The reaction to the new Expo is encouraging. Major technology suppliers have signed up for the 2017 Expo in Berlin. This creates a positive effect and with the sign-ups from majors we are confident that the Expo will continue to be the most important technology and solutions market place for the news media industry.

"A meaningful early stage relationship with actual customers is critically important to startups and entrepreneurs. It is also important to media organizations who want to demonstrate a serious intent to be more innovative themselves. I believe WAN-IFRA facilitates the discovery and connection between entrepreneurs and reputable media clients is an ideal way to grow and foster innovation in our industry...a true win-win for all players."

**Greg Doufas, Chief Digital Officer
The Globe and Mail, Canada**

professional services to members

Awards

2016 saw the launch of Digital Media Awards in India, Middle East and Africa. The awards program, already running in Asia, Europe and Latin America, attracted more than 450 entries from all over the world. The rapid scaling up was possible through the IT infrastructure created by the in-house tech experts. From among the winners of the regional awards, the worldwide winner was selected and celebrated at the Tech Nite gala dinner in Vienna.

The awards recognize the best of breed in the various digital categories and provide a large number of best practices from around the world, enhancing the Knowledge Hub. The awards through its sponsorship and entry fee generated a revenue of € 224K and a gross margin of € 153K (68%).

Training

WI Services also organized a number of training programs to support the news media in developing the skill sets needed for a digital future. The Indian team trained 262 executives by organizing 20 training programs, including the certification program called Editorial Leaders. The Singapore team organized 9 public trainings and 12 in-company trainings. The APAC team also extended the Editorial Leaders program piloted by the Indian team. In France, 8 training projects were done this year. The trainings organized in APAC, India and France generated a net revenue of € 401K with a gross margin of € 167K (42%).

E learning : Media Management Accelerator

WI is making its foray into online training through its Media Management Accelerator program. We made a successful pitch to the Google DNI fund and secured € 314K to finance the creation of the online platform.

The Media Management Accelerator certification program offers an immersive and self-paced learning experience. It will empower the participants to contribute to the digital revenue transformation within their companies. The first set of six modules is currently under development and is expected to be launched in Q1, 2017. The trainings, using a mixture of video lessons and case studies, draws heavily on the real-world experiences of the WI network of experts and its collection of cases from the Knowledge Hub.

We believe that this initiative will be a game-changer on how high-quality skills development programs are delivered on a cost-effective basis to news media companies across the globe.

eRev program

eRev is an exclusive, invitation-only international network of top publishers who meet twice a year to gain insights and share experiences about digital excellence. The meetings include visits to key market players, moderated discussions, workshops and exchange of best practices.

In 2016, the group met in London and in New York to discuss user experience (UX), product offers and conversion, developments in branded content, user loyalty, membership programs and readership revenue strategies. Ten media companies participate in this high-value program designed to give an edge in business.

Community Building : Chief Digital Officers Forum - CDO Forum in APAC

With the accelerating move to digital, WI Services is taking proactive steps to engage the new breed of digital executives joining the media industry. We are creating a specific CDO Forum for this community, with the launch of a pilot in APAC. A preliminary meeting of CDOs was held in Singapore to formulate the objectives and structure. The forum would facilitate exchange of best practices in a peer group setting, collecting and benchmarking data in an anonymous manner and act as a think tank on digital matters for the region. After the pilot, it is planned to scale this across all regions.

World Printers Forum (WPF)

WPF is our community for printing and production executives and technology vendors. The WPF is managed by colleagues based in Germany and India.

In 2016, the team focused on three projects, Optimised Paper Handling and Logistics (OPHAL), Inkjet in Newspaper Printing, and Standardizing Production with Lower Grammage Newsprint. The inkjet report was published in November, with the OPHAL guide and newsprint report scheduled to come out in Q1, 2017.

WPF team also runs the International Color Quality Club competition, which benchmarks newspaper printing to ISO standards and provides detailed reports on areas to improve. The whole evaluation, measurement and judging process was managed out of India for the first time. 136 printing companies participated in the competition, bringing in a revenue of € 166K with a gross margin of € 148K.

Regional offices

WAN-IFRA'S regional offices performed better than expected in 2016. This is reflected in the preliminary net results from APAC (+85KEUR), South Asia (+85KEUR), and LatAm (+40K) as forecast by February 2017.

In addition to the offices in Singapore and Chennai, WAN-IFRA opened an office in Mexico City in 2014. The active presence in LatAM with its Digital Media conferences and the awards has resulted in 8 new members from Mexico, Argentina, Bolivia, Colombia and Puerto Rico this year. It also helped in making the Congress in Cartagena a memorable event. The Digital Media LatAM conference attracted a record attendance of 491 persons. In its second year of operation, LatAM's financial figures are already in the black.

The African initiative was launched in 2016 with the formation of the African committee and the launch of the Digital Media Africa conference and the awards program. The conference attracted 349 participants, demonstrating the need for an active WI presence in the continent. The Congress in 2017 will be held in Durban, South Africa, giving a further push to our engagement in the continent.

professional services to members

Media Management Accelerator

Six module e-learning platform

WAN-IFRA is building an online platform for participants to learn how to build sustainable digital revenue in news media. The course blends video instruction, case studies, reading assignments, interactive quizzes, peer review of projects, social interactions, live coaching webinars and in-person workshops. Each Course has been expertly designed and produced using state of the art interactive video techniques. This programme differs from academic trainings because it is constantly updated with the real experiences of our Global Advisory team and it uses the best real-world cases from WAN-IFRA's network of member companies around the world.

1. Digital Revenue Strategy and Diversification

Integrating and investing in a robust diversification of digital products enables media companies to create new, lucrative opportunities to position growth long-term and enhance the value of your company.

2. Paid Content and reader Revenue

Paid content models are a significant revenue stream in an evolving digital landscape. Learn how to implement, track and fine-tune your strategy.

3. Innovation and Integrating Start-ups

Success begins behind the scenes. Learn how to build a successful, innovative culture in your office.

4. Digital Advertising: Strategy and Analysis

Learn to capitalise on digital advertising revenue and apply relevant sales structures to ensure growth long-term against competition in the industry.

5. Digital Advertising: Platforms, Marketplaces and Mobile

The second installment of the advertising master class moves beyond strategy into an in-depth look at markets, marketplaces and the formats.

6. Using Data to Drive Growth

Convert your existing data into meaningful intelligence which can powerfully impact engagement with your audience.



Live Webinars

Go beyond the digital classroom and work directly with WAN-IFRA's Digital Media Coaches.



Interactive Video Templates

Each Course has been expertly designed and produced using state of the art interactive video techniques.



In-Person Workshops

Work towards our world first Digital Media Management certification with your peers at convenient locations in 2017.



World Class Certification

Combine it with live learning sessions and in-person workshops to qualify your organisation for WAN-IFRA certification.



learn more on
mma.wan-ifra.org

Election of WAN-IFRA Second Vice-President and Seven New Board Members



Kevin Beatty, CEO of dmg media, was elected 2nd Vice President of the World Association of Newspapers and News Publishers (WAN-IFRA) and is second in line of

succession to President Tomas Brunegård, following New York Times Vice Chairman Michael Golden, who is expected to take office in 2017. Eight executives from leading news media companies were also elected to new terms on the Board of WAN-IFRA.

Kevin Beatty was elected by WAN-IFRA members on Sunday 12 June during the General Assembly of Members held alongside the organization's World News Media Congress, World Editors Forum and World Advertising Forum in Cartagena, Colombia.

At the same meeting, eight executives from leading news media companies were elected to new terms on the Board of WAN-IFRA.

Kevin Beatty was appointed to the Board of DMGT plc in 2004, and has been with the Group since 1996. During the past 20 years, his roles within the Group have included: managing director of The Mail on Sunday; managing director of the Evening Standard and London Metro; COO of Associated New Media; and managing director of Northcliffe Newspapers. Previously, he was managing director of the Scottish Daily Record and Sunday Mail Ltd.

dmg media is the consumer media operation of DMGT plc, which publishes the Daily Mail, The Mail on Sunday, Metro, Mail Online, Mail Plus, Metro digital editions and Elite Daily. Mr. Beatty is a board member of the NMA and has been on the Board and the Executive Committee of WAN-IFRA since 2009. He is Chairman of the RFC, the body that funds IPSO.



Petru Macovei, representing Asociația Presei Independente (Association of Independent Press), Moldova.



Francisco Javier Moll de Miguel, President, Editorial Prensa Ibérica (EPI), Spain.



Carlo Perrone, Vice President, Itedi, representing the European Newspaper Publishers' Association (ENPA), Italy.



Daniel Van Wylick, Group Chief Editorial Officer, Groupe Rossel, representing LaPresse.be, Belgium.



Mari Velsand, Executive Vice President, Amedia, representing Norwegian Media Businesses' Association (MBL), Norway.



Rolf Dyrnes Svendsen, Editor, Adresseavisen, representing WAN-IFRA's Global Alliance for Media Innovation, Norway.



Fernando de Yarza López-Madrado, Board Member, Grupo Heraldo de Aragon, representing News Media Europe (NME), Spain.

SIX NEW EXECUTIVE COMMITTEE MEMBERS ELECTED IN JUNE 2016

On 12 June, six news executives were elected by the Board to sit on the Executive Committee, three of them representing WAN-IFRA's 12 regional committees and advisory boards. This move follows the intention to have our Committee and advisory Boards well represented at a senior governance level, and reflects the CEO's wish to value the voice of our working committees who represent the organisation's core activities in all strategic questions. The new Executive Committee members are:

Daniel Dessein, Director, La Gaceta de Tucumán. Representing WAN-IFRA LatAm Regional committee, Argentina.

Phillip Crawley, CEO, The Globe and Mail, Canada.

Vesa-Pekka Kangaskorpi, President and CEO, Keskiuomalainen Oyj, Finland.

Kasturi Balaji, Managing Director Kasturi & Sons Ltd (The Hindu), Chairman, WAN-IFRA World Printers Forum, India.

Rolf Dyrnes Svendsen, Editor/director Adresseavisen, Chairman, WAN-FRA Global Alliance for Media Innovation - GAMI, Norway.

Francisco Javier Moll de Miguel, President, Editorial Prensa Ibérica, Spain.

JANUARY - MARCH 2016

INSIDE WAN-IFRA

Media Management Accelerator - our new online learning platform for members

WAN-IFRA is creating an open, comprehensive, online and in-person learning platform called the Media Management Accelerator (MOOC). The programme will feature in-depth learning modules. Details [here](#)

Best Practice in Digital Media Report

This new report takes a close look at the 2015 winners of the World Digital Media Awards and what made their entries special and successful. [Read more](#)

New series of focus newsletters

Each of our seven newsletters is designed to reach a targeted audience around a specific topic: business news, journalism, digital, leadership, and production, press freedom, media policy. [Subscribe here](#)

Gender and Media Freedom Programme Expands

The goal of the programme supported by the Swedish International Development Cooperation Agency (Sida) and the Norwegian Ministry of Foreign Affairs, is to help women media professionals, who are under-represented in top management positions, to excel in their careers.



NO TECHNOLOGY IS IMMUNE FROM GLOBAL POLITICAL AND CIVIC CHALLENGES

To build the future, the newspaper industry cannot afford to be exclusively tied to the present day and current technology. The growth in computing power and the exponential inclusion of digital in our daily lives outstrips our ability to reframe our ethical and legal approach to digital decision making. No technology is immune from ethical and regulatory questions, and technical concerns are increasingly becoming political and civic challenges publishers cannot afford to ignore.

Our advocacy work for media policy focuses particularly on the critical global issues that impact the independence of the press and shape the foundations of our society. To belong to WAN-IFRA is to link up with other publishers' associations from around the world to exchange information, to protect and defend common universal values, to compare strategies for better serving member publishers and to share data and tactics to react to legal and governmental measures or private initiatives that restrict publishing activity.

WAN-IFRA knowledge hub monitors the global conversation about regulation that matters for the future of news publishing

National publisher associations and regional trade bodies must stay ahead of this fast moving game: in other words they must build new capacities to monitor the more recent knowledge and have the best arguments available from the world association network.

WAN-IFRA's Public Affair and Media Policy helps its members to shape the right answers to remain in the driving seat of the global debate for a free independent open Web. Our role derives its authority from our founding principles and WAN-IFRA's Committee of Association Directors, representing 80 national trade associations around the globe. The legacy of 70 years of work in defense of freedom of expression allows WAN-IFRA to be uniquely placed to represent the newspaper industry in all global policy discussions.

We promote a positive and constructive approach by, on one hand, facilitating the advancement of the best innovations to the market, and in the other hand, elaborating a shared vision on how these innovations impact the role and values of a free independent press.

By not taking part in a debate on problems of key importance to the future of news, publishers and their representative national associations run the risk of being disconnected from a global agenda that set the pace of their marketplace. We feel that we have a collective responsibility to actively join the conversation being held in WAN-IFRA's Global Media Policy Forum

Vincent Peyrègne
Chief Executive Officer
WAN-IFRA

APRIL - JUNE 2016

INSIDE WAN-IFRA

Positive financial result 2015

With a consolidated financial result of +148,731€ against a budget of +25,710€, WAN-IFRA achieved its third consecutive positive annual result. In 2015, 46 new members joined the organisation. In the first half of 2016, 47 new members joined WAN-IFRA including 14 Media Professional Programme Recipients.

Kevin Beatty elected Second Vice President

In Cartagena, Kevin Beatty, CEO of dmg media, was elected 2nd Vice President of WAN-IFRA and is second in line of succession to President Tomas Brunegård, following New York Times Vice Chairman Michael Golden. Eight executives from leading news media companies were also elected to new terms on the Board of WAN-IFRA.

700+ media executives gathered in Cartagena

More than 700 publishers, editors and other senior news executives from around the world attended the events generously supported by Andiaros, the Colombian Newspaper Association.

Successful Executive Programme in London

WAN-IFRA held a successful eRev session in London with unprecedented openness on membership business models from the Guardian and The Times. Key takeaway: soft gamification (e.g. loyalty points that can be earned or gambled) is a great way to link together your platform strategies, from print to mobile apps. It is also a highly cost effective way to drive subscriber retention and upsell. Learn more about why you should join our Executive Programmes [here](#)



PROTECT OUR JOURNALISTS, OUR PRIVACY, OUR INDEPENDENCE, OUR INTEGRITY, OUR REVENUE...

With our interim report April-June 2016, members read about the launch of our global campaign to raise the debate on journalist protection to the highest political level of the United Nations. In the same short period of time, protection of privacy has become a critical issue following the rise of surveillance legislation that has spread internationally with alarming ease. Trust in news, media independence and the integrity of journalism are all increasingly challenged, while the neutrality of distribution networks is a concern for publishers affected by new algorithmic rules enforced by social networks. Many publishers continue to see growth in their digital footprint because of Facebook, but many of them have pretty much given up all of their control to social media platforms. The online advertising model has been wrecked by a tsunami of ad blocking.

These are early indicators of an acceleration in events that herald a new shift, one that is potentially deadly if publishers do not rally around a shared international collective project. You cannot solve exponential global problems with linear inward solutions. This requires a global dynamic. Despite reports of an industry in trouble, newspapers remain a major global powerhouse - more powerful than ever with a combined global audience of 2.7 billion print readers, 1.3 billion digital users, and an estimated \$168 billion generated in circulation and advertising revenue as reported by WAN-IFRA's World Press Trends report 2016. Together with magazines, newspapers are the third biggest contributors to the cultural and creative industries; the two sectors account for around 2.9 million jobs worldwide. On the one hand, the impression that we are in trouble is given by the fact that we are not really measuring our wealth in the best way. On the other, the press is not capitalizing on its capacity to work towards a shared vision for the future.

Journalism has an important role in building and deploying new technologies, serving the common good, and holding to account new extensive systems of power. The digital/social/mobile/data transformation of society, driven by a handful of technology firms and their algorithms, is changing everything for the news media; sometimes with parameters, filters, or black boxes which have nothing to do with journalism.

WAN-IFRA has a critical role to play in this exchange and offers its services so that publishers around the world can rethink their contribution to the new digital ecosystem, safeguard the values of next level journalism, and build unique capacity to address these challenges. The debate is open on how to shape this collective project, together, and I sincerely hope that you will join us to contribute.

Vincent Peyrègne
Chief Executive Officer
WAN-IFRA

JULY - DECEMBER 2016

INSIDE WAN-IFRA

WAN-IFRA partners with Børding Messe to expand Expo offering

In September 2016, with the establishment of a new business joint venture with Børding Messe, WAN-IFRA took steps to secure the long-term future of the Expo, moving from a single segment exhibition to a horizontal approach, covering the larger publishing spectrum and exploiting the huge growth in digital content.

WAN-IFRA's Media Freedom programmes move beyond traditional boundaries

As we have seen in 2016 with the Media Freedom work, fundraising results can be impressive. In the second semester of 2016, WAN-IFRA has translated this experience into a broader combined approach that engages multiple knowledge centres within the organisation, providing long-term strategic support to WAN-IFRA as a whole.

40,000 subscribers, 1,2 million page views

In 2016, WAN-IFRA delivered its Daily Executive News Service, and other topical Newsletters to 40,000 subscribers coming from 135 countries. Our features and reviews on www.wan-ifra.org have generated a record number of 1.2 Million page views.

500 delegates attend Digital Media Latina in Buenos Aires

A record number of 500 delegates attended the fourth edition of WAN-IFRA's annual Digital Media Latina held in Buenos Aires in November, making the conference the leading gathering of digital executives in the region.



WAN-IFRA PARTNERS WITH BØRDING MESSE TO EXPAND EXPO OFFERING

2016 has been a challenging yet fascinating and fertile year for WAN-IFRA. One of the major highlights was the establishment of a new business joint venture for the Expo. This unprecedented opportunity will allow our global technology marketplace to maintain its leading position thereby sustaining the long-term financial viability of WAN-IFRA. In 2016, WAN-IFRA consolidates a dual approach that not only delivers critical tools to assist its individual member companies, but also strengthens its leading role in the global conversation around media freedom, media policy and global governance issues that matter to the future of free and independent publishing. This interim report highlights some of the key elements of our work in progress during the second half of 2016.

Successful revamp boosts participation in IFRA and DCX. Several industry heavyweights, including KBA, Ferag, ABB, and alfa Media, will exhibit in Berlin for the upcoming twin expo to be held in Berlin on October 10-12, 2017. Early indications for the 47th edition of the global gathering of the news publishing industry are extremely positive. Today, 10 months before the event, the exhibition floor plan boasts a strong showing of renowned exhibitors. We are well on track to offer publishers and news media a compelling platform for action, training and networking.

The WAN-IFRA conferences "Print World" and "Digital Media World" will continue to offer a first-class exchange for key industry topics. "Deep Dives," highly specialised presentations with a small number of participants, and "Guided Tours" that allow visitors to meet with selected exhibitors to dig into specific topics of interest, have also proven their value. These will be complemented by two new "Content Stages," one at IFRA and one at DCX, that provide a platform for practice-oriented presentations.

Pooling WAN-IFRA's industry knowledge with Publishing Exhibition's trade fair know-how has brought about the much needed revitalisation of IFRA and DCX. The trend towards digitisation has brought about a fundamental change in the newspaper industry. With the launch of the new "DCX Digital Content Expo", WAN-IFRA and Børding Messe will substantially support and develop the growth market of digital content production. At the same time the tradition of the IFRA World Publishing Expo will be continued as the interface between print and cross-media publishing. The objective of the newly established joint-venture is to offer WAN-IFRA customers and members the best networking platforms.

Vincent Peyrègne
Chief Executive Officer
WAN-IFRA



Golden Pen of Freedom Awarded to Novaya Gazeta Editor

The Golden Pen of Freedom, WAN-IFRA's annual press freedom award, has been awarded to Dmitry Muratov, Editor-in-Chief of independent Russian newspaper Novaya Gazeta.

The award, made in Cartagena, Colombia during the opening ceremony of the 68th World News Media Congress, 23rd World Editors Forum and 26th World Advertising Forum, recognised Mr Muratov's leadership and outstanding perseverance in safeguarding Novaya Gazeta's independent editorial line, as well as the great sacrifices made by its staff, over the paper's many years of service in the cause of press freedom.

"I would like to express my appreciation to WAN-IFRA for this award, coming as it does 10 years after your Moscow conference where Mr Gorbachev announced he would assist the development of our newspaper," said Mr Muratov, speaking in a pre-recorded video address from Moscow. "Only 5 per-cent of the population in this country understand the freedom of media as a prime, core value, while about 80% believe the main problem in Russia is poverty. Very few associate the two. Without freedom of speech, there is no way out of poverty. Freedom means that there is control over corruption and the state, which means that it impedes poverty. I believe your award will help us to further follow this way."

"In recognition of Dmitry Muratov's vision and leadership, and in acknowledgement of the courage, determination, and professionalism of those who keep the flame of freedom burning and the independence of the press alive in Russia, we stand in appreciation of the work of Novaya Gazeta," said World Editors Forum President, Marcelo Rech, in making the award in front of an audience of more than 700 publishers, chief editors and other senior newspaper executives from around the world. "Despite the Kremlin's success in marginalising independent reporting and the levels of violence and impunity media professionals face in Russia, Novaya Gazeta continues to wield considerable influence with its uniquely uncompromising editorial line."

Novaya Gazeta has been described as the only truly critical voice with national influence in today's Russia, known for its in-depth investigations on sensitive issues such as high-level corruption, human rights violations and abuse of power. With such notoriety comes the 'reward' of rarely escaping the invasive eye of the authorities and their all-powerful board of censors. Founded in 1993, Dmitry Muratov and some 50 colleagues embarked upon Novaya Gazeta with the goal of creating "an honest, independent, and rich" publication that would influence national policy. Former Soviet President Mikhail Gorbachev donated part of his 1990 Nobel Peace Prize award to pay for the early expenses. While Mr Gorbachev remains a shareholder today, the majority stake in the company now belongs to the editorial board of the paper.

Tragically, Novaya Gazeta has paid the heaviest price for its investigative and pioneering work worldwide; six of its journalists have been killed in retaliation for their work or have died under suspicious circumstances, and many of its staff receive regular threats. The most prominent casualty was investigative journalist Anna Politkovskaya, who gained international recognition for her independent coverage of Chechnya and the North Caucasus. On 7 October 2006, she was shot and killed in the elevator of her block of flats. Those responsible for ordering her killing have never been identified.

WAN-IFRA remains deeply concerned by the deterioration of media freedoms in Russia over the past decade-and-a-half. State ownership of the airwaves and close ties between government officials and pro-government media ensure significant uniformity with the official version of events. Censorship and self-censorship is reportedly common amongst state media employees, while independent media face heavy restrictions on what they can cover. Access to official information is, in practice, extremely difficult to obtain and independent critics are increasingly harassed and persecuted. Violent attacks have steadily increased, while tragically, 56 journalists have been reported killed in Russia since 1992. Impunity for the killers in these cases stands at nearly 90%.



MEDIA FREEDOM

PROTEST CAMPAIGNS JANUARY-MARCH 2016

INDIA On January 20th, WAN-IFRA joined international freedom of expression groups in denouncing the continued detention of journalists Somaru Nag and Santosh Yadav in Chhattisgarh. Authorities arrested Yadav, a freelance journalist whose reporting included allegations of human rights abuses by the police against adivasi or tribal communities in the region on September 29, 2015. Police subsequently accused Yadav, who has faced repeated police harassment in the past, of rioting, criminal conspiracy, and attempted murder, according to his lawyer, Isha Khandelwal. He was also accused of "associating with a terrorist organization" and "supporting and aiding terrorist groups" under the Chhattisgarh Special Public Security Act as well as under the Unlawful Activities (Prevention) Act, according to Khandelwal. In December 2015, police officials in the state allegedly circulated cartoons on mobile messaging and social networking sites linking journalists to Maoists, according to local journalists. Such actions could further endanger journalists who are already vulnerable to violence from all sides. While police have not yet commented, we urge your administration to investigate allegations that the local police may have been involved.



Somaru Nag, a journalist who ran a news agency for Rajasthan Patrika, is accused of keeping a watch on the movements of police for the Maoists. (Arun Sharma/ HT Photo)

MOROCCO On January 20th, WAN-IFRA called on the Moroccan authorities to drop all charges against journalist and editor Ali Anouzla and to end their judicial pursuit of him and his news publication. Over two years on from his initial arrest, detention and subsequent release, independent journalist and editor-in-chief of the Arabic edition of news website Lakome2 (and its blocked predecessor Lakome) Ali Anouzla has begun another year facing the same accusations that the Moroccan authorities have relentlessly pursued against him since September 2013.

POLAND On January 25th WAN-IFRA wrote to the Polish President and Prime Minister to express our serious concern at the signing into law of legislation that enables the new Law and Justice Party government to appoint the heads of public TV and radio, as well as civil service directors. [More](#)

TURKEY On January 27th, WAN-IFRA joined an international coalition of leading international free expression and press freedom groups to condemn the Turkish government's refusal to allow supporters to visit journalists Can Dündar and Erdem Gül, who were behind bars for reports claiming that Turkey's intelligence agency secretly armed Islamist rebel groups in Syria. Dündar, editor-in-chief of Cumhuriyet, and Gül, the newspaper's Ankara bureau chief, were being held at the high-security Silivri Prison, west of Istanbul, reportedly awaiting trial on charges of aiding a terrorist organisation, espionage and disclosure of classified documents. An original request had been made to the Turkish authorities over the New Year for a delegation to visit the journalists in jail. WAN-IFRA was on standby to be in Turkey on the 27th January for this visit. Predictably, our request was denied. Our colleagues at IPI led a local delegation to support the prison committee that was keeping vigil outside the jail, and we coordinated a press release as they met with the activists. The pair were released, pending trial, on 26 February. [More](#)

IRAN On February 26th, WAN-IFRA wrote to Iranian President Hassan Rouhani to free cartoonist Atena Faraghdani who is in prison for publishing a symbolic cartoon online. Atena has been sentenced to 12 years 9 months in prison, awaiting final verdict from the court of appeal. The Islamic Republic of Iran is a party to various Articles within UN International Human Rights Conventions: including Article 19 of the UN Universal Declaration of Human Rights, "The right to freedom of opinion and expression," and Articles 19, 21 and 22 of the UN International Covenant on Civil and Political Rights mandating "The right to express an opinion and freedom of expression" and "The right to freedom of association."



Atena Faraghdani stands trial on Tuesday, May 18, for charges that include insulting members of parliament and spreading propaganda against the government

GAMBIA On March 3rd, WAN-IFRA joined with African and international free expression organisations to urge the African Commission on Human and Peoples' Rights (ACHPR) to demand the release of Gambian journalist Alhagie Abdoulie Ceesay, detained in violation of a 2014 ACHPR ruling that condemns imprisonment for defamation. Several appeals to ensure that Ceesay is released have been made by the MFWA, the Gambian Press Union, and other human rights and freedom of expression organisations to the Gambian authorities and to President Jammeh directly. These appeals have fallen on deaf ears as the journalist continues to languish in detention.

Although there are reasonable limitations to freedom of expression under international law, criminal speech laws like The Gambia's fall outside the scope of legitimate restrictions on this right. The Gambian laws are overly stringent and gravely undermine freedom of expression. Abdoulie Ceesay's case is but one example of the use of the judiciary to silence criticism of the Gambian president and is part of an ongoing legacy of rights abuses committed by the regime.

TURKEY On the eve of a trial scheduled to start on March 25th, 2016, a coalition of leading international free expression and press freedom groups, including WAN-IFRA condemned the criminal case targeting Cumhuriyet journalists Can Dündar and Erdem Gül, and called on authorities in Turkey to drop all charges against them. The persecution of these two journalists – a gross abuse of government authority in clear violation of the right to press freedom – is by no means an isolated case. More than 30 journalists currently languish behind bars in Turkey, of whom at least 13 are being held in direct retaliation for their work. Recent months have seen the state seizure of opposition media outlets – including the March 2016 takeover of the Zaman newspaper and Cihan News Agency.



Turkish journalists cover their mouths with black ribbons before the trial of Can Dündar, the editor-in-chief of opposition newspaper Cumhuriyet and Erdem Gül, the paper's Ankara representative, outside the courthouse in Istanbul, April 1, 2016.

TURKEY On March 4th, WAN-IFRA issued a statement in support of Zaman and Today's Zaman: "We stand in solidarity with our friends and colleagues at Zaman to categorically denounce this latest assault on press freedom in Turkey." The appointment of trustees to run the media company is an outrageous step and one that further undermines the Turkish people's ability to access alternative sources of news and information. Distressingly, the practise of influencing the direction of a media company is becoming a favoured tactic of the Turkish authorities, one that flies in the face of internationally agreed standards for the freedom of the press and that severely erodes Turkey's democratic credentials.



Crowds gather outside the Istanbul offices of the Turkish daily Zaman on March 4 to protest a ruling that allows a court to appoint the paper's trustees. (AFP/Ozan Kose)



MEDIA FREEDOM
CAMPAIGNS & RESOLUTIONS
 APRIL - JUNE 2016

MEXICO JUNE 2016 - Resolution Calling for Greater Protection for Journalists in Mexico. The Board of the World Association of Newspapers and News Publishers (WAN-IFRA), meeting on 12th June in Cartagena, Colombia during the 68th World News Media Congress, 23rd World Editors Forum, and 26th World Advertising Forum, calls on Mexican authorities to do more to guarantee the safety of journalists and to end the culture of impunity in the country (June 2016).

VENEZUELA JUNE 2016 - Resolution Calling for Venezuela to Respect the Freedom of the Press. The Board of the World Association of Newspapers and News Publishers (WAN-IFRA), meeting on 12th June in Cartagena, Colombia during the 68th World News Media Congress, 23rd World Editors Forum, and 26th World Advertising Forum, calls on the government of Nicolás Maduro to halt its assault on the press in Venezuela and guarantee the free-flow of information to the Venezuelan people.

ZAMBIA JUNE 2016 - On 21st June the Zambia Revenue Authority closed The Post Newspaper Limited, demanding that the company immediately pay a total of K68 million (approximately US\$6.1 million) in tax arrears. The Post, which has often been a vocal critic of the government, reportedly claims that the taxes have already been paid.



In a deeply concerning escalation, Mr M'membe, his wife Mutinta, and deputy managing editor Joseph Mwenda were arrested after gaining entry to The Post's head office in Rhodespark following a stay granted by the court to delay the Revenue Authority from seizing the newspaper's property. Reports suggest that police disregarded the stay and instead took the three into custody, not before administering what has been described as a "brutal" beating. We reminded President Edgar Lungu that the government has a duty to protect the right to freedom of expression, which is guaranteed by numerous international conventions, including the Universal Declaration of Human Rights. Article 19 of the

Declaration states: "Everyone has the right to freedom of opinion and expression; this right includes the freedom to hold opinions without interference and to seek, receive and impart information and ideas through any media, regardless of frontiers." Consequently, WAN-IFRA called on President Lungu to take all possible steps to ensure that The Post is allowed to operate throughout the election period so that it can contribute to free and fair elections, and urged the authorities to ensure that it is treated in the same way as any other media company. "We ask that the Zambian government fully respects its international obligations to freedom of expression and urge you to call for the release of Mr M'membe and his fellow detainees."

TURKEY JUNE 2016 - WAN-IFRA joined Human Rights Council submission on Turkey. WAN-IFRA and global freedom of expression organizations have submitted a joint written statement to the Human Rights Council highlighting the deterioration of the human rights situation in Turkey. Read the full submission here. ...



BANGLADESH APRIL 2016 - on 25 April ,Mr Mannan, editor of Roopbaan, a magazine and activist group for the Lesbian, Gay, Bisexual and Transgender (LGBT) community, was hacked to death in a Dhaka flat. Another openly gay man named as Tanay Mojumdar was also murdered at the scene. Five or six young men reportedly posed as couriers to gain access to the second-floor apartment, before murdering the two men with machetes. At least six writers or bloggers have been hacked to death in the past year for expressing views that Islamic extremists found offensive.

WAN-IFRA expressed its concern at the appalling situation of freedom of expression in Bangladesh and the failure of the authorities to provide an environment in which diverse views and beliefs can be expressed. We called on Prime Minister Sheikh Hasina to take all possible steps to ensure that those responsible for murdering Mr Mannan and Mr Mojumdar are quickly brought to justice, and urged the government to take urgent action to protect anyone who chooses to express secular or minority views.

NEPAL APRIL 2016 - the Commission for the Investigation of Abuse of Authority (CIAA) arrested Kanak Mani Dixit – co-publisher of Himalmedia, whose titles include Himal South Asia, Nepali Times and Himal Khabar Patrika, and a columnist for several international outlets – at his home in Lalitpur on 22 April. On 24 April a special court remanded Mr Dixit to 10 days in custody and instructed that lawyers be allowed to see him in hospital, where he is receiving treatment for a variety of ailments. WAN-IFRA called on Nepal Prime Minister Khadga Prasad Oli to take all possible steps to ensure that the detention order was immediately rescinded and that the CIAA investigation was halted. Given the personal nature of this action, we urged the Prime Minister of Nepal to appoint an independent inquiry into the conduct of the CIAA and its investigation. Kanak Dixit has been released by the supreme court in Nepal. He specifically said that the WAN-IFRA letter was important and thanked WAN-IFRA for its support.

MEDIA POLICY
RIGHT TO BE FORGOTTEN

BELGIUM JUNE 2016 - The The Board of WAN-IFRA strongly disagreed with a judgement made on 29th April 2016 by the Belgian Superior Court ordering newspaper Le Soir to alter an article published 22 years ago. During its meeting on 12th June in Cartagena, the Board called on national courts, to preserve the freedom of the press in all claims relating to the "right to be forgotten." [Read more](#)



MEDIA FREEDOM

CAMPAIGNS & RESOLUTIONS JUNE - DECEMBER 2016

SOUTH AFRICA JULY 2016 - WAN-IFRA protested to the South African Broadcasting Corporation Managing director about the decision to suspend three senior journalists who had raised concerns over the shift in editorial policy ahead of the August 2016 local government elections, which they felt violated the editorial charter of the public broadcaster. and other disciplinary action against journalists for speaking their minds regarding the erosion of editorial independence at SABC.

TURKEY JULY 2016 - WAN-IFRA and the Newspaper Association of America (NOW NMA) have written to US Vice President Joseph Biden urging him, on his upcoming visit to Ankara, Turkey on 24 August, to raise with the Turkish government issues of journalists becoming targets for state repression and to request the immediate release of those who have been sent to jail or who are awaiting trial simply for carrying out their professional duties.
[http://www.wan-ifra.org/node/159499/](http://www.wan-ifra.org/node/159499)

MALAYSIA SEPTEMBER 2016 On September 20, Malaysia's Sinar Harian Forum welcomed 400 students and members of civil society to the University of Selangor on the Shah Alam campus to discuss media freedoms in Malaysia. Nine of the country's media houses were in attendance, including The Star Online, Selangor TV, MalayMail Online and Sinar Harian. The panel led discussions on the level of media repression present in Malaysia as well as the amendment to the country's Communications and Multimedia Act.

TURKEY OCTOBER 2016 - International Coalition Denounces Cumhuriyet Arrests. A coalition of 14 leading international press freedom and freedom of expression organisations today condemned as an "extraordinary attack on press freedom" the jailing of top journalists with Turkey's Cumhuriyet newspaper and the closure of 15 pro-Kurdish media in a letter to leading Turkish officials.

EGYPT OCTOBER 2016 - Egypt holds its first Roundtable for Women in News. WAN-IFRA's Women in News (WIN) programme, funded by Sida, saw its first Roundtable on October 12, bringing together over a dozen editors-in-chief, managing editors, department heads and media directors from Egyptian media in Cairo. Discussions centered around finding ways to improve female journalists' status in newsrooms, helping women move up the professional ladder and tackling the wider issue of gender bias in Egypt's media landscape.

MYANMAR OCTOBER 2016 - WAN-IFRA Condemns Arrest of Myanmar Media Executives. Eleven Media Group CEO, Dr Than Htut Aung, and group Editor-in-Chief, Wai Phyo, have been arrested and sent to Insein prison awaiting a court appointment on 25 November following the publication of an article linking a government minister to allegations of corruption

ECUADOR NOVEMBER 2016 - "100 Dias del Terremoto". The earthquake that devastated parts of Ecuador on April 16 left nearly 700 dead and more than 27,000 missing, making it the worst natural disaster the country has seen since the 1949 Ambato earthquake. In the aftermath of the quake, scores of victims were either not accounted for or misrepresented in government totals. In June, at the World News Media Congress in Cartagena, Colombia, a group of journalists from various Ecuadorian media outlets came together in WAN-IFRA-led media freedom workshops in an unprecedented show of solidarity to create "100 Dias del Terremoto" – an initiative to use watchdog journalism to investigate the government's handling of the earthquake.

BAHREIN NOVEMBER 2016 - Bahrain must cease judicial harassment of Faisal Hayyat and other Bahraini journalists. 47 human rights organizations have signed a letter asking King Hamad to immediately and unconditionally release imprisoned journalist Faisal Hayyat, and to cease the judicial harassment of all journalists in Bahrain

MEXICO NOVEMBER 2016 - In honor of the International Day to End Impunity for Crimes Against Journalists, WAN-IFRA organized its first Media Freedom panel as part of its Strengthening Media and Society programme in Latin America. Held in Mexico on November 10, the goal of the discussions was to address the censorship journalists in the country face as well as the methods used to intimidate and harass. The panel focused on four of these methods: economic pressure, digital hacking or spying, government harassment and physical aggression.

SOUTH AFRICA NOVEMBER 2016 - South Africa's universities have been plagued by student protests in recent months, as demonstrators call for free education for all. While many South Africans are in favor of free education – at least for poor students – the protests have become more violent recently, making reporting on the incidents a challenge for local journalists. Members of WAN-IFRA's Media Freedom Committee in South Africa have heard reports of journalists being chased off campus, not allowed to take photos or asked to remove photos. The backlash has spilled over into community protests, putting some journalists' safety at risk while covering local events. South Africa's Media Freedom Committee has responded by putting together an action plan to tackle the safety and security challenges facing journalists during these protests. At the beginning of 2017, the team plans to host a Digital Security Training in Johannesburg. They're also putting together teams to lead action plans on Safety of Journalists, Building Public Trust, and General research on salaries and working conditions,

SINGAPORE NOVEMBER 2016 - Singapore hosted WAN-IFRA's first Media Freedom Programme Asia joint gathering from 7 to 10

November, during which media partners from the Media Freedom and Democracy Programme (supported by the Norwegian Ministry of Foreign Affairs) and the Strengthening Media and Society Programme (supported by the Ministry of Foreign Affairs of Denmark) met for three days of strategy workshops, peer-mentoring, and networking.

SWEDEN DECEMBER 2016 - Defying Hate and Threats Against Women Journalists. On the 2nd of December 2016, Sweden celebrates the 250th anniversary of the Freedom of the Press Act – the first of its kind in the world, and a precedent to be followed by all democracies. WAN-IFRA, in conjunction with the FOJO Media Institute, are calling on media worldwide to support stronger protections for women journalists in a text released to mark the 250th anniversary celebrations of Sweden's 'Freedom of the Press Act', the first of its kind in the world.

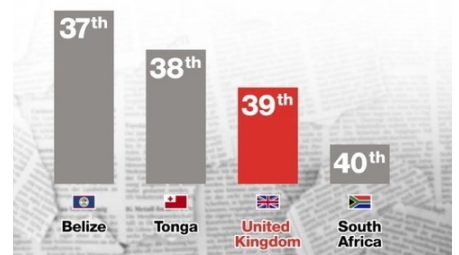
SPAIN DECEMBER 2016 - On the occasion of WAN-IFRA sponsored roundtable on gender equality in the news in the Middle East and North Africa which took place on 9 and 10 December 2016, MENA news media leaders issued a declaration in support of working towards gender parity in leadership positions within MENA newsrooms as well as better representation of women in media. The WAN-IFRA Board unanimously endorsed a similar resolution at the occasion of its annual meeting held alongside the MENA roundtable.

MEDIA POLICY

SELF REGULATION

UNITED KINGDOM DECEMBER 2016 - A public consultation launched by the UK government and ending on 10 January could have chilling consequences to press freedom both in Britain and around the world. WAN-IFRA publicly protested against a new regime which would be in breach of Article 10 of the European Convention on Human Rights,

Since Leveson part 1, the UK has dropped 19 places in the World Press Freedom Rankings



WAN-IFRA reiterated its warning to the British authorities that such rules translate to an attempt to control public debate and, if passed in a country that is supposedly a bastion of free speech, will set a dangerous precedent for media freedoms in other, less democratically established parts of the world. If passed, the new regime will lead to a multiplicity of risk-free, false claims that will have chilling consequences on the freedom of the press as well as a debilitating effect on the financial independence of media companies.

WAN-IFRA REPORTS AND INSIGHTS

INSIGHTS THAT TRANSFORM YOUR BUSINESS

Our mission is to equip our members with the intelligence to understand a world shaped by new technologies, business models and policy frameworks. Every day, WAN-IFRA provides a lucid and authoritative filter for the overwhelming flood of information about news, business, and technology. We do this in business reports that invite our members to probe deeper, examine data, get to know experts and their opinions. In 2016, WAN-IFRA has published a record number of research reports which are free to download for our members at www.wan-ifra.org



1. Trends in Newsrooms

The annual report from the World Editors Forum on Next-Level Journalism.



2. Distributed Content

The first in a series about publishing content on different platforms.



3. Ad Blocking

The threats, implications and strategies for news publishers



4. Alternative Revenue Streams for Publishers

How news media are diversifying their portfolio and bottomline



5. Innovations in News Media World Report 2016

The annual study by Innovation International Media Consulting Group



6. Best Practice in Digital Media

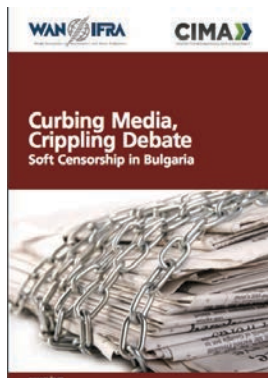
Analysis and profiles of the 2015 World Digital Media Award winners



7. WINning Strategies

8. Right to be Forgotten





Curbing Media, Crippling Debate: Soft Censorship in Bulgaria

March 2016

This report outlines how the independence and pluralism of Bulgaria's media has steadily eroded over the past decade. The discretionary allocation of funds to media in exchange for favourable reporting on government is a major problem in Bulgaria, according to a new report published today by the World Association of Newspapers and News Publishers (WAN-IFRA), the Center for International Media Assistance (CIMA), and the South East Europe Media Organisation (SEEMO).



Inkjet applications in newspaper production

November 2016

This report identifies the applications and niches that can be served better and at lower cost to make the best use of industrial inkjet digital printing in a newspaper environment. The reports illustrates features available on a new dedicated online resource launched during the summer. New inkjet printing plants opened in Switzerland, France and the UK, and are planned in the USA. The new WAN-IFRA site collects all kinds of information on the subject.



World Press Trends 2016

November 2016

The 2016 World Press Trends Report, the definitive guide to the global newspaper and news media industry - in numbers, trends and changes. The report explores global trends that defined the news media business in 2015 and are continuing to shape it. The report is drawn from WAN-IFRA's World Press Trends database, which includes national reports and tools to export the data in customised reports. For those who need more flexibility than the written report provides, the World Press Trends database is available through subscription.



The 2016 Global Report on Online Commenting

October 2016

The study sought to determine whether switching off comments on online sites is the best way of managing the problem. In an age where engagement matters, the study questioned the risks of transferring hard-earned audience gains onto social media platforms. Given the potentially toxic and brand-damaging effect of inflammatory comments, it asked whether a comment section is worth investing in and what return, if any, it generates. Are there ways to build a civil and constructive commenting space? Over three months we engaged a total of 78 organisations in 46 countries through a workshop, interviews and an online survey.



WAN-IFRA's mission is to equip its members with the intelligence to understand a world shaped by new technologies, business models and policy frameworks. We invite our readers to get to know leading experts and their opinions to explore and understand the impact of new business models, technology, user behaviors.

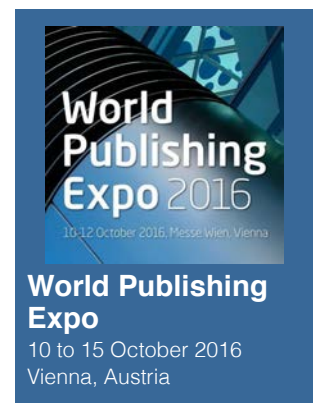
We focus on quick delivery of insights via digital channels. IN 2016, two segmented newsletters have been launched in addition to the daily Executive News Service, the World Editors Forum, The Global Media Policy Forum, the Leadership and Strategy, and the World Printers Forum.

- 11** Number of Research Reports published in 2016 (Jan-Dec)
- 2,300** Number of downloads of WAN-IFRA Research Reports in 2016 (Jan-Dec). +15% YoY
- 40,000** Number of subscribers to WAN-IFRA's newsletters coming from 135 countries
- 190,000** Number of unique views generated in 2106 by our six newsletters.
- 31 %** Increase in monthly unique visits year-on-year to our news platform blog.wan-ifra.org

EVENTS 2016

LEARNINGS THAT GIVE YOU AN EDGE

WAN-IFRA monitors and shares industry best practices through a series of events produced by its four regional offices. These include global and regional events, topical conferences, workshops, and study tours. Every year, we engage with a network of more than 4,000 individual executives who attend an average of fifteen major news publishing events and other workshops, study tours and committees across Europe, Asia, Latin America, Africa, Middle East and Americas.



CHECK OUT THE FULL PROGRAMME OF 50 EVENTS, INCLUDING WORKSHOPS AND WEBINARS, HELD IN 2016 AND REGISTER TO OUR UPCOMING EVENTS AT WAN-IFRA.ORG/EVENTS

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

CONTACT OUR CENTRAL DESKS, OR REGIONAL MANAGERS

MEMBERS SERVICE DESK

Vincent Peyrègne, CEO
Paris, France
vincent.peyregne@wan-ifra.org
Dir +33 6 87 92 17 25

To apply for membership, go to
wan-ifra.org/membership,
or contact Margaret Bostanian
membership@wan-ifra.org
Dir +49 69 2400 63 288

If you are an association or a trade
body, contact Elena Perotti,
Executive Director Public Affairs and
Media Policy, Paris, France
elena.perotti@wan-ifra.org
Dir +33 1 47 42 85 38

GLOBAL SERVICES DESK

Thomas Jacob, COO
Frankfurt, Germany
thomas.jacob@wan-ifra.org
Dir +49 69 24 00 63 221

EUROPE AND AFRICA

Ralf Ressmann, Director
Frankfurt, Germany
ralf.ressmann@wan-ifra.org
Dir +49 69 24 00 63 251

MIDDLE EAST

Mechthild Schimpf, Director
Frankfurt, Germany
mechthild.schimpf@wan-ifra.org
Dir +49 69 24 00 63 252

LATIN AMERICA

Rodrigo Bonilla, Director
Mexico City, Mexico
rodrigo.bonilla@wan-ifra.org
Dir +52 1 55 5275 82 12

ASIA PACIFIC

Gilles Demptos, Director
Singapore
gilles.demptos@wan-ifra.org
Dir : +65 6562 8443

SOUTH ASIA

Magdoom Mohamed, Director
Chennai, India
magdoom.mohamed@wan-ifra.org
Dir +91 44 421 12 893

wan-ifra.org

