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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;
- We launched 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.

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.

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.

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

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

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

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.

ARTIFICIAL INTELLIGENCE

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, a new measure 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 the growing audience for sites that support content and monetization.

PAID CONTENT AND MONETIZATION
Launch of New WAN-IFRA resource center on paid content and monetization.

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.
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.
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 1,8 M€ 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.
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
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.
- IWAN-IFRA participated in the Canada/UK FCO organised Global Media Freedom Conference, London.
- IWAN-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.
- IWAN-IFRA participated in the ACOS Alliance annual stakeholder meeting, New York
- IWAN-IFRA continued to engage with United for News, a multi-sector coalition to increase trust and support local news, globally.
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, tsunami 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 scenario, 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 scenario, 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.
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.
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.

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.

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

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

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.
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 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 which 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!”

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 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.

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 audience-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 Noticias (Lisbon, Portugal), Edinet (Italy), EDN - Empresa do Diário de Noticias (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).

“We have so valued the fact that we are still standing. But standing is not enough...you gotta run”
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 newspaper production followed by 3329 subscribers in 95 countries.
Events and Awards
LEARNINGS THAT GIVE YOU AN EDGE

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
The findings of the 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 Austrian 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 Print 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
Sometimes the best discussions are in person. Our immersive study tours, masterclasses, and workshops are a fascinating opportunity to engage among the group’s participants. We make sure that our programme leaves enough room for internal discussions and debates that add the right perspective to our in-person discussions and on-site visits.

In 2018, more than 3,600 professionals attended 50 workshops, masterclasses, study tours, global, regional, and topical conferences organised across Europe, Asia, Africa, Middle-East, Latin America, and North America. The core programme consists of 14 main conferences including Publish Asia, WAN-IFRA India, Newsroom Summit, and the regional Digital Media conferences.

FEBRUARY
- 300 high-level participants attended the 13th annual Middle East Conference in Dubai.
- Women in News Asia Summit 2nd Edition was held in Yangon on 6 February with 45 journalists and senior editors from Cambodia, Myanmar, and Vietnam.
- Digital Media India (Mumbai, 7-9 February 2018).

APRIL
- Digital Media Europe gathered over 200 attendees in Copenhagen on 10-11 April.
- Publish Asia took place in Bali from 24-26 April 2018. More than 250 media executives from 29 countries met for three days of masterclasses, conference sessions, and networking events.

JUNE
- WAN-IFRA partnered with Digital Content Next (DCN) and the Local Media Association (LMA), the News Media Alliance and Reuters for its annual Digital Media North American conference (June 26-27).

JULY
- Digital Subscriptions Summit in Asia (Kuala Lumpur, 10-11 July)

SEPTEMBER
- The 26th annual WAN-IFRA India Annual Conference made a comeback in Hyderabad this year on 26-27 September, with over 300 publishing executives from over 25 countries.

OCTOBER
- Newsroom Summit 2018 (Oslo on 29-30 October) was hosted at Schibsted Headquarters.

NOVEMBER
- Digital Media Asia (Hong Kong, 7-8 November). With 405 delegates representing 170 companies from 40 countries, the highest in the event’s 10 year history.
- Africa’s media landscape has undergone substantial changes since publishers gathered for the first Digital Media Africa conference in 2016. These changes came under the spotlight in November Digital Media Africa in Johannesburg.
- Digital Media Latam (Bogota, 14-16 November) gathered 421 participants coming from 22 countries and 170 companies.

DIGITAL MEDIA AWARDS
WAN-IFRA’s Digital Media Awards are a showcase for the best-practice innovation in digital publishing worldwide. The awards are presented in regions around the world throughout the year. We’ve introduced some new categories this year, in particular Best Reader Revenue Initiative and Best Digital News Start-up. All regional winners in Europe, Middle East, Africa, India, Asia Pacific, LatAM, and North America are automatically entered into the next competition of our World Digital Media Awards.

INTERNATIONAL COLOR QUALITY CLUB
67 publications produced by 54 publishing and printing companies in 20 countries have achieved membership in the ICQC for two years. In its 23rd edition, WAN-IFRA has opened the competition to the magazines as well.

PRINT INNOVATION AWARDS
WAN-IFRA’s World Printers Forum presented the prize for innovations of newspapers and magazines during the IFRA World Publishing Expo in Berlin. The competition honours the most innovative print products and services worldwide.

MEDIA INNOVATION
Applied Research and Innovation
Networking and Knowledge Sharing
Best Practices Benchmarks
Our Ecosystem

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 sand 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.

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.

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.

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, Nordjske 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.

MEDIA STARTUP NIGHT @ SXSW

WAN-IFRA | Media Innovation Activities 2019
Applied Research & Innovation in 2019
EXPLORE THE FUTURE OF NEWS TODAY

WAN-IFRA provides member news organisations with services to access international precompetitive, multidisciplinary 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
In June 2019, Fernando de Yarza Lopez-Madrazo 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, Pamela 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 aide 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.

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.
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<tr>
<th>Name</th>
<th>Role</th>
<th>Company/Location</th>
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<tr>
<td>Daniel Dessein</td>
<td>President</td>
<td>La Gaceta de Tucuman, Argentina</td>
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<td>Gerald Grünberger</td>
<td>Geschäftsführer</td>
<td>VOZ - Verband Österreichischer Zeitungen, Austria</td>
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<tr>
<td>Markus Mair</td>
<td>Chairman of the Board</td>
<td>Styria Media Group AG, Austria</td>
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<td>Alexander Königricker</td>
<td>Geschäftsführer</td>
<td>Standard Verlags GmbH, Austria</td>
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<td>Carlo Perrone</td>
<td>Board Members, President, ENPA</td>
<td>ENPA, Belgium</td>
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<td>Daniel Van Wylick</td>
<td>Chief Editorial Officer</td>
<td>Rossel &amp; Cie SA, Belgium</td>
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<td>Paul Verwilt</td>
<td>Chief Operations Officer</td>
<td>Medialius nv, Belgium</td>
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<td>Mujo Selimović</td>
<td>Publisher</td>
<td>Oslobodjenje, Bosnia and Herzegovina</td>
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<td>Marcello Rech</td>
<td>Vice President Editorial</td>
<td>RBS-Brazil Zero Hora Editora Jornalista SA, Brazil</td>
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<td>Stoyana Georgieva</td>
<td>Founder and editor in chief</td>
<td>Medialop.bg, Bulgaria</td>
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<td>Phillip Crawley</td>
<td>Publisher and Chief Executive Officer</td>
<td>The Globe and Mail, Canada</td>
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<td>Juan Amaya</td>
<td>Gerente General</td>
<td>Casa Editorial El Tiempo S.A., Colombia</td>
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<td>Libuse Smucelova</td>
<td>CEO</td>
<td>CZECH NEWS CENTER a.s., Czech Republic</td>
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<td>Lars Munch</td>
<td>Chairman of the Board</td>
<td>JP/Politikens Hus A/S, Denmark</td>
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<td>Stig Orskov</td>
<td>CEO</td>
<td>JP/Politikens Hus A/S, Denmark</td>
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<td>César Pérez Barriga</td>
<td>Publisher</td>
<td>C.A. III Universo, Ecuador</td>
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<td>Fatemah Farag</td>
<td>CEO</td>
<td>Welad Elbaad Media, Egypt</td>
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<td>José Roberto Dutriz</td>
<td>President y Director General</td>
<td>Grupo Dutriz, El Salvador</td>
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<td>CEO</td>
<td>Raadlo Kadi OÜ, Estonia</td>
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<td>Vesa-Pekka Kangaskorpi</td>
<td>CEO and President</td>
<td>Keskiusmaalainen Oyji, Finland</td>
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<td>Directrice Générale, directrice de la publication</td>
<td>SAS Le Parisien Libre, France</td>
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<td>Pierre Louette</td>
<td>CEO</td>
<td>Groupe Les Echos SA, France</td>
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<td>Stephanie Caspar</td>
<td>President News Media National &amp; Technology</td>
<td>Axel Springer SE, Germany</td>
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<td>Herbert Kaiser</td>
<td>Senior Manager, Product and Project Management</td>
<td>Koeng &amp; Bauer AG Werk Würzburg, Germany</td>
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<td>Valdo Lehari Jr.</td>
<td>Publisher / CEO</td>
<td>Reutlinger General-Anzeiger, Germany</td>
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<td>Thomas Lindner</td>
<td>Vorstand der Geschäftsführung</td>
<td>FAZ -Frankfurter Allgemeine Zeitung GmbH, Germany</td>
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<td>Edith Dankwa</td>
<td>CEO</td>
<td>Business and Financial Times, Ghana</td>
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<td>Gary Liu</td>
<td>CEO</td>
<td>South China Morning Post Publishers Ltd, Hong Kong</td>
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<td>Tibor Kovacsa</td>
<td>Director</td>
<td>Ringier Axel Springer Hungary, Hungary</td>
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<td>Shailendra Gupta</td>
<td>Director</td>
<td>Jagran Prakashan Ltd, India</td>
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<td>Shanth Kumar K N</td>
<td>Director</td>
<td>The Printers (Myosen) Pvt. Ltd, India</td>
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<td>Jacob Mathew</td>
<td>Managing Editor</td>
<td>Malayala Manorama Company Ltd, India</td>
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<td>Pratap Pawar</td>
<td>Chairman</td>
<td>Sakal Media Private Ltd, India</td>
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<td>DD Purkayastha</td>
<td>Managing Director &amp; CEO</td>
<td>AFP Pvt Ltd, India</td>
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<td>Jayant Bhargava</td>
<td>CEO Vice</td>
<td>PT Gramedia, Indonesia</td>
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<td>Liam Kavanagh</td>
<td>Managing Director</td>
<td>The Irish Times Ltd, Ireland</td>
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<td>Stephen Rae</td>
<td>Principal</td>
<td>Hubble, Ireland</td>
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<td>Alessandro Bongieri</td>
<td>Managing Director</td>
<td>RCS Media Group, Italy</td>
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<td>Toshikazu Yamaguchi</td>
<td>Representative Director, President, Circulation</td>
<td>The Yomiuri Shimbun, Japan</td>
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<td>Seok-hyun Hong</td>
<td>Chairman</td>
<td>JoongAng Holdings, Korea, Republic of</td>
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<tr>
<td>Paul Peckels</td>
<td>CEO</td>
<td>Luxembourg Wort, Luxembourg</td>
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<td>Alvin Sold</td>
<td>Administrator délégué tageblatt</td>
<td>L’essentiel, Luxembourg</td>
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<tr>
<td>Petru Macovei</td>
<td>Executive Director</td>
<td>API (Association of Independent Press), Moldova, Republic of</td>
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<tr>
<td>Rolf Dynevs Svendsen</td>
<td>Chairman of the Board</td>
<td>Ammedia NATO, Norway</td>
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<td>Tove Nedsberg</td>
<td>CEO</td>
<td>Adresseavisen AS, Norway</td>
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<td>Sandy Prieto-Romualdez</td>
<td>President / CEO</td>
<td>Philippine Daily Inquirer, Philippines</td>
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<td>Cristina Soares</td>
<td>Executive Board</td>
<td>Publico Comunicación Social SA, Portugal</td>
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<td>Eugene Abov</td>
<td>Vice-President</td>
<td>GIPP (Russia’s Publishing Industry Union), Russian Federation</td>
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<td>Saleh Alhumaidan</td>
<td>WANI-FRA Middle East Committee</td>
<td>Al-Yaum Media House, Saudi Arabia</td>
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<tr>
<td>Warren Fernandez</td>
<td>Editor in Chief</td>
<td>Singapore Press Holdings Ltd, Singapore</td>
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<td>Anthony Tan</td>
<td>Deputy Chief Executive Officer</td>
<td>Singapore Press Holdings Ltd, Singapore</td>
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<td>Alexej Fulmek</td>
<td>CEO and Chairman of the Board</td>
<td>Petit Press AS, Slovakia</td>
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<td>Ishmet Davidson</td>
<td>CEO</td>
<td>Media24, South Africa</td>
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<tr>
<td>Fernando de Varza Lopez-Madrazzo</td>
<td>President</td>
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<td>José Manuel Lozano</td>
<td>Managing Director</td>
<td>Henneo Media, S.A., Spain</td>
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<td>Sinha Ratnatunga</td>
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<td>Wijeya Newspapers Ltd, Sri Lanka</td>
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<td>Sture Bergman</td>
<td>CEO</td>
<td>VK Media</td>
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<td>Karin Pettersson</td>
<td>Culture Editor</td>
<td>Altonbladet Hierta AB, Sweden</td>
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<td>Hans Heinrich Coninx</td>
<td>Board Member Schweizer Medien</td>
<td>Coninx.ch, Switzerland</td>
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<td>George Shuang</td>
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<td>Yildirim Demirgon</td>
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<td>Demirgon Media Group, Turkey</td>
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<td>Oleksandr Chovhan</td>
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<td>RIA Media Corporation, Ukraine</td>
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<td>Sergey Otkrinenko</td>
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<td>Segaodnya Multimedia ISC, Ukraine</td>
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<td>Mohammed Fahad Al-Harthi</td>
<td>Editor-in-chiefEditor-in-Chief Saylaty</td>
<td>Saudi Research &amp; Publishing Co., United Arab Emirates</td>
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<tr>
<td>Kevin Black</td>
<td>CEO</td>
<td>dmg media, United Kingdom</td>
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<tr>
<td>Guy Black</td>
<td>Group Deputy Chairman</td>
<td>Telegraph Media Group Limited, United Kingdom</td>
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<td>Lisa MacLeod</td>
<td>Vice President WANI-FRA</td>
<td>United Kingdom</td>
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<td>Michael Golden</td>
<td>Former Vice Chair, The New York Times</td>
<td>United States</td>
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<td>Prescott Low</td>
<td>President</td>
<td>Bridges Worldwide, United States</td>
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<tr>
<td>Miguel Otero Castillo</td>
<td>President Editor</td>
<td>C.A. Editora El Nacional, Venezuela</td>
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### Leadership

#### EXECUTIVE BOARD | ADVISORY BOARDS

#### Executive Board

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<tr>
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<tbody>
<tr>
<td>Fernando de Yarza Lopez-Madrazo</td>
<td>President</td>
<td>Henneo Media, S.A.</td>
<td>President WAN-IFRA</td>
</tr>
<tr>
<td>Stig Orskov</td>
<td>CEO</td>
<td>JP/Politikens Hus A/S</td>
<td>Vice President WAN-IFRA</td>
</tr>
<tr>
<td>Paul Verwilt</td>
<td>Chief Operations Officer</td>
<td>Medihus nv</td>
<td>Treasurer WAN-IFRA</td>
</tr>
<tr>
<td>Warren Fernandez</td>
<td>Editor in Chief</td>
<td>Singapore Press Holdings Ltd</td>
<td>President WEF</td>
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<tr>
<td>Gerald Grünberger</td>
<td>Geschäftsführer</td>
<td>VÖC - Verband Österreichischer Zeitungen</td>
<td>President Association Dir. Committee</td>
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<tr>
<td>Phillip Crawley</td>
<td>Publisher and Chief Executive Officer</td>
<td>The Globe and Mail</td>
<td>Canada</td>
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<tr>
<td>Marcelo Rech</td>
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<td>RBS-Brazil Zero Hora Editor Jornalistica SA</td>
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#### Media Freedom Board

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<td>Louise Brincker</td>
<td>Managing Director</td>
<td>Danske Medier</td>
<td>Denmark</td>
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<td>Phillip Crawley</td>
<td>Publisher and Chief Executive Officer</td>
<td>The Globe and Mail</td>
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<tr>
<td>Randi S. Øgrey</td>
<td>CEO</td>
<td>MBL (Mediebedriftenes Landsforening)</td>
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#### World Editors Forum Board

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<tr>
<td>Warren Fernandez</td>
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<td>Singapore Press Holdings Ltd</td>
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<tr>
<td>Jane Barrett</td>
<td>Global Editor, News Media Strategy</td>
<td>Thomson Reuters</td>
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<tr>
<td>Erik Bjerager</td>
<td>Editor in Chief</td>
<td>Kristeligt Dagblad</td>
<td>Denmark</td>
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<tr>
<td>Catarina Carvalho</td>
<td>Journalist</td>
<td>Diario de Noticias</td>
<td>Portugal</td>
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<tr>
<td>José del Rio</td>
<td>Secretario General de Redacción</td>
<td>S.A. La Nación</td>
<td>Argentina</td>
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<td>Javier Luis Garza Ramos</td>
<td>WAN-IFRA Consultant - Regional Manager</td>
<td>SMS MoFA</td>
<td>Mexico</td>
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<td>Chani Guyot</td>
<td>Publisher</td>
<td>Cardo S.A.</td>
<td>Argentina</td>
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<td>Matti Kalickoski</td>
<td>Editor in Chief</td>
<td>Suomen Kuvaletti</td>
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<tr>
<td>Wolfgang Krach</td>
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<tr>
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<tr>
<td>Brian McGorry</td>
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<td>Boston Globe</td>
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<tr>
<td>Esther Ng</td>
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<tr>
<td>Rameeza Nizami</td>
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<tr>
<td>Toyosi Ogunseye</td>
<td>Head of West Africa at BBC Nigeria Limited</td>
<td>BBC World Service Africa</td>
<td>Nigeria</td>
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<tr>
<td>Ertugrul Ozkok</td>
<td>Columnist</td>
<td>Hurriyet Gazetesi</td>
<td>Turkey</td>
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<tr>
<td>Martha Ramos</td>
<td>Director nacional editorial</td>
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<td>Dmitry Shishkin</td>
<td>Chief Content Officer</td>
<td>Culture trip</td>
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<td>Pamela Sittoni</td>
<td>Executive Editor</td>
<td>Nation Media Group PLC</td>
<td>Kenya</td>
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<tr>
<td>Vladimir Sungorkin</td>
<td>General Director, Editor-in-Chief</td>
<td>Komsomolskaya Pravda</td>
<td>Russian Federation</td>
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<tr>
<td>Tammy Tam</td>
<td>Editor-in-Chief</td>
<td>South China Morning Post Publishers Ltd</td>
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<tr>
<td>Natalie Turvey</td>
<td>Executive Director</td>
<td>Canadian Journalism Foundation, (CJF)</td>
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<tr>
<td>Ingeborg Volan</td>
<td>Director of publishing and visual journalism</td>
<td>Daggers Næringssiv AS</td>
<td>Norway</td>
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<tr>
<td>David Walmsley</td>
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#### World Printers Board

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<tr>
<td>Herbert Kaiser</td>
<td>Sr Manager</td>
<td>Koenig &amp; Bauer AG Werk Würzburg</td>
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<tr>
<td>Anu Ahola</td>
<td>EVP News &amp; Retail</td>
<td>UPM</td>
<td>Finland</td>
</tr>
<tr>
<td>Dieter Betzmeier</td>
<td>R&amp;D Director at Bobst Bielefeld GmbH</td>
<td>Bobst Group SA</td>
<td>Germany</td>
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<tr>
<td>Maximo Garrido</td>
<td>Director General</td>
<td>CORPORATION BERMONTE SL</td>
<td>Spain</td>
</tr>
<tr>
<td>Andreas Gierth</td>
<td>Vice President Printing Inks Technology</td>
<td>FAZ - Frankfurter Allgemeine Zeitung GmbH</td>
<td>Germany</td>
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<tr>
<td>Sanat Hazra</td>
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<tr>
<td>Michael Hirthammer</td>
<td>Vice President Printing Inks Technology</td>
<td>Sun Chemical</td>
<td>Germany</td>
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<tr>
<td>Menno Jansen</td>
<td>Chairman</td>
<td>Q.T. Press Controls B.V</td>
<td>Netherlands</td>
</tr>
<tr>
<td>Rainer Kirschke</td>
<td>Market manager Newspaper</td>
<td>Agfa Graphics N.V</td>
<td>Germany</td>
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<tr>
<td>Manuel Kosok</td>
<td>VP Technology &amp; Development</td>
<td>manroland web systems</td>
<td>Germany</td>
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<tr>
<td>Gideon Martz</td>
<td>Geschäftsführer</td>
<td>MakroSolutions GmbH</td>
<td>Germany</td>
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<tr>
<td>Peder Schumacher</td>
<td>CEO</td>
<td>V-TAB</td>
<td>Sweden</td>
</tr>
<tr>
<td>Mujo Selimović</td>
<td>Publisher</td>
<td>Databodøjene</td>
<td>Bosnia and Herzegovina</td>
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#### Global Alliance for Media Innovation Board

<table>
<thead>
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<th>Name</th>
<th>Title</th>
<th>Organization/Location</th>
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<tbody>
<tr>
<td>Reif Dyrenes Svendsen</td>
<td>Chairman of the Board</td>
<td>NTMedia Norway</td>
<td>Norway</td>
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<tr>
<td>Noora Alanne</td>
<td>Executive Director</td>
<td>Media Industry Research Foundation of Finland</td>
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<tr>
<td>Kourtney Bitterly</td>
<td>Lead Research &amp; Development</td>
<td>The New York Times Company</td>
<td>United States</td>
</tr>
<tr>
<td>Gordon Edall</td>
<td>Director, Globe Labs</td>
<td>The Globe and Mail</td>
<td>Canada</td>
</tr>
<tr>
<td>Nicolas Henchoz</td>
<td>Director</td>
<td>EPFL</td>
<td>Switzerland</td>
</tr>
<tr>
<td>Trine Nielsen</td>
<td>Dean</td>
<td>DMJX Danish School of Media and Journalism</td>
<td>Denmark</td>
</tr>
<tr>
<td>Andrew Perks</td>
<td>Professor Institutt for Elektronik og telekommunikasjon</td>
<td>NTNU</td>
<td>Norway</td>
</tr>
<tr>
<td>Kim Svendsen</td>
<td>Director</td>
<td>Stibo Accelerator</td>
<td>Denmark</td>
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<tr>
<td>Denis Toystou</td>
<td>Head of the Medalab-AP</td>
<td>AFPI - Agence France-Presse</td>
<td>France</td>
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<tr>
<td>Lina Timm</td>
<td>CEO</td>
<td>Media Lab Bayern</td>
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## Leadership

### APAC Regional Committee

<table>
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<th>Name</th>
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<tr>
<td>William</td>
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<td>Ananda</td>
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<tr>
<td>Jayant</td>
<td>Bhardava</td>
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<tr>
<td>Mohd Noordin</td>
<td>Bin Abbas</td>
<td>Malaysia</td>
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<tr>
<td>Ek Riz</td>
<td>Boonpi</td>
<td>Thailand</td>
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<td>Abdul Jalil</td>
<td>Hamid</td>
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<td>Kam</td>
<td>China</td>
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<tr>
<td>Chi-Ngai Alex</td>
<td>Ko</td>
<td>Hong Kong</td>
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<td>Gary</td>
<td>Liu</td>
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<td>Shunjing (David)</td>
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<td>Nivatpumin</td>
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<td>Anthony</td>
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<td>Francis</td>
<td>Tiong</td>
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<td>Vogiatzakis</td>
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<tr>
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### South Asia Regional Committee

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### Latin America Regional Committee

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<tr>
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### World Editors Forum - South Asia regional Chapter

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<td>Wong</td>
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</table>
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.

REEXECUTIVE 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.
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 a 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

[Bar charts showing staff composition]
### 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.

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Country</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cardo S.A.</td>
<td>Argentina</td>
<td>Publisher</td>
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<tr>
<td>NewsMediaWorks</td>
<td>Australia</td>
<td>National Association</td>
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<tr>
<td>Torun Digital Ltd</td>
<td>Bangladesh</td>
<td>Publisher</td>
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<tr>
<td>Froomle</td>
<td>Belgium</td>
<td>Start-up</td>
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<tr>
<td>Oslobodjenje</td>
<td>Bosnia and Herzegovina</td>
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<tr>
<td>Esterson Limited</td>
<td>Cyprus</td>
<td>Supplier</td>
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<td>Le Télégramme</td>
<td>France</td>
<td>Publisher</td>
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<td>Groupe EBRA Est Bourgogne Rhône-Alpes</td>
<td>France</td>
<td>Publisher</td>
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<tr>
<td>ACPM Alliance pour les Chiffres de la Presse et des Médias</td>
<td>France</td>
<td>Affiliate Association</td>
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<td>Brut</td>
<td>France</td>
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<td>ViewPay</td>
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<td>Publisher</td>
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<td>PT Jawa Pos</td>
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<td>Publisher</td>
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<td>Edinet Srl</td>
<td>Italy</td>
<td>Publisher</td>
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<td>Korea (Republic)</td>
<td>Start-up</td>
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<td>Stockholm School of Economics in Riga Ltd.</td>
<td>Latvia</td>
<td>Educational</td>
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<td>WhiteBeard</td>
<td>Lebanon</td>
<td>Supplier</td>
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<td>BERNAMA - Malaysian National News Agency</td>
<td>Malaysia</td>
<td>Publisher</td>
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<tr>
<td>The Sun Publishing Limited</td>
<td>Nigeria</td>
<td>WEF Individual Member</td>
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<tr>
<td>BBC World Service Africa</td>
<td>Nigeria</td>
<td>WEF Individual Member</td>
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<tr>
<td>Linkpulse</td>
<td>Norway</td>
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<tr>
<td>The Tribune Express</td>
<td>Pakistan</td>
<td>WEF Individual Member</td>
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<td>Peru</td>
<td>Publisher</td>
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<td>Sri Lanka</td>
<td>Publisher</td>
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<td>Sweden</td>
<td>Affiliate Association</td>
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<td>United Arab Emirates</td>
<td>Start-up</td>
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<td>Datability Solutions Inc.</td>
<td>USA</td>
<td>Start-up</td>
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<td>SEMrush</td>
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<tr>
<td>Mather Economics LLC</td>
<td>USA</td>
<td>Supplier</td>
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</table>
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

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

“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?

CONTACT OUR MEMBERSHIP DESK, OR REGIONAL AND COMMUNITY MANAGERS

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

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

GLOBAL MEMBERSHIP DESK
Sebastian Gehr, Membership Director
sebastian.gehr@wan-ifra.org
Dir +49 172 6212530

Margaret Bostanian
membership@wan-ifra.org
Dir +49 69 2400 63 288

Elena Perotti, Executive Director
Public Affairs and Media Policy, Paris, France
is your main contact person if you are an association or a trade body elena.perotti@wan-ifra.org

PRESS FREEDOM
Andrew Heslop, Executive Director
Press Freedom, Paris, France
andrew.heslop@wan-ifra.org

MEDIA DEVELOPMENT
Melanie Walker, Executive Director
Media Development - Programme Head, Women in News, Toronto, Canada
melanie.walker@wan-ifra.org

WORLD EDITORS FORUM
Cherilyn Ireton, Executive Director
London, UK
cherilyn.ireton@wan-ifra.org

WORLD PRINTERS FORUM
Ingi Rafn Olafsson, Director World Printers Forum
Frankfurt, Germany
ingi.olafsson@wan-ifra.org

GLOBAL ALLIANCE FOR MEDIA INNOVATION
Stephen Fozard, Project Director
Paris, France
stephen.fozard@wan-ifra.org

DIGITAL REVENUE NETWORK
Nick Tjaardstra, Executive Director
Frankfurt, Germany
nick.tjaardstra@wan-ifra.org
Dir +49 69 240 0272

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
Joon-nie Lau, Director
Singapore
joon-nie.lau@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

SOUTH ASIA
Maria J. Belém, Sales - Senior Manager, Frankfurt, Germany
maria.belem@wan-ifra.org
Dir +49.69.240063-289

wan-ifra.org