



digital communities for social change

RNW Media Management Report 2022

General information

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1. Management report

1.1 General

2022 marked the second year of implementation of our 2021-2023 strategy *“Let's Get Digital! Three years of action to unleash young people's potential: co-creating innovative digital media for social change”*. We moved closer to our Big Hairy Audacious Goal (BHAG) that strives to achieve that by 2030, through digital media, globally one billion young people can make informed decisions, advance their rights, and affect society.

In 2022 we consolidated our move to and outward positioning as a digital media organisation for social change. A key highlight was our RNW Media Welcome event to commemorate our new office space in the Koepel in Haarlem and celebrate our 75th anniversary. During the event changemakers, including network members shared their experiences on using digital media for social change. In 2022, we also finalised a new organisational Theory of Change (ToC) and matured towards a fully project-driven organisational structure and way of working.

Against the backdrop of an ever-changing digital landscape - with both opportunities and challenges - we were able to demonstrate the importance of the digital space and our digital rights agenda and its impact on the lives of young people, including the need for continued efforts to guarantee access to reliable information, combat disinformation and promote freedom of expression.



We developed innovative products and services. Additionally, we joined global events and participated in and contributed to discussions to learn and share our insights around young people, digital and human rights. In collaboration with partners, we embarked on new projects and continued our work on timely topics such as countering disinformation; youth leadership and climate change; digital rights for young people; the digital gender divide; online censorship, and many more.

We also continued our internal growth and development with a focus on building an ecosystem of values and priority behaviours around a culture of trust, personal accountability and facilitative leadership. Essential to our objective to build an inspiring work environment are our efforts to create a safe and inclusive workplace, while increasing the visibility of Equity, Diversity and Inclusion (EDI) and integrity as an organisational priority in all our capacities. Finally, the Sustainable Development Goals (SDGs) remain our compass; and change in behaviour, attitudes, social norms and policies our ultimate goal.

Vision: We believe in a world in which young people in all their diversity confidently claim their rights, assume their place in society and drive social change.

Mission: We accelerate the impact of changemakers by co-creating youth-centred digital media solutions built on data insights and mutual learning experiences.

Core Values: RNW Media is a value-driven organisation. We aim to be:

- **Curious:** We thrive when we explore and when we ask questions. Our eagerness to learn leads us to new paths.
- **Adaptive:** It's part of our DNA to stay receptive for new insights and adapt our behaviours, habits and approaches to changing circumstances.
- **Fresh:** Operating at the intersection of digital media and international development shapes our creative nature: we continuously reinvent, rethink and refine to get to fresh and unique approaches.
- **Synergetic:** We believe that together is the only way forward. The whole always has a greater effect than the sum of its parts.
- **Inclusive:** We contribute to a world where young people's perspectives and voices in all their diversity matter. Inclusivity is inherent not only in what we do, but also in the way we work. Both with each other and with others.

Young People

RNW Media works with and for young people aged 15-30, in all their diversity, in countries where their human rights are under threat.

Geographic Focus

RNW Media is located in the Netherlands and, since February 2022, has its office in Haarlem. In 2022, we worked with partners (including network members) based in Africa, Asia, Latin America and the Caribbean, the Middle East, Europe and Northern America, in countries where the human and digital rights of young people are under threat. Our reach extends beyond borders, with young people accessing the digital media solutions in high numbers from many other countries. And through our varied offer of Learning Solutions, we trained and upskilled 428 media and communications professionals from over 40 countries.



Partners and donors

We work with those who, like us, want to unleash the potential of young people and together we co-create digital media solutions. In 2022, we continued our work with partners and network members on the development of quality proposals that would strengthen relationships and visibility with our current donors such as the Dutch Ministry of Foreign Affairs, Global Affairs Canada, the U.S. Department of State, UNESCO, the Dutch Postcode Lottery, the EU and Nuffic, amongst others. Moreover, RNW Media fuelled (re)new(ed) partnerships with organisations such as Oxfam, Care, Rutgers, FPU, Amref Health Africa, the Swedish Association for Sexuality Education (RFSU), Plan International, Spark, CHOICE for Youth and Sexuality, Justice & Peace, Amnesty, Nairobi-Kenya, Muntada-OPT and CDS-Egypt.

Key ongoing grants include the Strategic Partnerships with the Dutch Ministry of Foreign Affairs. In 2022, RNW Media was part of three programmes: Right Here Right Now 2 (RHRN2), Masarouna and Women, Peace and Security Yemen. Other ongoing grants include those by the Netherlands Postcode Lottery and Global Affairs Canada.

In 2022 we developed a partnership with Amnesty International Brazil, Justice and Peace and Media Defence and submitted a proposal on safeguarding independent journalistic voices to the Human Rights Fund of the Dutch Ministry of Foreign Affairs. Unfortunately, the proposal was not selected, but we will seek further collaboration with funders that are invested in promoting and protecting freedom of expression. We also submitted proposals to the Open Society Foundations and the Bureau of Democracy, Human Rights and Labor Affairs (DRL) of the U.S. Department of State and worked on a partnership with WarChild around Mental health. Following the Russian invasion in Ukraine, we also developed several concept notes around countering disinformation in Moldova, Georgia and Armenia for the Swedish Postcode Foundation, and included countering disinformation and Russia-backed propaganda in project design in Central and West Africa.

1.2 Strategic Developments: Year 2 of Let's Get Digital

Strategy 2021-2023

2022 marked the second year of implementation of our *"Let's Get Digital!"* strategy, which guides our overall efforts to reach the Big Hairy Audacious Goal (BHAG) that by 2030 through digital media, 1 billion young people can make informed decisions, advance their rights and affect their societies. 2022 demonstrated the continued importance for young people to be able to safely engage in digital spaces, to connect with their peers, access information, and fight for their rights. At the same time young people continue to experience challenges and barriers to their digital rights. With our digital rights agenda, we set the scene for our work on human rights in the digital space accelerating young people's ability to influence change. We hereby focus on two pillars of change: 1) focused on digital inclusion to support universal, equal access and meaningful connectivity, and 2) to defend freedom of opinion and expression, and safeguarding access to information in the digital space.

The digital rights agenda is embedded in our ToC and its three pathways that enable us to co-create digital media solutions with changemakers and accelerate their impact. In 2022 we were able to consolidate our leadership role as a digital media organisation, providing continuity and cohesion between the three pathways, demonstrating significant progress in terms of network creation, data and insights, and co-creation:



Growing the RNW Media Network: our role as convener

We cannot achieve our BHAG in isolation and in 2022 we significantly strengthened our network. We were excited to see (re)new(ed) partnerships and grow our vibrant network of changemakers. In 2022, the RNW Media Network welcomed six new members. This means that the RNW Media Network is comprised of 19 members operating 22 digital communities in 17 countries, collectively reaching over 393 million people. The six new members are: El Toque (Cuba), HIVSA Choma (South Africa), Muntada al-Jensaneyya (Occupied Palestinian Territory (OPT)), NairoBits (Kenya), Reach a Hand Uganda, and YUWA (Nepal). The 13 Founding Members (RNW Media's former country teams) underwent Digital Handovers including website migrations and handovers of their digital assets which is part of the final phase of the sustainability process.

In 2022, we invested in deepening the community through joint learning journeys, and sharing of knowledge, innovation and expertise to produce high quality digital media solutions for social impact. The Network members had the opportunity to access the trainer network, the Online Learning Academy, a "digital data solution" via Hootsuite, a network app / platform via Mighty Networks, and monthly regular learning and exchange sessions. The role and responsibility of seven Love Matters Members was strengthened in owning and growing the Love Matters concept within the larger RNW Media Network.

Strengthening Data and Assessment Products and Services: our role as a digital expert and facilitator

We work with and for young people when developing content and engagement approaches that inform our youth-centred digital media solutions which are data- and evidence-based. In 2022 we made significant progress in developing products and services in support of co-creation of digital media solutions that truly speak to the needs of young people and local partners in the countries where we work, as well as enabling us to perform a facilitative role to our partners ensuring streamlining of quality products, services and underlying digital strategies. The products were developed and prototyped in different programmes and projects and are the:

- **Digital Media Context Analysis (DMCA):** a research methodology that aims to gain a thorough understanding of a specific environment, including the digital and media landscape, challenges and opportunities, as well as the interests, needs, and behaviours of young people.
- **Digital Maturity Assessment (DMA):** a tool that assesses the digital expertise and skills of country partners. It helps identify the existing expertise and gaps, and to subsequently co-create digital learning trajectories based on the results.
- **Evidence-Informed Strategy Development (EISD):** a process that supports partners in having a 'strategy-first mindset' before developing workplans and learning trajectories and execution of all activities. The EISD is based on the evidence and data collected from DMCA and DMA and allows us co-create a digital media strategy together with local partners.

The EISD, DMCA and DMA and their application has been instrumental in co-creating digital strategies and learning solutions. These products will be implemented in different projects and programmes moving forward.

Co-creating Digital Media and Learning Solutions: our role as a catalyst of change

Central to our Let's Get Digital Strategy and Theory of Change is our mission to accelerate the impact of changemakers by co-creating youth-centred digital media and learning solutions built on data insights and mutual learning experiences. The different SDGs relevant to young people are our compass. The means are the inclusive digital spaces we co-create with our partners and the learning experiences we provide to ultimately accelerate and achieve the impact of changes in behaviour, attitudes, social norms and policies.



With our network of members and through various partnerships we were able to co-create and strengthen the value offer linked to a variety of products and services. These include the Love Matters Homebase, the Digital Sex-Ed Content Creators' Hub, joint campaigning during the 16 Days of Activism and the Safeguarding Assessment and Training. We were also able to significantly strengthen our learning products and build capacity of partners through training of 428 changemakers across 40 different countries supporting sustainability of digital media solutions globally.

Another key example of co-creation for change was enabled through our Innovation Fun-d that has been established to pilot innovative ideas with partners. In 2022, we co-created the "rebooting social media" project with 7amleh (a partner in Masarouna) assessing the extent of online or technology facilitated gender-based violence (TFGBV) and holding big tech accountable for young people's digital rights in Palestine. RNW Media staff and 7amleh conducted a joint study on online GBV in Palestine and collected information on online human rights violations through the 7or platform using findings to subsequently advocate for more inclusive online SRHR policies. We collected 972 violations, referring 838 cases to technology companies, and holding 20 advocacy meetings with relevant government bodies and social media companies to discuss their moderating policies and digital rights. As a result of our advocacy META removed 86% of anti-LGBTQI+ hate speech and inciting content. The innovative pilot will feed into future joint advocacy work with UNESCO and other partners towards META to affect structural changes in moderation guidelines and policies.

Events

Jointly with network members we increased representation at global events and conferences. This includes advocating for digital rights of young people and highlighting the dangers of disinformation and opportunities of digital youth engagement at events such as the Partos Innovation Festival, TNW (the Next Web) Conference, the EU dis-info lab and the One Young World Summit. We also participated in the International Conference on Family Planning (ICFP) and RightsCon influencing policy-makers and power holders globally, including on pervasive censorship of SRHR content online.

We were able to advance digital rights of young people in relation to various SDGs including Health (SDG3), Media Development (SDG4), Gender Equality and SRHR (SDG5), decent work for young people (SDG8), Climate Action (SDG13), Peace and Inclusive Governance, including responsive, inclusive, participatory and representative decision-making at all levels, including for young people (SDG16), and Partnerships (SDG17). Finally, our ability to work globally in countries where young people's human rights are under threat, with a growing group of changemakers, confirms our added value and role as a thought leader, convener, facilitator and catalyst of change.

1.3 Key Projects, Achievements and Results

Across our projects we accelerate the scale and power of large communities of young people to drive change through three pathways:

- Building on mutual learning and the exchange of data insights between changemakers within our network, we jointly develop skills and capacities needed to amplify the impact of our work. Our **network collaboration** enables us to bring localised insights to every project and adapt and evolve accordingly.
- By capturing and analysing user-generated **data** on youth-centred platforms, we build **insights** into young people's interests and concerns. These insights enable us to co-create effective youth-centred digital media solutions resulting in social change.
- Young people actively engage and interact with digital content. Together with other changemakers we **co-create** effective digital media solutions, with the purpose of accelerating



the joint impact through engagement of young people at scale so they can confidently claim their rights in all their diversity, assume their place in society and drive social change.

In 2022, we witnessed continued pressure on civic space, coupled with outbreaks of conflicts globally and lingering impacts of the COVID-19 Pandemic. The Ukraine war provided the most visible global example of the devastating effects of war on social cohesion, as well as the undermining effect of disinformation and importance of fact-based and truthful information in safe digital spaces. Conflicts in Mali, and continued unrest in Yemen, OPT, Lebanon, Ethiopia and Libya directly affected our network members and their ability to implement activities, but also spurred efforts to combat mis-, dis- and mal-information. Despite these global challenges and continued competition for limited funding, in 2022 we were able to implement more than 30 projects and 50 learning experiences (of which 13 scheduled courses) in countries across the world.

Some key achievements and results are highlighted in the remainder of this section.

Strategic Partnerships funded by the Dutch Ministry of Foreign Affairs

The power of RNW Media's convening role is exemplified by joint learning and advocacy actions of RNW Media, consortium partners and network members under both the Right Here Right Now 2 (RHRN2) and Masarouna umbrella. This includes the Love Matters Homebase, the Digital Space Jam and joint campaigns to combat gender-based violence (GBV), and our influencing of Facebook's ad policies.

In 2022, together with the RNW Media network, we finalised the development of "The Love Matters Homebase": a collective content bank and collaborative space to facilitate the creation and exchange of pleasure-positive digital SRHR content in a wide variety of formats between users and content creators. All RHRN2 and Masarouna partners will be able to use the Homebase and its resources in 2023 and elements of the Homebase will be integrated in our learning products.

We also played a convening role through the organisation of a Digital Space Jam bringing together partners from RHRN2 and the Masarouna partnerships. Through a hybrid multi-day event 45 participants discussed timely topics such as Decolonising Data and the Feminist Internet. The Digital Space Jam also was the launch pad for the Global online campaign around the 16 Days of Activism to Prevent and End GBV, highlighting invisible forms of violence through the campaign #ViolenceCanBeSilent. The campaign content reached more 2.6 million people around the world, with our videos viewed almost 900.000 times and a total engagement of 130.244.

RNW Media, in collaboration with the Centre of Intimacy Justice, lobbied Meta to update their sexual health advertisement policies to prevent censorship of SRHR-related advertisements on Facebook. Based on evidence collected from 60 health businesses and NGOs, including RNW Media and Love Matters Partners, a White Paper was developed and shared with the US Senate calling for changes in tech policies. RNW Media and Love Matters Kenya were also interviewed for an article in the New York Times that was read by over 100 million people around the world. Subsequently, Meta rewrote its ad policy related to sexual health in October, allowing for "ads that promote sexual health, wellness and reproductive products and services" including around menopause, pain relief during sex, sex education etc. This will greatly contribute to an increase in access to fact-based SRHR information for its users, and thereby young people around the world.

Right Here Right Now 2 (project budget: € 4.8 million)

In partnership with Rutgers (lead partner), ARROW, RHU, CHOICE, AMPF, and IPPFAR (technical partner) RNW Media in 2022 consolidated its work in 10 countries (Bangladesh, Benin, Burundi, Ethiopia, Kenya,



Indonesia, Morocco, Nepal, Tunisia, Uganda) to ensure young people aged 10-30 including marginalised youth (especially young girls and LGBTI youth) can claim their SRHR in gender just societies. In each country, a coalition of several Civil Society Organisations (CSOs) work together, as well as with other partners globally in the programme.

After a successful start in 2021 laying the groundwork, in 2022 we were ready to move towards strategic action. RNW Media focused on accelerating the impact of changemakers to co-create youth-centred digital media solutions building on data insights and collaborative learning experiences. To streamline digital media strategies of the RHRN partners we undertook Digital Media Context Analyses (DMCA) and Digital Maturity Assessments (DMAs) leading to informed evidence for the Digital Strategy Development (EISD) at country level. We verified the EISD with country partners and this will form a strong basis for further development of digital media solutions.

One key achievement was the development and launch of the Digitalisation Community of Practice (CoP) bringing together the most digitally savvy organisations in the RHRN2 country coalitions to champion digital media strategies within their contexts. The CoP focuses on mutual learning, improving knowledge and fostering innovations and we organised sessions on how to use digital media for social change, data visualisation for advocacy, and creating engaging online content. The CoP currently consists of 9 members and we will be adding new members each year. RNW Media also joined the RHRN2 Global Advocacy Group (GAG), specifically contributing our expertise on digital rights and how digital media can impact on the move towards more enabling environments (online) to champion young people's SRHR.

We invested strongly in capacity strengthening with our network members organising a Training of Trainers (ToT) early in the year with participation of 11 new local trainers from India, Burundi, DRC, Nigeria and Kenya. 5 additional trainings (both online and in-person) and 1 online masterclass were rolled out to country coalitions with a total of 101 participants trained on topics such as Creating Accessible Digital Content (in partnership with YUWA Nepal) and Create Engaging and Persuasive SRHR content. We also developed further learning products around topics such as Create & Moderate Safe Digital Spaces; Podcasting Essentials: Audio Production for Social Change; and Vlogging Essentials: Audio-Visual Production for Social Change. We also organised a global meeting with all partners in Nairobi presenting on the power of digitalisation and ensuring that digitalisation remains a key priority for the upcoming year.

Together with AMPF and YPeer Morocco we developed gamified content to influence social and behavioural change towards positive fatherhood and promotion of positive masculinity. We co-created 3 games (1 knowledge quiz, 1 self-assessment journey and 1 True or False) in French and Arabic. A first evaluation demonstrated positive insights into the start and sharing rate and the pilot led to the development of a full handbook on "Building and applying a gamification strategy for social change" which offers a step-by-step guide to drive reach and engagement with quizzes.

Masarouna "our pathway" (project budget: € 13.6 million)

Masarouna is a youth-centred consortium comprised of Oxfam Novib (lead partner), Fe-Male, SMEX, and RNW Media. Masarouna mobilises the power of young people in the Middle East and North Africa (MENA) so they can enjoy their SRHR. We work with young people in all their diversity. Our vision is that young people create meaningful and sustainable change that will enable them to enjoy their SRHR. The MENA region remains a challenging environment to advance SRHR including in the digital space through censorship and navigating disinformation, but also provides excellent potential for the use of digital technologies to achieve positive social outcomes.



In 2022 some changes occurred in terms of the composition of the consortium leading to a new programme plan and annual plan. This subsequently impacted on the roll-out of some activities. Regardless, in 2022 we were able to build upon baselines set in 2021 and develop digital media strategies based upon Evidence-Informed Strategy Development (EISD) which was also used in RHRN2 and Power to Choose. Evidence and data gathered through the Digital Media Context Analysis (DMCA) and Digital Maturity Assessment (DMA) from each country partner informed the overall digital media strategies that will guide further implementation of Masarouna.

In 2022 the Masarouna partnership saw the number of partners grow to 13 local country partners across all six countries. We were able to diversify the network bringing in organisations with expertise on digital media, SRHR and digital rights. The Consortium invested in safeguarding, assessing country partners' organisational safeguarding needs and designing a pathway to meet these needs. RNW Media conducted 12 learning experiences with a total of 80 participants in 2022, around topics such as: Build your Digital Communities, Digital Safety and Security, Media Campaigns for Social Change and a ToT with 10 participants from across the MENA region. RNW Media also provided a customised safety and security training for Oxfam Novib. In 2023 we will ramp up the roll-out of capacity strengthening interventions to consortium and local country partners.

Collaboration with country partners included our work with 7amleh - The Arab Centre for the Advancement of Social Media through support from RNW Media's internal Innovation Fun-d (see section 1.2 strategic developments). We supported the online platform – 7or – to collect data on human rights violations online and advocated towards more inclusive online SRHR policies. Partner Muntada Al-Jensaneyya supported referral of victims and PCC provided subsequent referral to services. 50% of Palestinian women surveyed feel that they are being monitored through social media, and during the year we recorded 972 violations from website users. In Iraq we designed a digital media strategy bootcamp, preparing the Oxfam Innovation Lab team to further build digital media strategies for the Minim Muhim Platform.

In terms of lobby and advocacy, we participated in several events and conferences such as the Social Behaviour Change and Communication (SBCC) conference, RightsCon and the Internet Governance Forum (IGF) to position RNW Media's role in building digital communities for social change with our network members. At country level we worked on strengthening the understanding of the linkage between digital rights and advancing SRHR for young people through organisation of a Digital Rights and SRHR session during Bread & Net in Lebanon. Successful (digital) campaigns were launched with partners around International Women's Day, World Health Day, Menstrual Hygiene Day, International Youth Day and World Sexual Health Day. These had a total reach (impressions) of 83.753 and engagement of 5.185 through RNW Media's corporate channels.

Women, Peace & Security Yemen (project budget: € 1.5 million)

In partnership with Care Nederland (lead partner), Care Yemen, SOS Centre for Development in Yemen and Manasati30, RNW Media implements the Women, Peace and Security (WPS) project in Yemen to improve women's meaningful influence in relief, recovery and peace processes. RNW Media works together with Yemeni media partner Manasati30, to campaign and generate discussions among young women and men in Yemen regarding challenges and opportunities around women's meaningful participation, provide women with a safe online space to discuss the issues they face, and train CSOs on how to campaign in more gender-sensitive ways. Through these efforts, we create movement in the social norms that surround the place of women in public life, opening up a space for them to influence public discourse.



In 2022 we fully started with strengthening the capacities of local CSOs to support their ability to be engines of change in support of our overall objective. We faced strong interest in our trainings with an initial call for invitations receiving over one hundred applications. The selected CSOs, media partners and online pages demonstrated strong commitment to utilise learnings to accelerate their work towards strengthened women representation. In total 25 CSOs and 10 online platforms from Aden and Taiz joined trainings on Implementing Online Campaigns, Creation of Gender Sensitive Content, and capacity strengthening for social media administrators on gender inclusiveness.

To strengthen digital spaces for dialogue, Manasati30 created a protected separate (online) space for women to encourage greater and safe engagement on taboo and sensitive topics related to unequal social norms and SGBV matters. The group has grown to over a 1.600 members and content has created more than 21.000 engagements. The Manasati30 Platform also provided online space for sharing of content, including information on referral services to reproductive health and SGBV service centres that was visited by 1.773 women in 2022. Manasati30 produced and published 122 pieces of content, 20 videos, 52 articles, 28 cartoons, two quizzes and 22 reports. To ensure safe and supportive engagement across the platforms RNW Media and Manasati30 co-developed a conflict-sensitive moderation strategy for the safe spaces with onward training to partners to support their engagement with users.

Our work on amplifying the voices of young people to inform advocacy in 2022 was influenced by a network and cooperation workshop that we organised with partners to discuss priority topics for advocacy campaigns. Thirty women activists participated in the networking workshop. We also strengthened influencing through the development of a partnership with the Women National Committee, a government-affiliated body working to empower women. We shared evidence for advocacy based on various survey results.

Key campaigns were organised around women's participation in local mediation, cyber-bullying, mental health, climate change, and promoting positive masculinity through the hashtag "society champions". The campaign against cyber-bullying went viral with more than 20 regional and local media outlets referencing the campaign and reach on the Manasati30 Facebook page and Instagram 600.000 viewers and 21.000 engagements. The campaign on women's participation in local mediation was another success story. Under the #Support_Women_Mediation, community members in Taiz were informed about the importance of women's participation, and offline a public debate attracting 200 people, and article and cartoon contest were organised. The campaign reached 1.3 million people online with 70.000 engagements and more than 460.000 video views. Under the "SocietyChampions" we posted 35 times on social media, reaching an average of 1.2 million viewers with 29.000 engagements

Other Key Projects & Grants

Dutch Postcode Lottery

In 2021, the Dutch Postcode Lottery (Nationale Postcode Loterij) awarded RNW Media €1.5 million for 3 years to support strengthening of our data ecosystem; digital media targeting and audience segmentation; and digital safety and security. In 2022 we continued to invest in assessment products and services for informed strategy setting that will support co-creation of digital media solutions to connect and engage with young people in various countries and contexts where human rights are under threat. We also build a comprehensive data ecosystem allowing us to conduct in-depth cross-sectional and longitudinal analysis and invest further in building safe digital communities. All these developments and products and services are crucial for evidence-based and needs-based digital media interventions that strengthen digital literacy and digital agency and prevent online censorship.



Global Affairs Canada & Oxfam-Québec

In partnership with Oxfam-Québec (lead) we support implementation of the multi-year, multi-country project “Power to Choose” (Pouvoir Choisir). The project aims to contribute to improving the enjoyment of health-related rights for adolescent girls and young women (AGYW) in the Democratic Republic of Congo, Ghana, Jordan, Lebanon, the occupied Palestinian territory, Honduras, and Bolivia. RNW Media supports knowledge transfer and capacity building of Oxfam local teams and partners in DRC, Bolivia and Lebanon to engage young women and adolescent girls on SRHR through digital and social media. We implement this together with our RNW Media Global Network members Habari in DRC and Mexico Vivo in Mexico.

Based on initial groundwork in 2021, in 2022 we finalised the digital context analyses for each country and digital maturity assessments with the partners in Lebanon and Bolivia. The outputs increased understanding of partners of challenges and opportunities in the digital environment around information sharing, awareness raising and advocacy concerning SRHR. The analyses also informed Evidence-Informed Strategy Development (EISD) and the design of needs-based capacity strengthening activities. In 2022 we provided trainings on ‘create engaging & persuasive SRHR content’ (online or hybrid) in all three countries (75 participants) and on ‘media campaigns for social change & advocacy’ in-person in DRC led by Yaga Burundi (29 participants), whereby the latter will also be rolled-out in 2023 in Lebanon and Bolivia. At the end of 2022 a coaching trajectory started regarding community management of platforms (with topics like a communication strategy, editorial calendar, moderation) to staff of Oxfam’s partner in Bolivia (4 participants). In addition, our technical partner SMEX provided an assessment and support on digital safety to Oxfam’s partner in Lebanon. The 2022 achievements and lessons learned will feed into the final activity in all three countries by developing and publishing a social media campaign planned for roll-out in 2023.

UNESCO

We developed an online Community of Practice (COP): the Digital Sex-ed Creators Hub, based on inputs from 200 digital content creators around the world. The hub provides a safe, accessible, and joyful global (online) space that is collectively owned and led by digital sex-ed content creators, and enables equitable, inclusive, and collaborative ideation, sharing and learning, practices transformative solidarity, and advances collective action. In 2022 we launched the Innovation Award that supported hub members with implementing innovative solutions to advance digital sexuality education for young people. 3 innovative projects were selected from Turkey, Argentina and India and will receive seed grants for the successful implementation of their initiatives.

Swedish Association for Sexuality Education (RFSU)

In collaboration with RFSU and Tanadgoma, RNW Media is implementing the Digital Sexuality Education project in Georgia with the objective to increase access to education and knowledge about sexuality, the body and relationships, through a digital sexuality education solution. In 2022 we started laying the groundwork conducting a DMCA and DMA that will inform the digital strategy and co-creation of the digital initiative that will provide relevant information and knowledge to young people about sexuality, bodies and relationships.

EU

RNW Media, in partnership with Doniblog, are implementing the project “Faisons Nous Entendre” strengthening the collaboration between non-conventional media producers and local expert CSOs in Mali in support of youth engagement in public and political life on issues around security, climate change and political participation. Through the project, Doniblog trained 60 young people in digital literacy,



digital tools and associated risks (including disinformation), production of content and on citizen mobilisation, including awareness raising, and influencing across 3 localities (Mopti, Bamako and Kayes). Moreover, 20 team members of 3 CSOs have been capacitated on digital tools and communication to support information provision to the communities where they work. The Campaign #NetuonsPasNosFleuves, focused on the lack of river management and care by Malian authorities, companies and citizens and was influential generating more than 89.000 interactions on Facebook alone.

US Embassy Ethiopia

RNW Media, in partnership with the Centre for the Advancement of Rights and Democracy (CARD), has implemented a project in Ethiopia focused on strengthening the skill set of journalists and strengthen the institutional capacity of Ethiopian media organisations with the overarching goal of improving the quality of information available to the Ethiopian public in a democracy. Together with CARD, we developed an updated curriculum addressing online disinformation, and provided a training of trainers to 10 Ethiopian journalists (of which 33% women) that were subsequently supported to provide further trainings to more than 465 Ethiopian journalists in 11 Regional States/Cities. These journalists work for private and public media houses to improve the production of multi-media content in the media landscape in Ethiopia.

Netherlands Embassy Jordan

RNW Media, in partnership with the Arab Renaissance for Democracy and Development (ARDD), implemented the “Arab Youth Green Voices challenge” project aimed at engaging young people in the MENA region in the climate change debate in the run-up to the COP27 and amplifying their voices at the international level through increasing their knowledge and skills; connect them with decision makers, and guide them in developing and disseminating their own media products. Out of a total of 56 applications, 14 applicants were able to participate in project activities such as online lab sessions and the 6 most talented and promising media makers were provided with additional technical support to enhance and strengthen their creative content. The 6 products were translated into English and will be broadly disseminated by ARDD, RNW Media and the participating Dutch embassies in the MENA region in early 2023.

RNW Media's Learning Solutions

RNW Media brings over 50 years of experience in journalistic and digital media training, making it an internationally renowned expert in delivering courses and customised learning solutions to media professionals and changemakers around the world with the objective of upskilling, capacity strengthening and knowledge exchange. In 2022, we were able to scale-up delivery and conducted 50 learning experiences, in which we trained 428 communications and media professionals from 40 different countries. The volume of our learning experiences (e.g., number of course days) increased by 14%. All the trainings that we offered were supported with our Online Learning Academy (OLA). The OLA provides an online space for learning content, assignments, instructional videos, and quizzes, with modules available in English, French, Spanish and Arabic, and enabling pre-and post-engagement with participants allowing for better preparation and follow-up. We also continued to build and professionally develop our network of trainers. In 2022 we worked with 79 selected trainers based in Europe, Asia, Africa, the Middle East and Latin America and the Caribbean.

Our learning solutions are tackling today's pressing media issues, including Media Campaigns for Social Change and Advocacy and Digital Media to Counter Disinformation to Create Engaging and Persuasive SRHR Content. Our approach goes beyond traditional journalism, media and campaigning. Trainings are designed around the core of persuasive storytelling and combine research and theory with rigorous



professional practice and creative digital media innovation. Working in this way, makes our learning solutions more relevant to media work with a lasting impact in the counties where we work, including those in transition or fragile contexts. We use engaging formats, including trainings, masterclasses, learning events and coaching. We invested in coaching as a structured learning experience through internal trainings and setting up a coaching and trainer skills lab, developing coaching guidelines (e.g., what is coaching, how to identify coaching needs, how to connect to the existing offer of learning solutions; how to prep and conduct coaching), and subsequently provide coaching externally in conjunction with our other learning solutions

Impact assessment

To gain further insights into the relevance of our learning solutions we rely on extensive participant feedback post-learning experience, including through conducting an impact assessment around 6 months after completion. We have found that participants greatly value the learning experiences. The impact assessment over 2021 and the first half of 2022 found that 88.7% of participants say that they apply knowledge, skills and insights acquired during the training in their work. Moreover, according to the training evaluation results, participants report they have increased their competencies by 23% on average across all 2020 learning experiences. Participants also value the diversity of our training pool whom themselves are digital media practitioners with different specialisations and diverse backgrounds. This allows for mutual learning and knowledge exchange, not only between participants, but also between the participants and the trainer. We use the feedback, outcomes and testimonials to identify best practices and points of improvement to be integrated into future design of the learning solutions.

Scheduled Courses

In 2022, RNW Media's branded 'RNTC media training centre' continued to provide scheduled courses through the MENA Scholarship Programme (MSP) and Orange Knowledge Programme (OKP) through scholarships financed by the Dutch Ministry of Foreign Affairs, and managed by Nuffic. For the first time since the Pandemic broke out, we were able to convene in-person to provide interactive, practice-oriented offline trainings. The selection process was competitive and received 1.068 applications, with a record 123 participants (86 in-person) joining courses on Digital Media Creation, Digital Media to Counter Disinformation and Hate Speech, Media Campaigns for Social Change and Advocacy and Public Interest Journalism that received overall satisfaction scores in the range of 8.5 to 9.4. Out of the 123 participants 118 received scholarships and the remaining participants were sent by a wide range of organisations for upskilling, including the UN mission in Somalia, WHO, the Syria Report, and Justice and Peace.

Customised learning solutions

Besides our scheduled course offer, we also provide customised learning solutions to professionals, partners and organisations. In 2022 this included some of our partners in Masarouna, RHRN2, but also providing training to the Hague Academy on online learning and masterclasses to the KIT Royal Tropical Institute on creating digital communities. Other customised learning solutions in 2022 included:

Countering Extremism in KR-I: In 2022, we reached the final year of the 3-year programme "Networks for Change" funded by the Ministry of Foreign Affairs of the Netherlands Communications Hub, in collaboration with Spark. The project focused on prevention and countering violent extremism of Kurdish young people in the Kurdish part of Northern Iraq, with a focus on contributing to resilience of young people and paving the way for youth participation. 60 youth campaigners were capacitated and two social media campaigns had a total of 1.92 million video views, with high engagement noted. RNW Media hosted an inspiring session with a delegation of KR-I that further delved into the challenges that



young people in KR-I face and the importance of a combined on-and offline strategy to tackle drivers of violent extremism amongst young people.

Capacity support for CSE and journalists in Burundi: In 2022 with support from Nuffic under the OKP we implement a project together with the 'Association Burundaise des Etudiants en Médecine' (ABEM) and Yaga Burundi to strengthen ABEM's ability to inform young people better around CSE, learn about online engagement techniques and develop campaigning skills to reach young people. Yaga Burundi ran several trainings focused on creating SRHR social media communities, engagement techniques, social media and storytelling for change and advocacy, and overall coaching including around fundraising. In a separate project we also provided capacity training to Burundian journalists and Media houses.

Trainings for CSOs and youth activists under Masarouna and RHRN2 Programmes: Based on digital maturity assessments of partners and digital context analyses RNW Media designed customised learning pathways integrated as part of Masarouna and RHRN2 programmes. As part of RHRN2 101 participants were trained in the various project countries including on Creating Engaging and Inclusive SRHR Content and Media Campaigns for Social Change and Advocacy. As part of Masarouna 80 participants were trained from various countries focused on Building Digital communities, Digital Safety and Security, and Media Campaigns for Social Change and Advocacy.

Reported Data

In 2022 we updated our organisational Theory of Change (ToC) and the accompanying Results Framework and its indicators. The indicators correspond to the different outcomes of our ToC and help track and measure results in different areas of RNW Media's work, such as learning products, digital media products and services, as well as indicators capturing higher level results, such as changes in young people's knowledge, attitudes, practices and social norms.

At the end of 2022 we carried out an *Annual Impact Review* to collect and analyse data that would allow us to showcase our role in accelerating the impact of changemakers. This was done using the ToC's indicators as a basis, and as a way to corroborate RNW Media's role as catalyst of change. As part of this process, we collected quantitative and qualitative data from different sources using different techniques such as online surveys, an adapted version of Most Significant Change (MSC) technique, and Key Informant Interviews (KII).

More details on outcomes of the *Annual Impact Review* (the collection of data and its respective analysis) are included in RNW Media's 2022 Annual Report. The below table provides key data highlights. It is important to note that the data in the table captures RNW Media's *direct* and *indirect impact*. For example, results on the capacity strengthening of changemakers through different type of learning products could be considered RNW Media's *direct impact* (indicators under 1OFC, 2OFC and 3OFC), while results regarding the digital reach and engagement of young people, as well as changes in knowledge, attitudes and practices – is usually reported by RNW Media's partner organisations and network members. These changes are achieved as a result of co-creation and collaboration with RNW Media, accordingly these results should be considered as *indirect impact* (indicators under 4OFYP).

Outcome	Indicator	2022 value
1OFC: Knowledge and expertise are exchanged, through which the impact of	Number of events that enhance knowledge and expertise exchange	50
	Number of participants in events that enhance knowledge and expertise exchange	428

changemakers is accelerated		
2OFC: Increased capacity of changemakers to drive change in attitudes, behaviours, and social norms through digital media	Average % increase in digital knowledge and skills for social change	23%
	% of changemakers who apply their digital skills and knowledge to use digital media for social change	88.7%
3OFC: Youth-centred digital media solutions are co-created and contextualised with changemakers	# of products/services developed by RNW Media	29
	# of products/services implemented and contextualised	113
	partner/client satisfaction rate (1-10) of our products and services	8.3
4OFYP: Young people increased awareness, knowledge, attitudes and behaviours on issues that matter to them	Ratio of young people (from our partners and network members' platforms) indicating they have improved their knowledge and/or changed their attitudes and behaviours as a result of engaging with the platform (by type)	89.7% <i>Note: the reported value is based on the data obtained from partner's websites.</i>
	# of young people reached on digital platforms capacitated (co-created/strengthened) by RNW Media	393.202.040
	# of followers on digital platforms capacitated (co-created/strengthened) by RNW Media	16.019.669
	# of engagement on digital platforms capacitated (co-created/strengthened) by RNW Media	28.237.106
	Engagement rate (by followers) on digital platforms capacitated (co-created/strengthened) by RNW Media	176%

Some data for indicators was not yet collected in 2022 since the outcome areas are directly linked to the development of the "data ecosystem". We will be able to report data on these indicators in 2023.

*OFC: Outcome Figure Changemakers

OFYP: Outcome Figure Young People

Reach is measured through website users and social media reach. Website users counts how many users visit a website. On social media generally we measure page reach through counting the number of people who saw any content from a page, including posts, stories and ads. For campaigns we also measure post reach rather than the page reach. Reach is different from impressions, which may include multiple views of posts by the same people.

Engagement on social media is measured through how many times users *react, comment and share* posts. This data indicates how active social media users interact with RNW Media and partners' content and moderation.

Data Ecosystem

We invested significantly in building aspects of a comprehensive data ecosystem, developing and piloting data and assessment products and services such as the Digital Media Context Analysis (DMCA), Digital Maturity Assessment (DMA) and Evidence-Informed Strategy Development (EISD) (see section 1.2 for details). We also continued to use smart software to 'read' online discourses about sensitive topics and gather digital data to inform our strategies and measure our impact. This includes social



listening as a digital tool to analyse the content shared on social media. It provides a real-time approach to detect social developments that are discussed online. We are able to analyse what topics are discussed and we can research the broader online landscape, to map out which groups of people are discussing specific topics online. Additionally, it helps us to track the success of any activities on the ground, such as media campaigns.

Provided our work with partners and network members, we decided to use Looker Studio and Hootsuite to fully replace the previous Data Lake. Looker Studio, formerly Google Data Studio, is an online tool for converting data into customisable informative reports and dashboards. We have used it before mainly for data collection and to monitor several websites. We have started to use it as the main dashboard tool for website and YouTube data. Hootsuite is a social media management platform which can also provide analytics and dashboard features to integrate the data from many mainstream social media platforms including Facebook, Twitter, Instagram, TikTok and LinkedIn. Since RNW Media and our partners use multiple platforms, Looker Studio and Hootsuite together will provide most data connections. Additionally, with our partners and members growing both Looker Studio and Hootsuite provide the flexibility of adding new profile connections.

Research Agenda

RNW Media strives to continuously learn, and we do this by generating and building evidence to inform and adapt decision-making and fill the knowledge gaps around digital media solutions. For this reason, in 2022 RNW Media developed a research agenda, implemented in collaboration with changemakers, network members and partners. The research agenda intends to: 1) generate new knowledge and evidence in digital media and social change to be used by changemakers for advocacy and policy influencing; and 2) build evidence and document the learnings regarding what works and adapt/inform approaches and decision-making.

The research agenda includes a living set of research questions to guide the data analysis and learning. Our research agenda is guided by our strategy, BHAG, and ToC. As a way of implementing our research agenda, in 2022 in collaboration with its network members – the Love Matters digital communities in the Democratic Republic of Congo, Egypt, India, Kenya, Mexico, and Nigeria, we conducted research on Facebook censorship on SRHR information. In addition, in December 2022 RNW Media together with partner organisations – CDS and Muntada Al-Jensaneya – initiated the research on changing social norms on SRHR through digital media. The research is being commissioned under Masarouna by a team of external researchers and will be finalised in Q2 2023. We also contributed to a global overview paper led by the Rutgers on strengthening resilience, strategies and tactics to move forward in the face of organised opposition. We gave input mainly from the digital media solution perspective, especially on how to counter the opposition such as dis- and misinformation and censorship in the digital space.

1.4 Organisational Management and Operations

Human Resources

In 2022, a dedicated team continued implementation of the strategy 2021-2023 *“Let’s Get Digital”*, starting up large new programmes, capturing RNW Media’s track record with digital communities for social change and further developing our offer, including the various products and services for the learning experiences.

We started the year with 43.8 fte and finished the year with 40 fte. Next to investments in the strategy and the forming of a dedicated team, we also invested in a joint culture journey. We prioritised the required behaviours for cultivating a culture of trust, personal accountability and facilitative leadership



to implement the strategy in an efficient and effective way and achieve our ambitious goal in 2030. Regardless of Covid-19 still being present, sick leave averaged 6.86% (5.54% excluding maternity leave) in 2022, which aligns with the 2021 average (of 6.85%) and with the national average.

At RNW Media we feel it is important for staff to be heard and to be involved. In 2022 staff representation was done by 'PVT' who represent all RNW Media staff. PVT has three members, but in 2022 there was one vacancy and one member stepped down in September 2022, and as such as of January 2023 two new members will join the PVT. PVT meets on a quarterly basis with the Chief Executive Officer (CEO) and twice a year to talk about more strategic topics, or if needed on an ad-hoc basis to address topics that concern the team. The PVT also meets twice a year with the Leadership Team and once a year with the Supervisory Board.

Together with PVT, the CEO and HR organised an Employee Engagement Survey and held a session with the team to share findings. Topics of pride include: the team spirit and collegiality, including working together to improve delivery, the challenging and meaningful work that RNW Media offers and the impact of the work. Topics of improvements include: the high workload, physical working conditions (office surroundings, desks, chairs), and meaningful involvement of all team members, including two-way lines of communication and feedback. The improvement topics are all integrated in the Annual Plan 2023 under the objective to facilitate an inspiring work environment with continued attention to a joint culture journey towards the ecosystem of organisational values, EDI principles and priority behaviours in order to reach a culture of trust, personal accountability and facilitative leadership.

Leadership Team

In 2022, RNW Media's general management consisted of a CEO, Jacqueline Lampe. The CEO bears final responsibility for the organisation's management and is overseen by the Supervisory Board. In 2022, the CEO led RNW Media's Leadership Team (LT), which consisted of the CEO who leads the Management Cluster which include finance and operations, the Thought Leadership Leader (Magdalena Aguilar), the Partnership Management Leader (Wouter van Tongeren) and the Capacity Strengthening Leader (Polina Jones).

Integrity System

In 2022, we further strengthened our integrity system as part of our overall efforts to improve safety and wellbeing of colleagues and partners and build a strong ecosystem of organisational values. In addition to our Code of Conduct, Safeguarding Policy, Whistle blower Policy, Harassment Policy and Complaints Procedure, the Supervisory Board installed a dedicated integrity committee mid-2022 that is responsible for monitoring the functioning of the integrity system. In addition to the external independent Confidential Advisor, we have also appointed an internal Integrity Officer (who joined as member of the Partos working group on integrity). These focal points together lead continued awareness raising; monitoring efforts; and response to incidents and reports of (suspected) integrity breaches.

We invested in comprehensive learning for all team members about the updated integrity system, awareness raising, and where to go in case of incidents through a training, with annual refreshers foreseen. As an organisation we also focused on 'moral learning' to reflect on reports we received in the past, our responses to these and reflection on the system overall, to ensure we learn and continually adapt and develop the system and associated policies and tools in support of a healthy, safe and inclusive work culture for all. This will lead to strengthened and more accessible communication channels moving forward.



In 2022 we did not receive reports of internal integrity cases. As part of our reflective approach though, we did become aware of the desire amongst team members for strengthened internal connection and two-way constructive dialogue and we invested in awareness on unconscious bias. Our reflection highlighted the importance of a continued emphasis on integrity, open discussion, and accessible lines of reporting. Moving forward we will continue to embed integrity learnings in our collective journey towards a culture of trust, personal accountability and facilitative leadership in RNW Media and among our network members. Hereby we also are more aware than ever of the potential interlinkage between integrity incidents and dynamics of institutional racism, institutional sexism, heteronormative climate, etc, and the need to challenge these harmful dynamics around issues of Equity, Diversity and Inclusion (EDI) in a connecting manner.

Equity, Diversity and Inclusion

Our efforts to create a safe and inclusive workplace do not only relate to responsive integrity systems, but are part of the broader culture ecosystem that we are building that includes our organisational values and priority behaviours and championing EDI, not only in our organisation, but our overall capacities, work and projects with partners. To this end we have set up an internal EDI working group to create awareness and increased visibility in RNW Media for the promotion of fair opportunities with a diverse team that practices the provision of equal access for all. This includes ensuring that our products and services are as inclusive as possible; foster a work atmosphere where people in all their diversity feel they belong; and ensure that we – as RNW Media – apply the EDI concepts explicitly in our work, partnerships, teams and projects.

Safety and Security

Given the nature of our work and the work of our partners, physical safety and security are high on our agenda. Team members participated in three safe traveling courses in 2022 aligned to our updated safe travel procedures. This was timely as we witnessed an uptake in traveling of team members, trainers and partners, with valuable in-person interactions made possible again. Hereby we emphasised responsible traveling to mitigate impact on the climate and used hybrid meeting formats where possible. The crisis management team received quarterly training to respond to safety and security incidents. In 2022 three colleagues were in Turkey during the Istanbul bombing. While not in the immediate area, we did set in motion enhanced communication procedures in response. No other safety and security incidents were reported in 2022.

Being a digital and data driven organisation means that digital security is paramount. Another point of continuous attention is our compliance with the European privacy regulation, the General Data Protection Regulation (GDPR). To this end we installed a system of GDPR S/heroes who are responsible for specific data-handling process(es) and can provide information on how to be compliant on those processes. We are using a Responsible Data Framework which incorporates and goes further than GDPR. It outlines how we deal with data collected through digital communities, and how we can ensure we are complying with the legal and ethical responsibilities of collecting this data.

1.5 Looking Ahead

2023 will be the third year of our 2021-2023 strategy *“Let's Get Digital! Three years of action to unleash young people's potential: co-creating innovate digital media for social change”*. We will build on the consolidation of our move to project-based working, our strengthened products and services, growing RNW Media network, and strategic position in multiple global partnerships. We foresee an exciting year that will allow us to further improve our ability to accelerate the impact of the changemakers we co-



create with and unleash the potential of young people to make informed decisions, advance their rights and affect their societies.

With our ToC and digital rights agenda as reference, we are excited to work on more SDGs relevant for young people. We will continue to develop our (learning) products and services to ensure they remain relevant to the needs of young people and our partners. Building on the launch of the new organisational ToC in 2022 and accompanying M&E framework, we will establish an indicator framework that will allow us to better track progress towards the achievement of our BHAG. Moreover, we will build a comprehensive data ecosystem, which will allow us to conduct in-depth cross-sectional and longitudinal analysis. The data ecosystem will continue to be developed in 2023 to provide a platform for RNW Media to make informed decisions based on meaningful insights, and be better able to support our partners and network members. In addition, we will review our existing “roadmap to build a digital community for social change” and will develop a product portfolio to link all our products and services in one external value offer.

Visibility is key to demonstrate our impact, but also to secure income, and diversify funding streams to allow us to do our impactful work in the years to come. We will invest in our visibility in (learning) events, through communications, and through joint research, strong value propositions and quality proposal submissions to a wide variety of donors, funders and partners. The importance of the digital space is increasingly recognised by funders and partners, but too often interventions incorporate digital elements without a clear digital media strategy. We will highlight our strong track record, including through research and qualitative and quantitative data to demonstrate the value and opportunity of digital media solutions to advance the SDGs.

In 2023 independent mid-term reviews are foreseen for the Strategic Partnerships: Masarouna, RHRN2 and WPS Yemen. We are eager to see how digitalisation is supporting the ToC pathways and what can be done to further embed digital media solutions in the Programme ToC pathways, as well as further lessons that will guide strategic decisions on the way forward in the remaining two years of the programme.

For the RNW Media network in 2023, beyond outreach to grow the network, we will focus on mapping of the expertise of existing RNW Media Network Members to cultivate the expertise of members in the replication process of digital communities and opportunities in other countries such as Benin, Iraq and Georgia. We will also map the needs of RNW Media Network Members to generate ideas for development of future digital learning products and services of RNW Media and organise a Digital Media Impact Summit in May 2023 in Cairo, Egypt. During the summit RNW Media Network Members, Masarouna Partners and RHRN2 Partners will congregate, share their impact stories and learn more on Digital Safety and Security, Digital Inclusion and other digital media topics.

Lastly, we will continue to invest in the RNW Media team and building an inspiring work environment prioritising an office space that is fit for purpose, well-functioning support processes and systems, and a well-connected and well-prepared team. We will continue the collective journey towards a culture of trust, personal accountability and facilitative leadership. Hereby we will work towards an aligned ecosystem of organisational values, priority behaviours, with a strong and responsive integrity system, moral learning, and equity, diversity and inclusion (EDI) as an integral part of both our organisation and our work.

2023 will be the third year of our strategy ‘Let’s get Digital?’ and in Q2/3 we will reflect on the strategy implementation and further define next steps in terms of strategy, structure and behaviour beyond 2023 to ensure we can continue to move closer to our BHAG.



1.6 Finances

Background

2022 was our second year as a complete project-based organisation. Through securing more diversified funding and utilise our time more effectively and efficiently working on our funded projects, we have made great progress towards financial sustainability.

Participating interest

In 2022, RNW Media was sole owner of the shares of dB mediagroep B.V. No changes were made.

Local Partner Commitments

The income and expenses are respectively €2.5 million and €2.3 million higher as reporting regulations require us to account for the full amount of partner commitments signed in 2022 including for contracts that start or continue in 2023. The actual expenses of these commitments will occur and be settled in 2023.

2022 Income

We closed 2022 with operating revenues totalling €9.3 million (2021: €6.3m.), of which €6.2 million came from our Strategic Partnership subsidies, granted by the Dutch Ministry of Foreign Affairs. We had an additional €1.9 million income from other donors like Global Affairs Canada, Nuffic, UNESCO, U.S. Department of State, the European Commission and the Dutch Postcode Lottery. €1.2 million came from other income for our learning solutions and from our ownership of dB mediagroep B.V.

2022 Consolidated Budget and Actuals

The Supervisory Board approved a €777k deficit for the 2022 budget to invest in our strategy and organisation. The actual deficit was with €441k lower than budgeted due to cost savings and due to the overhead coverage income related to local partner commitments mentioned above.

Asset Management

In 2022, because of the negative interest, it was decided that RNW Media would invest the continuity reserve in asset management. After a procurement procedure IBS Capital was selected as our investment consultant. In 2022 we have invested the first € 1.450.000, and the remaining € 1.050.000 will be invested in 2023. The unrealised result over 2022 is € -79.012. As RNW Media only invests the continuity reserve in asset management all investments are meant to be long term (5+ years). The investments are at our disposal at all times.

Budget 2023

The Supervisory Board approved a deficit for 2023 of €223.000 for additional investments in a future proof digital media organisation.

Please see the formally approved 2023 budget below.

Note, this is the consolidated budget including dB mediagroep turnover and costs.

RNW Media Budget 2022, Actual 2022 and Budget 2023 (x €1.000)	Budget 2022	Actual 2022	Budget 2023
Income from projects	7.860	9.290	10.400
Other operating income	981	1.005	1.011
Total operating income	8.841	10.295	11.411
Wages and salaries	1.957	1.993	2.172
Amortisation and depreciation, respectively, of intangible and tangible fixed assets	33	45	35
Direct production expenses	6.258	7.805	8.074
Other operating expenses	1.367	790	1.349
Total operating expenses	9.615	10.633	11.630
Result from operations	-774	-338	-219
Result from non-operating activities	5	11	5
Financial result	-6	-100	
Surplus/planned deficit	-775	-428	-214
Profit taxes and correction on the active tax latency		-1	
Group result after tax and minority interest corrections	-775	-429	-214

Risk management

In 2022 we finalised review of the Risk and Mitigation matrix through a series of discussions and consultations conducted by the Finance Lead and CEO with the Supervisory Board, leadership team, and other team members. We subsequently updated risks and mitigation strategies aligned to overall organisational strategies, plans, policies, protocols and procedures in order to be more pragmatic and directly connected to RNW Media's products and services. The risk matrix will be regularly reviewed to keep track of internal and external developments. The key risks and mitigation measures are included the matrix below:

Risk	Due to	Mitigation
Lack of financial means	<ul style="list-style-type: none"> • Pressure on NGOs • Different priorities for funding • Changes in policies • Financial crisis 	<ul style="list-style-type: none"> • In cooperation with Partos and other (Human Rights) actors increase support for international development • Diversify income • Aim for multi-year and follow-up contracts; invest in relations with donors • Maintain a healthy continuity reserve
Lack of human resources	<ul style="list-style-type: none"> • Tough recruitment market 	<ul style="list-style-type: none"> • Partner with academic institutions • Career development from intern to employee • Implement a retention strategy • Implement a referral system • Use our alumni network • Recruit outside NL & Europe • Further develop our flex-pool

<p>Appetite of main stakeholders for our added value develops too slow</p>	<ul style="list-style-type: none"> • Lack of understanding • Lower priority 	<ul style="list-style-type: none"> • Invest in the added value of our model • Adapting the narrative to tune with stakeholders • Accelerate digital knowledge stakeholders • Position ourselves as key digital expert • Implement our digital strategy as leadership product
<p>Associated with lack of competence / integrity (reputational damage)</p>	<ul style="list-style-type: none"> • Fraud & corruption at RNW Media or an associated organization 	<ul style="list-style-type: none"> • Anti-Fraud & corruption policy in place • Implementation of the integrity system of members & partners • Perform operational audits on partners • Further develop our integrity system in relation to quality control; partnership policy; due diligence of partners; recruitment • Prepare a strong communication plan to mitigate impact • Have an inclusive partnership governance in place • Invest in long-term relations with partners and donors
<p>Increased pressure / increased unsafe environment</p>	<ul style="list-style-type: none"> • Safety threats in the countries we operate • Increased threats of digital unsafety 	<ul style="list-style-type: none"> • Continuous improvement of safety & security protocol • Crisis management team ready to operate • Invest in S&S trainings for our partners • Obligatory safety training before travelling

Quality Management System

Key plans, policies, protocols and procedures we have in place are for instance the Human resource strategy and Action Plan, the Employee Handbook, our Annual Plan, the RNW Media Crisis Management Protocol (tested twice a year), the RNW Media Quality Manual, the Risk & Mitigation tool, and an updated Integrity System. As part of the Quality Management System (QMS) review these policies and protocols are reviewed annually and subject to an external audit against our ISO/Partos 9001:2015 certification, which found a strong and relevant QMS in place that is adjusted to RNW Media’s needs.

Furthermore in 2022, we moved towards an efficient and mature project driven way of working, with Zoho One as the project and contact relationship management tool. A dedicated expert team supported roll-out to all staff to work with the tool through training and coaching sessions to strengthen the overall project management cycle. Zoho One training, and organisational policies, protocols and procedures are all an integral part of the onboarding process of new colleagues, freelancers, teams and partners. All strategies, plans, policies, protocols and procedures are shared in our online database and accessible for all involved. We also organise Project Connect sessions twice a year to collect and disseminate learnings between projects, share best practices and jointly find solutions to shared challenges. The sessions are organised by project management and capability experts, and joined by all current project leads. In 2023, we will further define processes for partner selection and partner onboarding, for hiring external expertise and for documenting track record in our systems to contribute to continued quality and relevance of our products and services.

1.7 Supervisory Board

Purpose

Based on the principles of good governance, the Supervisory Board is responsible for comprehensively supervising the Management’s policy and the general affairs of the foundation and its associated organisation and, if applicable, its affiliated legal entities. The Supervisory Board appoints its own members, according to the statutes, for a term of four years, at the end of which time they may be reappointed for a single consecutive period. The members of the Supervisory Board are not remunerated for their work on the Board. The CEO bears final responsibility for the organisation’s management, leads the leadership team and is overseen by the Supervisory Board. Since the Management Board only consists of the CEO, the Finance Lead is involved in the Audit Committee meetings and conversations, and attends the Supervisory Board meetings when financial matters are on the agenda.

Members

- Theo Huibers, Chair, Remuneration Committee (2nd term June 2020 - June 2024)
- Sana Afouaiz, Member (1st term Jan 2020 – Jan 2024)
- Susan Blankhart, Chair Remuneration Committee (2nd term Oct 2021 - Oct 2025)
- Saskia Braam, Member, Remuneration & Integrity Committee (1st term March 2019 - March 2023)
- Nicole Kuppens, Chair Audit Committee (2nd term Sept 2020- Sept 2024)
- Franklin Ugobude, Member, Integrity Committee (1st term Jan 2020 – Jan 2024)
- Ivo Verlinden, Member, Audit Committee (1st term March 2020 – March 2024)

About each member

Principal and secondary positions of the members of the Management Board and Supervisory Board.

Name	Principal position	Secondary positions
Jacqueline Lampe	CEO RNW Media	OBA (Public Library Amsterdam), member Supervisory Board (unpaid) Partos, member Board (unpaid)
Theo Huibers	Independent strategy advisor and Professor at Human Media Interaction Department of the University of Twente, The Netherlands	PAMM, member Supervisory Board (until May 2022) NEN (Stichting Koninklijk Nederlands Normalisatie Instituut), member Supervisory Board
Sana Afouaiz	Director, Womenpreneur	
Susan Blankhart	Retired Ambassador Netherlands ministry Foreign Affairs, director Femdiplo	Ref FM, chair Supervisory Board (unpaid) Plan Nederland, member Supervisory Board (unpaid) Achmea Foundation, member Board (unpaid/ fixed costs compensation) Georg Arnhold Foundation, member Academic Board (unpaid) Berendina Foundation, chair Advisory Committee (unpaid)
Saskia Braam	Independent Consultant	

Nicole Kuppens	Managing Director “Spoorwegmuseum” (Dutch Railroad Museum)	Stichting Utrechts Museumkwartier, member Board (unpaid)
Franklin Ugobude	Product Marketing Manager at Topship	The Consent Workshop, Director of Media and Communications (unpaid)
Ivo Verlinden	CFO Triskelion Group (Triskelion Bidco BV and Ducares BV)	Finsight, founder

Meetings

In 2022, the Supervisory Board held four regular meetings to discuss proceedings at RNW Media. There were consultations between the management and the Chair of the Supervisory Board and the Chair of the Audit Committee as well. We regularly informed the Board of developments of organisational and strategic importance. The most important topics discussed during the meetings of the Supervisory Board were: annual reporting 2021; progress on the annual plan 2022; financial budget and forecast 2022; progress on the strategy 2021-2023, including the financial outlook; integrity, safeguarding, safety and security; approval of annual plan and budget 2023, and evaluation of the CEO’s performance.

In 2022, a self-assessment of the functioning of the Supervisory Board was conducted by an external consultant. It comprised of individual interviews with Supervisory Board members and the CEO and a workshop. Apart from some points for improvement such as a balance between meetings in person and virtual meetings and more focus on the integrity system, the Supervisory Board and the meeting hygiene are perceived as effective. The connection within the board and with the CEO is perceived as constructive and open. All board members feel free to speak their mind and voice their opinions freely. Psychological safety is rated 8.8. Rotation schedule and succession planning were discussed. As a consequence of the self-assessment a Supervisory Board vision has been developed and an integrity committee has been installed.

Committees

Remuneration Committee: purpose; members; and meetings

As part of the Supervisory Board, the Remuneration Committee is responsible for ensuring a clear procedure for recruiting and selecting the CEO and the Supervisory Board members. The Remuneration Committee is responsible for the remuneration of the CEO, monitors and evaluates the CEO’s functioning, and reports back to the members of the Supervisory Board on their findings.

In 2022 the Remuneration Committee had three members, Saskia Braam, Theo Huibers and Susan Blankhart (Chair). The Remuneration Committee held one meeting with the CEO in 2022 to discuss her performance.

Integrity Committee: purpose; members; and meetings

The Integrity Committee was established in July 2022, in order to strengthen our work on integrity and safeguarding. As part of the Supervisory Board, the integrity committee is responsible for monitoring integrity and moral learning in RNW Media, including to what extent the system is functioning; are policies and functions in place; what are external developments that could impact integrity within the organisation; how to build and maintain awareness and in case of integrity incidents assess whether the system and policies were applied correctly.

The integrity committee had two members: Saskia Braam and Franklin Ugobude, and regular meetings will commence in the first half of 2023.



Audit Committee: purpose; members; and meetings

Within the Supervisory Board, the Audit Committee is responsible for overseeing the provision of financial information, implementing recommendations and acting on the comments of the external auditor. It is also responsible for overseeing the operation of the internal risk management and control systems, including compliance with relevant regulations and legislation, and overseeing the application of the principles of good management and the provision of advice to the Supervisory Board. The chair of the Audit Committee is responsible for preparing the meetings of the Audit Committee, together with the CEO and the Finance Lead.

The Audit Committee had two members: Nicole Kuppens (Chair) and Ivo Verlinden. The Audit Committee held three meetings in 2022. The most important topics discussed were: annual reporting 2021, financial reporting and forecast 2022, financial outlook 2021-2023 (including budget 2023) and risk management and mitigation measures.

1.8 Statement of Approval of Accounts

I, Jacqueline Lampe, CEO of RNW Media, hereby declare:

The Financial Statements provide a true and fair view of the assets, liabilities, financial position and profit or loss of RNW Media and the companies included in the consolidation;

and

The report of the Board provides a true and fair view of the financial position on the balance sheet date, and of the course of events during the financial year both regarding RNW Media and the affiliates whose financial statements are included, and that the design, existence and functioning of the risk management and control systems ensures that in the report of the Board, the significant risks faced by RNW Media are described.

Approved

J. Lampe 28-March-2023

2. Financial Statements 2022

2.1 Consolidated Balance Sheet as of 31 December 2022

After appropriation of results (x €1.000)

Assets (x €1.000)	31-12-2022	31-12-2021
<u>Fixed assets</u>		
Intangible fixed assets (1)	0	11
Tangible fixed assets (2)	121	86
Financial fixed assets, deferred tax (3)	7	8
Financial fixed assets, equity participations (4)	<u>1.358</u>	<u>0</u>
	1.486	106
<u>Current assets</u>		
Receivables (5)	2.026	980
Cash and cash equivalents (6)	<u>5.785</u>	<u>8.300</u>
	<u>7.811</u>	<u>9.280</u>
Total assets	9.297	9.386
Equity and liabilities (x €1,000)	31-12-2022	31-12-2021
<u>Group equity</u>		
General reserve (7)	<u>5.005</u>	<u>5.433</u>
	5.005	5.433
<u>Provisions</u>		
Provision for Reorganisation (8)	<u>0</u>	<u>2</u>
	0	2
<u>Current liabilities</u>		
Trade creditors (9)	484	175
Other taxes and social security contributions (10)	177	190
Other liabilities (11)	170	276
Accruals and deferred income (12)	<u>3.461</u>	<u>3.309</u>
	<u>4.292</u>	<u>3.951</u>
Total equity and liabilities	9.297	9.386

2.2 Statement of income and expenditure for 2022

(x €1,000)	2022 Actual	2022 Budget	2021 Actual
Income			
Revenues from projects (13)	9.290	7.860	5.366
Other operating income (14)	1.005	981	993
Total income	10.295	8.841	6.358
Expenditures			
Wages and salaries (15)	1.189	1.957	1.696
Social security contributions (16)	804		959
Amortisation/depreciation of intangible/tangible fixed assets (17)	45	33	043
Direct production costs (18)	7.632	6.258	4.581
External hiring and other third-party services (19)	173		440
Other operating expenses (20)	790	1.367	1.064
Total expenditures	10.633	9.615	8.783
Result from operating activities	-338	-774	-2.425
Non-operating activities			
Extraordinary income (21)	11	5	209
Extraordinary costs (22)	-1		-189
	11	5	20
Total result	-327	-769	-2.404
Financial income and expenses			
Financial result (23)	-21	-6	-18
Investment result (24)	-79		
	-100	-6	-18
Results before taxation	-428	-775	-2.422
Profit taxes (25)	-2		-6
Correction of the active tax latency (25)	1		-23
Group net results before appropriation	-1		-2.452
Withdrawn from general reserve (6)	429		2.452
Results after appropriation	0		0

2.3 Consolidated cash flow statement

(x €1,000)

	2022	2021
Cash flow from operating activities		
Group net results	-327	-2.404
Adjustments for:		
Deferred taxes	7	8
Depreciation and impairments	45	43
Realised investment result	0	0
Sale of assets	0	0
Unrealised changes in value	0	0
Movements in minority interest	0	0
Allocated to appropriated funds	0	0
Movements in provisions	-2	-50
Changes in working capital:		
Movement in receivables	-1.046	2.833
Movement in current liabilities	341	705
Cash flow from business operations	<u>-705</u>	<u>3.538</u>
	-982	1.135
Income tax paid	2	6
Interest paid	<u>-21</u>	<u>-18</u>
Cash flow from operating activities	-963	1.146
Cash flow from investing activities		
Additions to intangible fixed assets	0	0
Additions to tangible fixed assets	-115	-39
Additions to financial fixed assets	-1.437	0
Disposals of tangible fixed assets	0	-19
Disposals of intangible fixed assets	0	0
Revaluation of tangible fixed assets	<u>0</u>	<u>0</u>
Cash flow from investing activities	-1.552	-58
Cash flow from financing activities		
Repayment of long-term liabilities	0	0
Proceeds from long-term liabilities	<u>0</u>	<u>0</u>
Cash flow from financing activities	0	0
<i>Movement in cash and cash equivalents</i>	-2.515	1.088



2.4 Accounting policies used in preparing the consolidated financial statements

2.4.1 General

The company has prepared the consolidated and company financial statements in accordance with the Dutch Accounting Standards Board (DASB) guideline 640 for annual reporting for 'Not-for-profit organisations'. Assets and obligations and recognition of results are in general recognised at purchase price. Unless stated otherwise, assets and liabilities are recorded at amortised cost price. All amounts are presented in thousands of euros, unless otherwise stated. Since 2013, the balance sheet and statement of income and expenditures have been in accordance with guideline 640.

Guideline 640 for 'not-for-profit organisations' is for organisations whose primary purpose is not to make a profit but are focused on a religious, philosophical, social, charitable, cultural, or scientific objective. As part of this objective, the organisation may also be engaged in providing products and/or services. These organisations are identified as 'not-for-profit organisations' (Organisaties-Zonder-Winststreven, OZW). The general conditions to achieve these objectives are the financing of those activities and the financial position of these objectives. RNW Media does not qualify for simplified reporting guidelines or exemptions for reporting due to the size of the organisation.

Regarding the implementation of the Public and Semi-public Sector Senior Officials (Standard Remuneration) Act (WNT), the foundation complied with the provisions of the act, and prepared these financial statements on the basis of the norms set out in these provisions.

Changes in accounting policies

There were no changes in accounting policies.

Changes in accounting estimates

There were no changes in accounting estimates.

Basis of consolidation and continuity

The consolidated financial statements include the financial data of the company and its group companies on 31 December of the financial year. Group companies are legal entities and companies over which the company exercises control. Stichting RNW Media in Haarlem consolidates the financial figures of dB mediagroep B.V. (later referred to as: dB media), Hilversum, 100 percent associate, with an issued capital of €38.151. dB media in turn participates in *Vennootschap onder Firma*, 'Studio Concertgebouw', with an amount of €15.000.

Based on the evaluation of the developments from 2016 and on the budget for 2023, the conclusion is that the financial statements for dB media can be based on the company's continuity.

Group companies are fully consolidated as of the date on which control is obtained and until the date that control no longer exists. The items in the consolidated financial statements are determined in accordance with consistent accounting policies. Profits and losses resulting from intragroup transactions are eliminated in full. The assessment was made of the situation at the date of the preparation of the financial statements.

As in previous years, the accounting policies within the financial statements are based on the assumption that the organization will be able to continue as a going concern. This is based on the current state of the equity and the active efforts of the organisation to find funding from other



donors. Next to this a strategy for 2021-2023 for income diversification has been established and implemented. The first results of this were achieved in 2021. RNW Media has won three bids for a Netherlands Ministry of Foreign Affairs funded programme for the period 2021-2025, working in consortia with partner organisations. Early in 2021 RNW Media also won a subsidy from the Dutch Postcode Lottery.

Foreign currency conversion

The consolidated financial statements are prepared in euros, the functional and presentation currency of the organisation. Group companies use the functional and presentation currency as follows: dB mediagroep uses the euro as functional and presentation currency. A transaction in a foreign currency is first documented using the average exchange rate of the month in which the transaction takes place. Monetary balance sheet items involving foreign currencies are converted at the functional exchange rates on the balance sheet date. Non-monetary balance sheet items in foreign currencies which are valued on the basis of historical value are converted at the functional exchange rates applicable at the date of transaction. Non-monetary balance sheet items in foreign currencies that are valued on the basis of current value are converted at the functional exchange rates applicable at the date of valuation. The functional and presentation currencies of the entity have not changed compared to the previous year.

Accounting policies

General

Assets and liabilities are generally valued at acquisition price, production cost or current value. If no specific valuation principle is stated, valuation is based on purchase price, less a provision for bad debts where necessary. All amounts are presented in thousands of euros, unless otherwise stated.

Financial instruments

At RNW Media, financial instruments include both primary financial instruments, such as trade and other receivables, cash at bank, loans and other financial obligations, trade payables and other payables. Financial instruments are recognised initially at fair value (which serves as the amortised cost) and subsequently stated at amortised cost.

Intangible fixed assets

Goodwill

The positive difference between the purchase price and the fair value of the acquired identifiable assets and liabilities at the time of the transaction of a participating interest is capitalised as goodwill in the balance sheet.

In the context of a possible impairment, goodwill arising in an acquisition is allocated from the acquisition date to all (groups of) cash-generating units that are expected to benefit from the synergy in the acquisition after the acquisition. Annually, at the balance sheet date, it is assessed whether there are indications that the goodwill may be subject to an impairment. If this is the case, the impairment of goodwill is determined by assessing the realizable value of the cash-generating unit (or group of cash-generating units) to which the goodwill relates. If the realizable value of the cash-generating unit is lower than the carrying amount of the cash-generating unit to which goodwill is attributed, an impairment loss is recognised.



The goodwill will be depreciated according to the straight-line method based on the estimated economic life of five years. The estimated economic life is based on the nature and foreseeable life of the acquired activities.

Tangible fixed assets

Tangible fixed assets used by the company

Tangible fixed assets in use by the company are valued at the cost of acquisition or production (the established current rental price), minus any investment grants, the net of accumulated depreciation and, where applicable, accumulated impairment losses. Tangible fixed assets carried at cost do not include capitalised interest charges.

Tangible fixed assets are depreciated on a linear basis over their estimated useful economic lives, taking into account the residual value. If the expected depreciation method, useful economic life and/or residual value are subject to changes over time, they are treated as a change in accounting estimate.

Tangible fixed assets are depreciated in 5 years.

Financial fixed assets

Participating interests

Participating interests over whose financial and operating policies the group exercises significant influence are valued using the net asset value method.

Equity participations

Equity participations (shares and bonds) are valued at the acquisition price at the first time of processing. At the end of each year, the market value of the shares and bonds is re-established. This change in value is recorded directly in the income statement as an unrealised investment result. The equity participations are completely at the disposal of RNW Media.

Other financial fixed assets

Other financial fixed assets are recognised initially at fair value plus directly attributable transaction costs, and subsequently stated at amortised cost based on the effective interest method, purchase price or lower fair value. The group does not use derivative financial instruments.

Current receivables

Loans granted and other receivables not forming part of the trading portfolio are initially measured at fair value and subsequently carried at amortised cost less a provision for bad debts where necessary.

Cash at bank and in hand includes cash in hand and bank balances. It also includes deposits if these are effectively at the group's free disposal, even if interest income may be lost.

Taxes

Taxes are calculated on the profit as disclosed in the profit and loss account based on current tax rates, allowing for tax-exempt items and cost items which are non-deductible, either in whole or in part. A deferred tax liability is recognised for all taxable temporary differences between the valuation for tax and financial reporting purposes. A deferred tax asset is recognised for all deductible temporary differences between the valuation for tax and financial reporting purposes and carry-forward losses, to the extent that it is probable that future taxable profit will be available for set-off. Deferred tax assets and liabilities are recognised under financial fixed assets and provisions, respectively.



Appropriated funds

If the organisation has separated a portion of its equity because it is to be spent within a more restricted scope than the organisation's goals would otherwise allow, and this restriction has been imposed by third parties, then the organisation must designate this portion of equity as appropriated funds.

Provisions

A provision is formed if the group has a legal or constructive obligation as at the balance sheet date if it is probable that an outflow of resources will be required to settle the obligation and the amount of the liability can be reliably estimated. The amount of the provision is determined based on a best estimate of the amounts required to settle the liabilities and losses concerned at the balance sheet date. Provisions are carried at non-discounted value, unless stated otherwise.

Provisions are measured at nominal value.

Long-term liabilities

When long-term liabilities are recognised initially, they are measured at fair value, plus, in the case of financial liabilities not classified at fair value through profit or loss, directly attributable transaction costs. After initial measurement, long-term liabilities are carried at amortised cost using the effective interest method. Gains and losses are taken to the profit and loss account when the liabilities are derecognised, as well as through the amortisation process.

Current liabilities

On initial recognition, current liabilities are carried at fair value less directly attributable transaction costs (in the case of financial liabilities not carried at fair value through profit or loss). After initial measurement, current liabilities are carried at amortised cost using the effective interest method. Gains and losses are taken to the profit and loss account when the liabilities are derecognised, as well as through the amortisation process.

Calculation of result from operating activities. Income and expenditures are allocated to the year to which they relate. Expenses are determined with due observance of the aforementioned accounting policies and allocated to the financial year to which they relate.

Income

General

Income is defined as grants, contributions, revenues from programmes and projects and other operating income. The income is understood to be the income received for the delivering of goods minus the purchase value of the goods, income received for the provision of a service, subsidy income, sponsorship, donations, and income from fundraising and other income. The incomes are determined by reference to the principles described here of valuation and determination of results and allocated to the financial year to which they relate.

Grants

Operational grants are credited to the statement of income and expenditure in the year in which the expenses are incurred or income has been lost or operating deficit has occurred for which the grant was received.

Income for a particular purpose

Benefits that are designated for a particular purpose are included in the statement of income and expenses. If these benefits are not fully utilised during the accounting year, the funds not yet spent



will be included in the relevant reserve destination(s) or appropriated fund(s).

Interest

Interest income is recognised pro rata in the profit and loss account, taking into account the effective interest rate for the asset concerned, provided the income can be measured and the income is likely to be received.

Intercompany transactions

Profits and losses resulting from intragroup transactions are eliminated in full. Profits and losses resulting from transactions with participating interests which are carried at their net asset value are eliminated in proportion to the Group's interest in the entity. Profits and losses resulting from intragroup transactions with participating interest that are at carrying amount are fully recognised unless they have not been realised.

Expenditures

General

Expenses are determined with due observance of the aforementioned accounting policies and allocated to the financial year to which they relate. Foreseeable and other obligations as well as potential losses arising before the financial year-end are recognised if they are known before the financial statements are prepared and providing that all other conditions for forming provisions are met. Legally enforceable grant and donation liabilities are recognised in the balance sheet as debt, and in the statement of income and expenses recognised as an expense, even if the contract is longer than a year.

Expenditures for a particular purpose

Expenditures that are designated for a particular purpose are included in the statement of income and expenses, and on the other hand in the relevant reserve destination(s) or appropriated fund(s).

Interest

Interest is allocated to successive financial reporting periods in proportion to the outstanding principal. Premiums and discounts are treated as annual interest charges so that the effective interest rate, together with the interest payable on the loan is recognised in the profit and loss account with the amortized cost of the liabilities being recognized in the balance sheet. Period interest charges and similar charges are recognised in the year in which they fall due.

Accounting principles for consolidated cash flow statement

General principles

Consolidated cash flow statement

The cash flow statement has been prepared in accordance with the indirect method.

2.4.2 Notes to the consolidated balance sheet

(All amounts are stated in €1,000 unless stated otherwise)

Assets

Intangible fixed assets (1)

	31-12-2022	31-12-2021
Goodwill	0	11

The goodwill has been paid in May 2018 for the 25% shares of dB mediagroep BV. The goodwill will be depreciated according to the straight-line method based on the estimated economic life of five years. The estimated economic life is based on the nature and foreseeable life of the acquired activities.

Net book value 1/1	11	22
Investments	0	0
Depreciation	11	11
Net book value 31/12	<u>0</u>	<u>11</u>

Tangible fixed assets (2)

	31-12-2022	31-12-2021
Renovations	1	4
Other fixed operating assets	120	60
Assets in progress	0	23
	<u>121</u>	<u>86</u>

Among the other fixed assets are the information systems of the organisation and also the equipment and production means of dB mediagroep. Assets in progress in 2021 was a music registration set of dB mediagroep. This set is activated in February 2022.

	Renovations	Other fixed operating assets	Assets in progress	Total
Net book value at the end of last year	4	59	23	86
Correction revaluation previous years				
<i>Net book value at 1 January 2022</i>	<u>4</u>	<u>59</u>	<u>23</u>	<u>86</u>
Investments		92		92
Disposals				
Revaluations/activations			-23	-23
Amortisation				
Depreciations	-3	-31		-34
<i>Net book value 31/12/2022</i>	<u>1</u>	<u>120</u>	<u>0</u>	<u>121</u>
Cost	60	928		988
Sum of depreciations	-59	-808		-867
Sum of revaluations and amortisations				
<i>Net book value 31/12/2022</i>	<u>1</u>	<u>120</u>	<u>0</u>	<u>121</u>

Equity participations (4)

	Net book value		unrealised investment		Net book value
	31-12-2021	purchases	sales	result	31-12-2022
	€	€	€	€	€
<u>Shares</u>					
Shares Europe	0	162.100	0	-8.870	153.230
Shares North America	0	444.363	27.099	-29.448	387.818
Total shares	0	606.463	27.099	-38.318	541.048
<u>Bonds</u>					
Government bonds	0	389.564	42.716	-34.543	312.305
Company bonds	0	521.161	10.326	-6.151	504.684
Total bonds	0	910.725	53.042	-40.694	816.989
Total	0	1.517.189	80.141	-79.012	1.358.037

In 2022, because of the negative interest, it was decided that RNW Media would invest the continuity reserve in asset management. After a procurement procedure it was decided to hire IBS Capital as our investment consultants. In 2022 we have invested the first € 1.450.000, the remaining € 1.050.000 will be invested in 2023. The unrealised result over 2022 is € -79.012. As RNW Media only invests the continuity reserve in asset management all investments are meant to be long term (5+ years).



Current assets

<i>Receivables (5)</i>	31-12-2022	31-12-2021
Trade receivables	242	114
Other receivables	36	24
Prepayments and accrued income	1.749	842
	<u>2.026</u>	<u>980</u>

Trade receivables is higher due to more outstanding invoices for dB mediagroep.

Prepayments and accrued income consist of prepaid costs, payments in advance to partners and income still to receive for activities which already took place.

No other receivables were included that extended for longer than a year.

<i>Cash and cash equivalents (6)</i>	31-12-2022	31-12-2021
Cash and cash equivalents	5.785	8.300

The cash is freely available.

Cash and cash equivalents have decreased because of the investment into asset management, the operator of 2022 and 500k of the advance instalment of Dutch NPL has been spent.

	31-12-2022	31-12-2021
Trade creditors (9)	484	175

Only trade creditors apply. The increase of the amount on trade creditors is caused by the outstanding invoices of hotel and flight costs for our RNTC courses.

	31-12-2022	31-12-2021
Taxes and social security contributions (10)	177	190

	31-12-2022	31-12-2021
<i>Other liabilities (11)</i>		
Holidays not yet taken	103	151
Other liabilities	66	125
	<u>170</u>	<u>276</u>

Other liabilities involve salary costs such as holiday bonus payable and organizational performance allowance and repayments to donors. In 2022 there were less holidays not yet taken by employees compared to 2021.

	31-12-2022	31-12-2021
Accruals and deferred income (12)		
Other costs payable and accruals	3.461	3.309

Other costs payable and accruals mostly include project installments received in advance of implementation and partner commitments to be paid (€ 3.145.857).

Arrangements and obligations not shown in the balance sheet

The obligations not shown in the balance sheet at the end of 2022 are in total: € 256.810,29
Of this, the expiration dates are:

Within a year:	€ 235.377,27
Between 1 and 5 years:	€ 14.173,02
After 5 years:	nil

Equity

Group equity

<i>General reserve (7)</i>	31-12-2022	31-12-2021
General reserve	5.005	5.433

The state of the general reserve is as follows:

Net book value end of previous year	5.433	7.885
Correction previous years	<u>0</u>	<u>0</u>
Net book value at 1 January	5.433	7.885
From result current year	-429	-2.452
Net book value at 31 December	<u>5.005</u>	<u>5.433</u>

The anticipated deficit result of the year, used to invest in our project based organization, leads to a new general reserve of € 5.005.000. This is well above the continuity reserve of € 2.500.000.

<i>Provision for reorganisation (8)</i>	31-12-2022	31-12-2021
Net book value at 1 January	2	52
Additions		
Charges		-44
Release	<u>-2</u>	<u>-6</u>
Net book value at 31 December	0	2

The amount left over from the reorganisation provision of 2021 was € 2.000,-. This amount has been released in 2022.

2.4.3 Notes to the consolidated statement of income and expenditures

(All amounts are presented in € 1.000, unless stated otherwise)

Income	Actual	Budget	Actual
Revenues from projects (13)	2022	2022	2021
Revenues from projects	9.290	7.860	5.366

The income is € 2.5 million higher as reporting regulations require us to account for the full amount for partner commitments signed in 2022 for contracts that start or continue in 2023. The actual expenses of these commitments will occur and be settled in 2023.

Other operating income (14)	Actual	Budget	Actual
	2022	2022	2021
Other operating income	1.005	981	993

Other operating income are mostly the revenues of dB mediagroep.

Expenditures

Wages and salaries (15)	Actual	Budget	Actual
	2022	2022	2021
Wages and salaries	2.783		3.345
Staff costs Charged to projects	-1.782		-1.826
Charged to Provision for Reorganisation	0		0
Other staff costs	189		177
	<u>1.189</u>	<u>1.957</u>	<u>1.696</u>

	Actual	Actual
	2022	2021
FTEs		
RNW Media	40,27	50,83
dB mediagroep	12,17	11,8
Total FTE average	<u>52,44</u>	<u>62,63</u>
RNW Media	40	43,77
dB mediagroep	12,95	11,55
Total FTE ultimo 2022	<u>52,95</u>	<u>55,32</u>

As a result of the reorganization in 2020/2021 the number of FTEs has decreased.

Social security contributions (16)	Actual	Budget	Actual
	2022	2022	2021
Pension costs	289		351
Other social security contributions	515		608
	<u>804</u>	<u>0</u>	<u>959</u>

Social security and pension contributions were budgeted in wages and salaries in total and not split into pension contributions and other social security contributions.

Compliance statement: standardisation of remuneration (WNT)

Since 1 January 2013, the Public and Semi-public Sector Senior Officials (Standard Remuneration) Act (WNT) has been applicable. This compliance statement has been prepared in accordance with the requirements of the Act that are applicable to RNW Media: the WNT maximum for development work. The maximum remuneration payable at RNW Media in 2022 was €199,000. This applies pro rata according to the length of employment with the organisation and/or the number of contracted hours.

Remuneration to senior officials 2022

amounts x € 1	J.G.A.M. Lampe
Function	CEO
Term of office in 2019	1/1 - 31/12
Commitment (in FTE)	1
Employment relationship?	yes
Remuneration	
Fixed salary plus taxable expenses allowance	128.926
Deferred payments and benefits	14.119
Subtotal	143.045
Individual maximum remuneration	199.000
Total remuneration	143.045

Remuneration to senior officials 2021

amounts x € 1	J.G.A.M. Lampe
Function	CEO
Term of office in 2021	1/1 - 31/12
Commitment (in FTE)	1
Employment relationship?	yes
Remuneration	
Fixed salary plus taxable expenses allowance	127.002
Deferred payments and benefits	13.753
Subtotal	140.755
Individual maximum remuneration	191.000
Total remuneration	140.755

Other reporting requirements in relation to the Public and Semi-public Sector Senior Officials (Standard Remuneration) Act
The members of the Supervisory Board of RNW Media have decided to waive their entitlement to any attendance money as
The chairman of dB media's Supervisory Board received € 5.000 in 2022.

Except for the executive officers mentioned above, no other officials received a salary above the applicable WNT maximum in 2022. No severance payments were made in 2022 to other officials which are to be reported under the WNT, or which were or should have been reported under the WNT in previous years.

Amortisation and depreciation with respect to intangible and tangible fixed assets (17)	Actual 2022	Budget 2022	Actual 2021
Goodwill	11		11
Tangible fixed assets	<u>34</u>	<u>33</u>	<u>32</u>
	45		43

Goodwill

The goodwill was paid in 2018 for the purchase of remaining 25% shares of dB media and will be depreciated in 5 years (until 31-12-2022).

Direct production costs (18)	Actual 2022	Budget 2022	Actual 2021
Freelancers and partner staff	969		802
Staff costs charged to projects	1.782		1.826
Other programme and marketing costs	<u>4.880</u>	<u>6.258</u>	<u>1.953</u>
	7.632		4.581

The expenses are € 2.3 million higher as reporting regulations require us to account for the full amount for partner commitments signed in 2022 for contracts that start or continue in 2023. The actual expenses of these commitments will occur and be settled in 2023.

External hiring and other third-party services (19)	Actual 2022	Budget 2022	Actual 2021
External hiring	173	0	440

The costs of external hiring is lower due to less hiring of temporary (interim) staff.

Other operating expenses (20)	Actual 2022	Budget 2022	Actual 2021
Office premises costs	131		186
Other costs	<u>659</u>	<u>1.367</u>	<u>878</u>
	790		1.064

Non-operating activities

	Actual 2022	Budget 2022	Actual 2021
Extraordinary income (21)	11	5	209
Extraordinary costs (22)	<u>-1</u>	<u>5</u>	<u>-189</u>
	11		20

Extraordinary income of 2022 is a capital return of dB mediagroep from Studio Concertgebouw.

<i>Financial income and expenses</i>	Actual	Budget	Actual
Financial result (23)	2022	2022	2021
Interest receivables	0		0
Interest expenses	<u>-21</u>	<u>0</u>	<u>-18</u>
	-21	0	-18

Interest expenses relate to interest paid to the bank on the debit balances of the bank accounts.

	Actual	Actual
Investment result (24)	2022	2021
Realised investment result	-2	
Unrealised investment result	-79	
Dividend	1	
Interest bonds	-2	
Accrued interest bonds	5	
Investment costs	<u>-2</u>	<u>0</u>
	-79	0

	Actual	Actual
Profit taxes (25)	2022	2021
Profit tax	-2	-6
Correction of the active tax latency	<u>1</u>	<u>-23</u>
	-1	-30

In 2022 the deferred tax assets is set at € 6.669,00 at year end (2021: € 7.973,00) , based upon an expected total profit of dB mediagroep of € 44.463,00 in the next four years.

2.5 Fiscal position

2.5.1 Tax entity for VAT

RNW Media and dB media together comprise a single tax entity for VAT and are, therefore, severally liable for the obligations of the fiscal entity as a whole.

2.5.2 Potential to compensate losses profit tax dB mediagroep

Carry forward	Can compensate until year	Can compensate	Compensated	Can compensate in coming years
Deficit 2014	2023	295.955		295.955
Deficit 2015	2024	619.284		619.284
Deficit 2020	2027	<u>16.229</u>		<u>16.229</u>
		931.468	0	931.468

2.5.3 VAT and Profit tax RNW Media

In 2022 we have written to the tax authorities to align on RNW Media's tax position. We argued that we were allowed to apply the 0% VAT tariff. On 12-01-2023 we received a negative response from the tax authorities, stating that we do not meet the conditions to apply the 0% VAT tariff, on the basis that the subsidy we receive is not a direct compensation for the performance that we deliver in the project. Therefore we are not seen as a VAT entrepreneur, VAT is not applicable, and we can't apply the 0% VAT tariff.

3 Other information

3.1 Appropriation of results for 2022

In accordance with Dutch Accounting Standards Board (DASB) guideline 640, the appropriation of profit is included as part of the statement of income and expenditures.

INDEPENDENT AUDITOR'S REPORT

To: the supervisory board and the management of RNW Media.

A. Report on the audit of the financial statements 2022 included in the annual report.

Our opinion

We have audited the financial statements 2022 of RNW Media based in Hilversum, the Netherlands.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of RNW Media at 31 December 2022 and of its result for 2022 in accordance with the 'RJ-Richtlijn 640 Organisaties zonder winststreven' (Guideline for annual reporting 640 'Not-for-profit organizations of the Dutch Accounting Standards Board) and the 2022 Policy rules implementation of the Standards for Remuneration Act (WNT).

The financial statements comprise:

1. the consolidated balance sheet as at 31 December 2022;
2. the consolidated statement of income and expenditure for 2022; and
3. the notes comprising of a summary of the accounting policies and other explanatory information.

Basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing and the Audit Protocol WNT 2022. Our responsibilities under those standards are further described in the 'Our responsibilities for the audit of the financial statements' section of our report.

We are independent of RNW Media in accordance with the Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore we have complied with the Verordening gedrags- en beroepsregels accountants (VGBA, Dutch Code of Ethics).

We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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Compliance with rule against overlapping pursuant to the WNT not audited

In accordance with the 2022 Audit Protocol under the Standards for Remuneration Act (“WNT”), we have not audited the rule against overlapping as referred to in Section 1.6a of the WNT and Section 5(1)(n/o) of the WNT Implementing Regulations. This means that we have not audited whether an executive senior official exceeds the norm as a result of any positions as executive senior official at other institutions subject to the WNT, and whether the explanation required in this context is correct and complete.

B. Report on the other information included in the annual report.

The annual report contains other information, in addition to the financial statements and our auditor's report thereon.

The other information consists of:

- RNW Media Management Report 2022

Based on the following procedures performed, we conclude that the other information is consistent with the financial statements and does not contain material misstatements.

We have read the other information. Based on our knowledge and understanding obtained through our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing these procedures, we comply with the requirements of the Dutch Standard 720. The scope of the procedures performed is substantially less than the scope of those performed in our audit of the financial statements.

Management is responsible for the preparation of the other information, being the Management Board's report in accordance with Guideline for annual reporting 'RJ-Richtlijn 640 Organisaties zonder winststreven' (Guideline for annual reporting 640 'Not-for-profit organizations').

C. Description of responsibilities regarding the financial statements

Responsibilities of the supervisory board and the board of directors for the financial statements.

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the Guideline for annual reporting 'RJ-Richtlijn 640 Organisaties zonder winststreven' (Guideline for annual reporting 640 'Not-for-profit organizations' and the 2022 Policy rules implementation of the Standards for Remuneration Act (WNT). Furthermore, management is responsible for such internal control as management determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

As part of the preparation of the financial statements, management is responsible for assessing the organization's ability to continue as a going concern. Based on the financial reporting framework mentioned, management should prepare the financial statements using the going concern basis of accounting, unless management either intends to liquidate the organization or to cease operations, or has no realistic alternative but to do so.

Management should disclose events and circumstances that may cast significant doubt on the organization's ability to continue as a going concern in the financial statements.

The supervisory board is responsible for overseeing the organization's financial reporting process.

Our responsibilities for the audit of the financial statements

Our objective is to plan and perform the audit engagement in a manner that allows us to obtain sufficient and appropriate audit evidence for our opinion.

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not detect all material errors and fraud during our audit.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

We have exercised professional judgement and have maintained professional skepticism throughout the audit, in accordance with Dutch Standards on Auditing and the Audit Protocol WNT 2022, ethical requirements and independence requirements.

Our audit included among others:

- identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control;
- evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;
- concluding on the appropriateness of management's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause an organization to cease to continue as a going concern.
- evaluating the overall presentation, structure and content of the financial statements, including the disclosures; and
- evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the supervisory board and the management regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant findings in internal control that we identify during our audit.

Amsterdam, 30 March 2023

Dubois & Co. Registeraccountants

J.J.M. Huijbregts RA