



## RNW Media Management Report 2021

### General information

Statutory Name:	Stichting RNW Media
Also known as:	RNW Media, Radio Nederland Wereldomroep
Legal Form:	Foundation (Stichting)
Chamber of Commerce no.:	32022621
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Certifications:	ANBI; ISO Partos 9001
CEO:	Jacqueline Lampe

## 1 Management report

### 1.1 General

In 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 outline the change we strive to achieve: by 2030, through digital media, globally one billion young people can make informed decisions, advance their rights, and affect society. The launch of our strategy led to the revision of our vision, mission and values and the development of an organisational Theory of Change. In 2021, we changed to a project-driven organisational structure and way of working. This has required an investment in organisational capacities, skills and tools to effectively and efficiently manage projects. Finally, we have invested in growing a culture of trust, accountability and facilitative leadership. The Sustainable Development Goals relevant to young people are our compass, 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 2021, we worked with local teams and partners in Africa, Asia, Latin America and the Middle East. Our reach extends beyond borders, with young people accessing the digital media solutions in high numbers from many other countries. And through our RNTC - branded media training programme in 2021, we trained 351 media and communications professionals from over 40 countries.

### Partners and donors

In 2021, we continued our work with strategic partners on the development of strong proposals that would strengthen relationships and visibility with our current donors such as the Dutch Ministry of Foreign Affairs, Global Affairs Canada, U.S. State Department, UNESCO, Nuffic, AmplifyChange and the Open Society Foundations but also new ones like the Robert Carr Fund and Media Development Investment Fund amongst others. Moreover, RNW Media worked on developing the existing relationships with strategic partners, such as Oxfam, Care, Rutgers, Amref Health Africa, PSI, Spark, MSI Reproductive Choices, WarChild, NIMD, FPU and IREX to name a couple.

### Grants

#### *Strategic partnerships with Dutch Ministry of Foreign Affairs*

In 2021, jointly with its partners and network members, RNW Media established the grounds for the implementation of the strategic grants from the Dutch Ministry of Foreign Affairs. For these five-year multi-country programmes, workplans were developed and implementing partners were selected and onboarded. In 2021, RNW Media was part of three programmes: Right Here Right Now 2, Masarouna and Women, Peace and Security Yemen.

#### *Dutch Postcode Lottery*

In March 2021, the Dutch Postcode Lottery (Nationale Postcode Loterij) awarded RNW Media €1.5 million, to continue its crucial work in co-creating digital media solutions to connect and engage with young people in countries and contexts where their human rights are under threat. The funding provided by the Dutch Postcode Lottery was instrumental in enabling RNW Media to further develop and hone its digital media interventions and ensure digital literacy and digital agency and prevent online censorship. This grant builds upon the existing partnership between RNW Media and the Dutch Postcode Lottery that was secured in 2018.



### *Global Affairs Canada & Oxfam-Québec*

In 2021, RNW Media entered a new multi-year, multi-country partnership with Oxfam-Québec on the project 'Power to Choose' funded by Global Affairs Canada | Affaires mondiales Canada.

### *Other grants*

Several other grants were in the final year of their implementation period such as the GAC funded COVID-19 Response project with partners, MSI Reproductive Choices and IPPF and the 'Amplifying Citizens' Voices' project supported by the Swedish Postcode Foundation.

Through the Ignite Programme of our partner PSI Europe, we trained PSI staff and partners in Mali, Benin, Burkina Faso and Ivory Coast, to better understand and effectively utilise digital techniques and strategies to be successful online in engaging young people on their SRHR.

In November 2021, RNW Media also secured a grant for a project in MENA region from the Netherlands Embassy in Amman to engage youth in climate change and amplify their voices in the months leading up to the UNFCCC COP27 in Egypt in November 2022. With this new project RNW Media will develop relevant track record on SDG 13 about Climate Action.

### *Grants for capacity strengthening*

In 2021, RNW Media was also successful in securing grants for capacity strengthening projects. Nuffic, under the Orange Knowledge Programme (OKP) funded tailor-made trainings in Burundi and Algeria. Implementation began in 2021, and will continue in 2022. The U.S. State Department awarded a proposal for a project in Ethiopia on media development to be implemented in 2022.

Also in Mali, with funding from the EU Delegation, we trained media makers in digital youth engagement strategies addressing climate change and digital security. And with funding from the EU Delegation in Indonesia, we trained journalists in countering disinformation and fact checking.

Additionally, we continued to support SPARK by providing training in Iraq to Kurdish youth (18-25 year) to launch campaigns aimed at critically and constructively engaging young people in political discussions without becoming polarised. After the training, participants evaluated the training with an excellent overall mark of 8.25 out of 10 for the quality and the trainings' relevance for the trainees' needs.

In 2021, the RNTC-branded media training programme continued to receive scholarship funds from our longstanding partner Nuffic, under the Orange Knowledge Programme (OKP) and the MENA Scholarship Programme (MSP). Promotion of the scholarships succeeded in a record number of applications for the rounds in October to November 2021.

## **1.2 Programmes and results**

2022 will mark RNW Media's 75th anniversary. Over the years we transformed from a Dutch international public broadcaster into an international digital media organisation, building on the expertise that we gained. With the 'Enabling the Next Generation' programme (2015-2020) funded through an institutional grant from the Dutch Ministry of Foreign Affairs, RNW Media had invested in capacitating its country teams to become autonomous and financially independent. This process was completed successfully in 2021. With the aim to strengthen civil society in contexts where the human rights and basic freedoms of young people are under threat, RNW Media invested in an in-depth analysis of the situation and capacities of each team and based on this assessment tailored



sustainability roadmaps were designed. A series of capacity strengthening activities were then facilitated in different areas related to organisational and financial management. Partners were provided with a sustainability budget and support to attain an independent legal status, set up their systems and strengthen their capacity. Given the unique country contexts, some partners have joined forces with other local or regional organisations and others have become local legal entities.

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

1. 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.
2. 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.
3. 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.

In 2021, RNW Media implemented 35 projects and 8 scheduled courses, in 21 countries with funding from 25 donors. These are the three strategic programmes:

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

In partnership with Rutgers (lead partner), ARROW, Bandhu, RHU, CHOICE, and AMPF, RNW Media in 2021 started implementing 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 sexual and reproductive health and rights (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.

Over the past year we have been able to successfully meet and co-create with programme partners around the world, assess their needs, implement trainings, develop other products and services to answer their needs, and (co-) organise online learning events. And even though the Covid-19 pandemic made connecting with one another more challenging we managed to change ways of working as a global consortium and played an important role in showcasing ways to implement activities online and connect on a different level.

In 2021, together with the Love Matters Global Network, we organised *Brave Digital Spaces!*, an online event focusing on building digital communities to address SRHR, looking at everything from digital accessibility to innovative SRHR content to censorship by big tech. Over the course of three days, 30 RHRN2 country partners from Burundi, Benin, Kenya, Nepal, Bangladesh and Morocco as well as the Dutch Ministry of Foreign Affairs and our network members from India, Nigeria, DRC, Libya and China participated in this online event.

We also ran a *social listening pilot* with Love Matters Kenya during the 16 days of Activism Against Gender Based Violence. Love Matters Kenya prepared a campaign called *"It starts with me. Call it out*



when you see it" and we piloted the effectiveness of our technical social listening support.

We used our "Inclusive tech- approach" to digitalise the RHRN2 Capacity Strengthening (CS) Menu. The CS Menu provides all partners in the RHRN2 programme an overview of the CS support and technical expertise that is on offer. We developed a light-weight website that is accessible and applies a user-centric approach and adaptive design thinking. It also provides an entry point to the different online information and toolkits.

#### *Social listening*

*Social Listening is one of the digital tools RNW Media uses 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.*

The 10<sup>th</sup> anniversary of Love Matters was celebrated in 2021 with the creation of the documentary 'Pleasure Matters' to chronicle some of Love Matters most inspiring achievements and impact on young people around the world – delving into issues from body positivity to online censorship to supporting young people. The documentary was screened online to over 100 delegates from an array of NGOs, donors and CSOs and reached 20.683 people globally on Facebook and Instagram.

As part of the baseline, we supported country coalitions (*Bangladesh, Benin, Burundi, Ethiopia, Indonesia, Kenya, Morocco, Nepal, Tunisia and Uganda*) that conducted a digital context analysis intended to inform their digital SRHR information and education interventions and help them build stronger strategies for reaching target groups with online SRHR information and education. In addition, we have offered some countries to be involved in a "light digital context analysis package" with information on how to carry out a digital context analysis in 2022 in order to get valuable insights to plan and improve their work.

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

Masarouna is a youth-centred consortium comprised of Oxfam Novib (lead partner), the Arab Foundation for Freedoms and Equality and RNW Media. Within this programme we work together with local partners and young people in the Middle East and North Africa to mobilise the power of young people to claim their SRHR.

In 2021, RNW Media was able to make a kick-start and successfully initiated the beginning of the Masarouna journey. Existing partners who already implemented digital media interventions in Egypt and OPT, increased their engagement and reach significantly. For example, as a result of our partnership with Muntada in OPT, their Facebook reach increased from 1,2 million in 2020 to 7 million in 2021. And Muntada's followers on Instagram increased from 2.041 to 4.672.

In five of the six Masarouna countries, RNW Media developed in-country strategies on the basis of the outcomes of the baseline studies. In the third quarter of the year, partner scoping assignments have been executed which resulted in a selection of new implementing partners in five countries.

In 2021, we co-developed several digital solutions with input from existing partners like CDS and Muntada. This input enriched and strengthened our digital products and services. For example, we developed a Digital Maturity Assessment that helps organisations build a capacity strengthening trajectory in becoming more digitally mature. Also, the social listening pilot has been tested and will



be further piloted with other partners in 2022. Lastly, several capacity strengthening activities were provided to Oxfam's local offices and their partners in the MENA region. For example, we hosted a training on "Building your digital communities" and a crash course on "Digital safety and security" in OPT.

Setting up a Southern led consortium, with meaningful involvement in the decision-making process of all international, national and local partners doesn't happen overnight and comes with challenges. In 2021, we have set-up a clear governance structure for the partners to be able to contribute to the programme as from their own expertise. At the national level, the Masarouna programme will further seek into effective and meaningfully inclusive solutions to build collaboration with implementing partners and consortium partners in the six countries.

In all, despite the Covid-19 pandemic influencing the ability to further build partnerships, execute activities around advocacy and face to face trainings, RNW Media and the consortium managed to build a strong foundation and building blocks to further implement online activities in 2021.

#### *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. In Yemen, several barriers exist for women to participate in all facets of public life, including, but not limited to, decision makers not accepting their presence and opinions, a risk of harassment when being alone in public spaces, and persistent expectations of women's exclusive dedication to family life. RNW Media works together with Yemeni media partner Manasati30, to campaign and generate discussions among young women and men in Yemen regarding exactly these issues, provide women with a safe online space to discuss the issues they face, and train partner organisations 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 2021, staff and contributors from Manasati30 participated in a Training of Trainers on generating gender-sensitive content for the platform. The training focused on how gender-sensitive topics are currently discussed in the Yemeni media landscape, and what opportunities the Arabic language provides to use female-centred instead of male-centred terminology. Participants will train other Yemeni media organisations as well as other partners in the WPS consortium in order to continue spreading more content that is inclusive and respectful of all genders.

RNW Media and Manasati30 also launched their first big influencing campaign in 2021. During the *16 days of activism against gender-based violence (GBV)*, we organised a campaign against crimes of honour under the hashtag #مش شرف #Not\_honor. As honour crimes are mostly committed by men, they were specifically targeted through various types on content and an offline closing event in Aden, attended by 250 people. The campaign achieved a lot of engagement with 500K organic reach, 552K video views, 42K likes, 9K comments and 886 shares. 20K users visited our website at the time of the campaign. In addition, the offline closing event showed the results of an art contest in which 60 Yemeni artists participated, 70% of them women. The campaign was picked up by 18 local and regional media outlets, including television channels.



### **RNTC-branded Media Training Programme**

RNW Media's internationally renowned media training programme provides media training and capacity strengthening for social change. With over 50 years of experience in journalistic and digital media training, RNW Media is an expert in delivering courses and customised learning solutions to media professionals around the world through the RNTC-branded media training programme.

The media training programme goes beyond traditional journalism and media training. Trainings are designed around the core of persuasive storytelling and combine theory with rigorous professional practice and creative digital media innovation. Working in this way, the media training programme establishes the foundation for media work with a lasting impact on societies especially in the developing world and countries in transition. The media training programme offers trainings on today's essential media issues – from Media Campaigns for Social Change to Digital Media to Counter Disinformation. In 2021, we trained 351 communications and media professionals from 43 different countries and supported all the trainings that we offered with our Online Learning Academy (OLA). The OLA provides an online space for learning content, assignments, instructional videos, and quizzes, and we built 14 modules in English, French and Arabic. At the same time, we continued to build and professionally develop our network of trainers. In 2021 we have worked with 50+ selected trainers based in Europe, Asia, Africa, the Middle East and Latin America.

#### **Scheduled Courses**

In 2021, RNW Media continued to provide interactive, practice-oriented online trainings with successful results. Due to ongoing lockdown measures in The Netherlands, the Scheduled Courses all took place online. We optimised the online format and processes for scheduled courses and managed the cost control: as a result, we increased the volume (participants x course days) 2,5 times compared to the year before, without losing quality.

#### **Customised learning solutions**

##### *Countering Extremism*

In 2021, our media training programme continued its partnership with the 3-year programme "Networks for Change" funded by the Ministry of Foreign Affairs of the Netherlands Communications Hub.

##### *Trainings for CSOs and youth activists under Masarouna and RHRN2 Programmes*

RNW Media also launched customised trainings and coaching in 2021 covering a wide range of topics, which will be integrated as part of Masarouna and RHRN2 programmes. In 2022, learning pathways will be mapped out using a digital maturity assessment tool to determine the current skills and knowledge of our partners.

As part of the Masarouna programme, RNW Media also organised several Masterclasses about our role in the consortium and how we can support and strengthen the digital media work of partners.

#### **Reported data**

Because the majority of RNW Media's work takes place in an online environment, many of our measurement methods are focused on capturing online data. We use a mix of indicators and methods to capture the various aspects of our performance through websites and social media channels, each with their own opportunities and limitations. The data reported are from RNW Media and our network partners.



### Website

Our primary indicator for measuring our reach are *website users and sessions*. Website users counts how many users visit our website and website sessions counts how many times users visit our website. In addition to users and sessions, we also measure *website page-views*. This measures how many times our pages were opened and loaded by users. In 2021 all the website were influenced by several issues: 1) the websites of existing partners approached the ceiling of its potential users as the increase of internet penetration is slowing down; 2) both existing and new partners are focusing on social media platforms that the young people heavily use; 3) website operation of one partner was suspended in 2021.

### Social media

Our primary reach indicator on social media is “reach”, which counts the number of people who saw any content from our page, including posts, stories and ads. Reach is different from impressions, which may include multiple views of your posts by the same people. In 2021, Facebook changed its company name to Meta, and accordingly its data analytics tools were also adjusted and revised. In the newly launched Meta data analytics, Facebook reach is defined as “people reached”. For this reason we include this key indicator in this 2021 report.

We measure *social media followers*, which counts every individual that likes, follows, or subscribes to a social media page or account. Because all mentioned actions are linked to unique accounts, this is a reliable number to use when communicating *how many people we engage* on social media. However, different followers on different channels are not necessarily different people. Therefore, when wanting to add up across social media, we can speak of the size of social media communities *across social media*. In 2021 the total size of all social media communities increased by 1 million.

We collect engagement data: how many times users *react, comment and share* our posts. This data indicates how active social media users interact with our content and moderation. 2021 saw a tremendous boost in social media interactions as the number was more than doubled from 2020. In 2021 many projects turned to focus on moderation and follower maintenance since the interaction is getting more valuable since new follower acquisition is getting pricier and more limited.

Indicator		Results 2021
1. Total number of website users		22.7m
2. Total number of website sessions		27.5m
3. Total number of website pageviews		43.6m
4. Total Social Media Reach*		788.4m
5. Total size of all social media communities		13.6m
6. Total social media interactions (likes/reactions, comments, shares)		40.3m
7. Total number of video views		154.7m

\*This is the first time we provided this indicator since in 2021 this indicator is presented in a more reliable method in the newly launched Meta insights



The Data Lake (which includes data from websites, Facebook and Instagram) was maintained and improved in 2021 and we have taken into account different scenarios for its sustainability by for example mapping all technical aspects for future maintenance and improvement. The Data is refreshed every night, and it can be monitored and analysed via the PowerBI dashboard or Metabase across countries, projects and programmes. We have also started taking into consideration our new model of working with partners and network partners concerning the application of Data Lake.

We successfully conducted social listening projects in Yemen (4), and supported Kenya (1) and the Occupied Palestinian Territory - OPT (2). The aim was to gather, analyse and interpret information regarding different important topics such as peacebuilding processes and negotiations in Yemen.

The external and independent evaluation of the Next Generation Programme (NGP) was conducted between October 2020 and May 2021. The final evaluation report was created in May 2021 and shared with the Ministry of Foreign Affairs. The evaluation results showed that the NGP Theory of Change was highly relevant, and the country contexts and the specific socio-economic, political, and religious contexts were deeply understood by RNW Media's country teams and well addressed in their programming. Moreover, evidence showed that the country programme work across all the pathways had progressed since the Midline review when the country teams were still focused more on increasing their reach and audience engagement. The NGP covered three thematic areas: Social Cohesion and Inclusive Governance (SCIG), Sexual and Reproductive Health and Rights (SRHR) and Economic Inclusion (EI) in 8 countries through 15 platforms. Evaluation findings verified that over the years the NGP allowed 24.4 million young people around the world to access a safe space to connect, find information and share their voices in online digital communities. The programme provided capacity strengthening to more than 3,000 changemakers and stakeholders to equip them with the skills and expertise to use digital media and create persuasive storytelling for change.

*These are the main findings of the NGP evaluation:*

*Finding 1: Despite the challenging operational context, specifically in fragile and conflict-affected states, all levels of impact of the NGP programme have been achieved.*

*Finding 2: Utilising adapted blended offline and online engagement approach made the locally embedded NGP platforms especially successful.*

*Finding 3: Moderation, as well as systematic content production, campaign, and partnership strategies have been an essential factor in establishing the reputation of NGP platforms as professional and safe spaces for the youth to discuss and raise questions on often sensitive issues.*

*Finding 4: The NGP programme established its reputation for its digital expertise, creation of rich, innovative, and balanced media products, youth-centred approaches and use of digital analytics.*

*Finding 5: At the organisational level the NGP programmes created a foundation for shifting to the data-driven learning culture, with the growing capacity of generating and using real time data for decision making.*

### **1.3 Organisational management and operations Strategy 2021-2023**

With our first year into our "Let's get digital!" strategy, we focused on our added value to the sector: accelerating the impact of changemakers and work with those who, like us, want to unleash the potential of young people and together with them, we create digital media solutions.



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. Our key priorities are digital inclusion, universal and equal access and freedom of opinion and expression, and access to information.

We continued to work in countries where the human rights of young people are under threat. Many of these countries have large youth populations which we believe have the power to drive change. Our mission is to accelerate the impact of changemakers by co-creating youth-centred digital media solutions built on data insights and mutual learning experiences. The different SDGs relevant to young people are our compass. The inclusive digital spaces we co-create and the learning experiences we provide, aim to accelerate change; in behaviour, attitudes, social norms and policies.

### **Staffing and restructuring**

In 2021, a dedicated team implemented the first year 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 the products for the learning experiences.

We started the year with 73,8 fte and finished the year with 43,8 fte. 43 people left the organisation, among others due to an organisational process in which we aligned the team to the capacity and skills required to implement the strategy. 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, accountability and facilitative leadership, in order to implement the strategy in an efficient and effective way and achieve our ambitious goal in 2030.

The Covid-19 pandemic had an impact on the team: the sick leave % fluctuated between 4% and 25%, with an average of 6,85 in 2021, compared to an average of 4,27 a year earlier.

At RNW Media we feel it is important for staff to be heard and to be involved. In 2021 staff representation was done by 'PVT+' who represent our personnel. PVT+ consists of three members who represent all RNW Media staff. PVT+ meets on a quarterly basis with the Chief Executive Officer (CEO) and on an ad-hoc basis to address topics that concern personnel.

### **Leadership Team**

In 2021, 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 2021, the CEO led RNW Media's Leadership Team (LT), which consisted of the CEO, the Thought Leadership Leader (Magdalena Aguilar), the Partnership Management Leader (Wouter van Tongeren) and the Capacity Strengthening Leader (Polina Jones). The Director of Finance and Operations (Maarten Vrolijk) left the organisation in June in order to align the LT to the strategy.

### **Integrity System**

RNW Media has a full integrity system in place, including a Code of Conduct, Safeguarding Policy, Whistle blower Policy, Harassment Policy and Complaints Procedure. We have an external independent Confidential Advisor and an internal Integrity Officer who monitors the integrity system and deals with reports of (suspected) integrity breaches.

In 2021 we recorded three integrity cases. After an initial investigation we decided that two integrity cases, one about power abuse and one about sexual harassment, were the responsibility of our partners. We informed both the reporters and the partners and asked the partner to take



responsibility and act according to the shared integrity system by organising a fair investigation with protection of the identity of the reporters. In the third case, on power abuse, we organised an independent investigation, which led to the conclusion to invest in mediation, coaching, and management and communication skills. The case was closed before the end of the year. We adjusted the integrity system with the latest insights and developments.

In 2022 maintaining awareness of the integrity system, having constructive dialogues and Equity, Diversity and Inclusion, important aspects of a culture of trust as well as accountability and facilitative leadership, are high on the agenda, for both the RNW Media team and for our network partners.

### **Safety and security**

Given the nature of our work and the work of our partners, physical safety and security are high on our agendas. In 2021 we did not encounter any incidents.

Being a digital and data driven organization means that digital security is paramount. Another point of continuous attention is our compliance with the European privacy regulations (GDPR). We have in place 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 all the data we collect through our websites and social media platforms, and how we can ensure we are complying with the legal and ethical responsibilities of collecting this data. In November 2021, we were involved in a data breach of one of our suppliers, Homerun. The data breach was dealt with according to the regulations of the Dutch Privacy Authority.

### **1.4 Looking ahead**

2022 is the second year of our strategy *'Let's get digital! Three years of action to unleash young people's potential: co-creating innovate digital media for social change'*, which guides our work for the years 2021-2023. In this second year, we will further develop our expertise on digital media, data for development, youth centred approaches and co-creation, with social change as the final purpose. To better inform our strategic position in multiple partnerships as well as more widely in the international development sector, we will make use of our Digital Rights Agenda developed in 2021. We will also focus on improving our existing products and services and the development of new ones.

At the beginning of 2022, we moved offices to the monumental Koepel in Haarlem and while we will continue to work in a hybrid way, this space offers an inspiring work environment to all colleagues as it houses other organisations and corporates within the digital and creative media sector. In the second quarter of 2022 we will organise an official opening of our new office and at the same time celebrate our 75<sup>th</sup> year of existence. This year, we will also further invest in the project driven way of working: supportive structures and well-functioning processes (project management, HR, finance) will be key to ensure colleagues can collaborate in an efficient way.

When co-creating with partners we will prioritise joint impact. Data analysis and gathering will support tracking progress towards the agreed social change. In 2022 we will roll out a Monitoring & Evaluation (M&E) framework that is aligned with our strategy. This is key to ensure we can track our impact.

To diversify our funding base in 2022 we will submit proposals to donors together with country partners and other International NGOs or with external experts. We will present ourselves as a partner to the sector with unique expertise on how to use digital media and gather and analyse data in order to engage large communities of young people.



As part of our focus on capacity strengthening, the RNTC branded media training programme became an integral part of RNW Media in 2021. We will continue to organise scheduled courses – with scholarship funds from Nuffic - and as part of RNW Media's strategic programmes, tailored courses to respond to strategic and implementing partner's needs as well.

The world we work in requires continuous learning, adaption and flexibility. That is why in 2022, we will further innovate, test and develop and use our learnings as the basis for a strategic review that will take place in 2023. With our international team, and with our donors and partners we will ensure the achievement of our Big Audacious Goal for 2030: through digital media, globally one billion young people can make informed decisions, advance their rights, and affect society.

## 1.5 Finances

### Background

*At the start of 2021, RNW Media became a complete project-based organisation, as the Enabling the Next Generation programme funded by an institutional grant from the Dutch Ministry of Foreign Affairs ended in December 2020. Through securing funding from multiple donors, we have been able to continue our projects and operations.*

### *Participating interest*

In 2021, RNW Media was sole owner of the shares of dB mediagroep B.V. No changes were made.

### 2021 Income

We closed 2021 with operating revenues totalling €6,3 million (2020: €13,7), of which €2,5 million came from our Strategic Partnership subsidies, granted by the Ministry of Foreign Affairs of The Netherlands. We had an additional €2,1 million income from other donors, like Global Affairs Canada, UNESCO and the Dutch National Postcode Lottery. €1,7 million came from other income like our training centre and from our ownership of dB mediagroep B.V.

### 2021 consolidated budget and actuals

The Supervisory Board approved a €2,7 million deficit in the 2021 budget to invest in the new strategy and organization, including the restructuring. The actual deficit was with €2,4 million slightly lower due to cost savings.

### Budget 2022

The Supervisory Board approved a deficit for 2022 of €0,8 million for additional investments in a future proof digital media organisation. Please see the formally approved 2022 budget below.

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

<b>RNW Media Budget 2021, Actual 2021 and Budget 2022 (x €1,000)</b>	<b>Budget 2021</b>	<b>Actual 2021</b>	<b>Budget 2022</b>
Income from the Dutch Ministry of Foreign Affairs			
Income from projects	7.596	5.366	7.860
Other operating income	921	993	981
<b>Total operating income</b>	<b>8.517</b>	<b>6.358</b>	<b>8.841</b>
Wages and salaries	2.327	1.696	4.150
Social security contributions		959	
Amortisation and depreciation, respectively, of intangible and tangible fixed assets	20	43	33
Other changes in value of fixed assets			
Direct production expenses	6.467	4.581	4.080
External hiring and other third-party expenses		440	
Other operating expenses	2.383	1.064	1.358
<b>Total operating expenses</b>	<b>11.197</b>	<b>8.783</b>	<b>9.621</b>
<b>Result from operations</b>	<b>-2.680</b>	<b>-2.425</b>	<b>-780</b>
Result from non-operating activities	5	20	5
Financial result	-6	-18	
<b>Surplus/planned deficit</b>	<b>-2.681</b>	<b>-2.422</b>	<b>-775</b>
Profit taxes and correction on the active tax latency		-29	
Group result after tax and minority interest corrections	-2.681	-2.452	-775

### Risk management

Twice a year, in the first and third quarters, RNW Media updates its Risk and Mitigation Framework. The Supervisory Board approves the version developed in the third quarter, and we then use that version for the next year's organisational and programme planning and budgeting. This is also the version on which we report in the Annual Report. In 2021 Management defined these five top risks:

1. Increased pressure on (international) NGOs and the work they do;
2. Lower project income than budgeted leads to higher deficit;
3. Added value RNW Media not well understood by donors/partners;
4. Data risks relating to management, storage, changes in regulations and digital gatekeepers;
5. Challenges with wellbeing, recruiting and developing/retaining staff due to transition, uncertainty and workload.

To mitigate the above-mentioned top risks we have clear strategies, plans, policies, protocols and procedures in place.

In order to counter the pressure on NGOs and young people for instance, we provide data for advocacy. We see this as necessary as the change that we would like to see is not only linked to young people themselves, but also to the societies they live in - our Theory of Change focuses on both change in behaviour and attitudes, social norms and policies.



To mitigate the risk of a lower income than budgeted for, our organisational strategy '*Let's get digital*' entails a strategy for diversified income, including the approach to build partnerships with local and international NGO's and jointly apply for funds. Also, for the financial wellbeing of our organisation, we maintain a lean approach: next to the diversification of our income, we have flexible human resources, we budget prudently and hold healthy reserves.

To make our added value clearer to the sector, we invested quite some time –together with the members in our network- in explaining to our partners the importance of digital solutions. While Covid-19 has shown the importance of digital interventions and as a consequence digital data, this has resulted in more competition for our work. That is why we organised numerous masterclasses and developed products and services that can help us showcase the importance of digital media. Through our Digital Rights Agenda and the development of our organisational ToC we established how we contribute to impact and as such further explained our added value.

The data risks we minimalised by investing in GDPR-compliance processes, a Responsible Data Framework, and a digital safety and security plan.

As a way of responding to the changing needs of the organisation and staff, we also developed a hybrid policy and are currently working on a Human Resources strategy and action plan.

Other plans, policies, protocols and procedures we have in place are for instance the RNW Media Crisis Management Protocol, an ISO and Partos 9001 certification for 2021-2024, and an updated Integrity System. These were all reviewed in 2021 and adjusted to the growing quality requirements. They require a thorough onboarding and implementation process as well in order to ensure compliance throughout the organisation; it's not enough to just have them in place. Based on what we learned with for example the Homerun data breach, we've invested in creating and maintaining awareness and in incorporating the lessons in the policies and procedures. This is done continuously in plenary sessions and specific trainings. These policies, protocols and procedures are also part of the onboarding process of new colleagues, freelancers, teams and partners, and will be reviewed in 2022. All strategies, plans, policies, protocols and procedures are shared in our online database and accessible for all involved. We work with dedicated expert teams where needed, such as the GDPR Heroes/Heroines to safeguard implementation and the internal ISO/Partos auditors.

Furthermore, in 2021, we invested in an efficient and effective project driven way of working, with Zoho One as the project and contact relationship management tool, and with a dedicated expert team and training and coaching sessions to grow the capability of all staff to work with these.

## 1.6 Supervisory Board

### Purpose

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, Member, Chair Remuneration Committee (2nd term Oct 2021 - Oct 2025)
- Saskia Braam, Member, Remuneration Committee (1<sup>st</sup> term March 2019 - March 2023)
- Nicole Kuppens, Chair Audit Committee (2nd term Sept 2020- Sept 2024)
- Franklin Ugobude, Member (1st term Jan 2020 – Jan 2024)
- Ivo Verlinden, Member, Audit Committee (1st term March 2020 – March 2024)

### About each member

Principal and secondary positions 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 NEN, 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 "Sporwegmuseum" (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 (Triskelion Bidco BV and Ducares BV)	Finsight, founder



## Meetings

In 2021, 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 2020; progress on the annual plan 2021; financial budget and forecast 2021; progress on the strategy 2021-2023, including the financial outlook; progress on the transition roadmap 2021; integrity, safeguarding, safety and security; approval of annual plan and budget 2022, and evaluation of the CEO's performance.

## 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 2021 the Remuneration Committee had three members, Saskia Braam, Theo Huibers and Susan Blankhart (Chair). The Remuneration Committee held one meeting with the CEO in 2021 to discuss her performance. Saskia Braam is the reference for integrity and safeguarding.

### *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 has two members: Nicole Kuppens (Chair) and Ivo Verlinden. The Audit Committee held five meetings in 2021 of which 2 sessions were extra sessions focused on progress of the financial outlook 2021-2023 as part of the strategy. The most important topics discussed were: annual reporting 2020, financial reporting and forecast 2021, financial outlook 2021-2023 (including budget 2022) and risk management and mitigation measures.

## 1.7 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 29-03-2022

## 2 Financial Statements 2021

### 2.1 Consolidated Balance Sheet as of 31 December 2021

After appropriation of results (x €1.000)

<b>Assets (x €1.000)</b>	<b>31-12-2021</b>	<b>31-12-2020</b>
<u>Fixed assets</u>		
Intangible fixed assets (1)	11	22
Tangible fixed assets (2)	86	99
Financial fixed assets (3)	8	38
	<u>106</u>	<u>158</u>
<u>Current assets</u>		
Receivables (4)	980	3.813
Cash and cash equivalents (5)	8.300	7.212
	<u>9.280</u>	<u>11.025</u>
<b>Total assets</b>	<b>9.386</b>	<b>11.183</b>
<b>Equity and liabilities (x €1,000)</b>	<b>31-12-2021</b>	<b>31-12-2020</b>
<u>Group equity</u>		
General reserve (6)	5.433	7.885
	<u>5.433</u>	<u>7.885</u>
<u>Provisions</u>		
Provision for Reorganisation (7)	2	52
	<u>2</u>	<u>52</u>
<u>Current liabilities</u>		
Trade creditors (8)	175	455
Other taxes and social security contributions (9)	190	379
Other liabilities (10)	276	1.895
Accruals and deferred income (11)	3.309	517
	<u>3.951</u>	<u>3.246</u>
<b>Total equity and liabilities</b>	<b>9.386</b>	<b>11.183</b>

## 2.2 Statement of income and expenditure for 2021

(x €1,000)	2021 Actual	2021 Budget	2020 Actual
<b>Income</b>			
Income from Ministry of Foreign Affairs (12)			7.887
Revenues from projects (13)	5.366	7.596	3.748
Other operating income (14)	993	921	2.036
<b>Total income</b>	<b>6.358</b>	<b>8.517</b>	<b>13.671</b>
<b>Expenditures</b>			
Wages and salaries (15)	1.696	2.327	4.081
Social security contributions (16)	959		1.236
Amortisation & depreciation of intangible & tangible fixed assets (17)	43	20	314
Other changes in value of fixed assets (18)			3.525
Direct production costs (19)	4.581	6.467	6.414
External hiring and other third-party services (20)	440		1.289
Other operating expenses (21)	1.064	2.383	2.405
<b>Total expenditures</b>	<b>8.783</b>	<b>11.197</b>	<b>19.265</b>
<b>Result from operating activities</b>	<b>-2.425</b>	<b>-2.680</b>	<b>-5.594</b>
<b>Non-operating activities</b>			
Extraordinary income (22)	209	5	
Extraordinary costs (23)	-189		
	<b>20</b>	<b>5</b>	<b>0</b>
<b>Total result</b>	<b>-2.404</b>	<b>-2.675</b>	<b>-5.594</b>
Financial result (24)	-18	-6	-90
<b>Results before taxation</b>	<b>-2.422</b>	<b>-2.681</b>	<b>-5.684</b>
Profit taxes (25)	-6		
Profit Tax over net result			-5
Correction of the active tax latency (25)	-23		
<b>Group net results before appropriation</b>	<b>-2.452</b>	<b>-2.681</b>	<b>-5.690</b>
Charged to appropriated funds personnel	0		330
Charged to reserve projects	0		1
	<b>-2.452</b>		<b>-5.359</b>
Withdrawn from reserve projects	0		1
Withdrawn from revaluation reserve	0		2.866
Withdrawn from general reserve (6)	2.452		2.492
<b>Results after appropriation</b>	<b>0</b>		<b>0</b>

## 2.3 Consolidated cash flow statement

(x €1,000)

	2021	2020	2019
<b>Cash flow from operating activities</b>			
Group net results	-2.404	-5.594	-1.288
Adjustments for:			
Deferred taxes	8	0	7
Depreciation and impairments	43	314	320
Sale of assets	0	0	0
Unrealised changes in value	0	0	-1.100
Movements in minority interest	0	0	0
Allocated to appropriated funds	0	0	0
Movements in provisions	-50	-295	103
Changes in working capital:			
Movement in receivables	2.833	-3.210	167
Movement in current liabilities	705	477	692
Cash flow from business operations	<u>3.538</u>	<u>-2.733</u>	<u>858</u>
	1.135	-8.308	-1.100
Income tax paid	6	-5	9
Interest paid	-18	-90	0
<b>Cash flow from operating activities</b>	<b>1.146</b>	<b>-8.212</b>	<b>-1.109</b>
<b>Cash flow from investing activities</b>			
Additions to intangible fixed assets	0	0	0
Additions to tangible fixed assets	-39	-11	-44
Disposals of tangible fixed assets	-19	14.780	0
Disposals of intangible fixed assets	0	0	0
Revaluation of tangible fixed assets	0	0	0
Cash flow from investing activities	<u>-58</u>	<u>14.769</u>	<u>-44</u>
<b>Cash flow from financing activities</b>			
Repayment of long-term liabilities	0	0	0
Proceeds from long-term liabilities	0	0	0
Cash flow from financing activities	<u>0</u>	<u>0</u>	<u>0</u>
<b>Movement in cash and cash equivalents</b>	<b>1.088</b>	<b>6.557</b>	<b>-1.153</b>

## 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 de 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 €15K.

Based on the evaluation of the developments from 2016 and on the budget for 2022, 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 as follows:

Inventory and equipment	3-5 years
Automatisation equipment	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.

### *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 recognized 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)*

	<b>31-12-2021</b>	<b>31-12-2020</b>
Goodwill	<u>11</u>	<u>22</u>

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	22	33
Investments	0	0
Depreciation	<u>11</u>	<u>11</u>
Net book value 31/12	11	22

#### *Tangible fixed assets (2)*

	<b>31-12-2021</b>	<b>31-12-2020</b>
Renovations	4	10
Other fixed operating assets	60	89
Assets in progress	<u>23</u>	<u>0</u>
	86	99

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 consists of a music registration set of dB mediagroep. This set is under construction and will be activated in February 2022, when ready for usage.

	Renovations	Other fixed operating assets	Assets in progress	Total
Net book value at the end of last year	10	89	0	99
Correction revaluation previous years				
<i>Net book value at 1 January 2021</i>	<u>10</u>	<u>89</u>	<u>0</u>	<u>99</u>
Investments		16	23	39
Disposals		-19		-19
Revaluations				
Amortisation				
Depreciations	-6	-27		-33
<i>Net book value 31/12/2021</i>	<u>4</u>	<u>59</u>	<u>23</u>	<u>86</u>
Cost	60	894	23	977
Sum of depreciations	-56	-834		-890
Sum of revaluations and amortisations				
<i>Net book value 31/12/2021</i>	<u>4</u>	<u>59</u>	<u>23</u>	<u>86</u>



<i>Financial fixed assets (3)</i>	<b>31-12-2021</b>	<b>31-12-2020</b>
Deferred tax assets	8	38
Net book value 1/1/2021	38	38
Profit tax	-6	0
Amortisation	<u>-23</u>	<u>          </u>
Net book value 31/1/2021	8	38

A deferred tax asset is included since it is expected that dB mediagroep will attain positive results in the future to compensate for the calculable losses. Based on the developments of the past years as well as market expectations the deferred tax assets is set at € 7.973,00. At the end of the accounting year, this cumulative and not yet compensated loss is € 971.128,53.

#### **Current assets**

<i>Receivables (4)</i>	<b>31-12-2021</b>	<b>31-12-2020</b>
Trade receivables	114	163
Other receivables	24	122
Prepayments and accrued income	842	3.528
	<u>980</u>	<u>3.813</u>

Trade receivables is lower due to less outstanding invoices for dB mediagroep.

In the other receivables of 2020 the rental in kind contribution received in advance was included. In 2021 this was no longer the case.

Prepayments and accrued income consist of prepaid costs, payments in advance to partners and income still to receive for activities which already took place. In 2020 it included the final payment of institutional grant of € 1.788.000.

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

<i>Cash and cash equivalents (5)</i>	<b>31-12-2021</b>	<b>31-12-2020</b>
Cash and cash equivalents	8.300	7.212

The cash is freely available.



**Equity** **31-12-2021** **31-12-2020**

*Group equity*

	<b>31-12-2021</b>	<b>31-12-2020</b>
<i>General reserve (6)</i>		
General reserve	5.433	7.885

The state of the general reserve is as follows:

Net book value end of previous year	7.885	10.377
Correction previous years	0	0
Net book value at 1 January	7.885	10.377
From result current year	-2.452	-2.492
Negative net value equity participations	-	-
Net book value at 31 December	5.433	7.885

The anticipated deficit result of the year, used to invest in our project based organization, leads to a new general reserve of € 5,4 million. This is well above the continuity reserve of € 2,5 million.

*Provision for reorganisation (7)* **31-12-2021** **31-12-2020**

Net book value at 1 January	52	
Additions		52
Charges	-44	
Release	-6	
Net book value at 31 December	2	52

The amount left over from the reorganisation provision is € 2.000,-. This amount will be spend before 1 June, 2022.

	<b>31-12-2021</b>	<b>31-12-2020</b>
Trade creditors (8)	175	455

Only trade creditors apply.

	<b>31-12-2021</b>	<b>31-12-2020</b>
Other taxes and social security contributions (9)	190	379

The number of employees decreased significantly because of the reorganization in 2020.



<i>Other liabilities (10)</i>	<b>31-12-2021</b>	<b>31-12-2020</b>
Holidays not yet taken	151	252
Other liabilities	<u>125</u>	<u>1.643</u>
	276	1.895

Other liabilities involve salary costs such as holiday bonus payable and organizational performance allowance and repayments to donors. This amount is significantly lower because in 2021 funds to be spend were reallocated and in 2020 were not (see 'other costs payable and accruals')

<i>Accruals and deferred income (11)</i>	<b>31-12-2021</b>	<b>31-12-2020</b>
Other costs payable and accruals	3.309	517

Other costs payable and accruals mostly include project installments received in advance of implementation (€ 3.095.552). The remaining amount are costs payable (€ 213.601). This amount is significantly higher because in 2021 funds to be spend were reallocated and in 2020 were not (see 'Other

#### **Arrangements and commitments not shown in the balance sheet**

The commitments not shown in the balance sheet at the end of 2021 are: € 400.967,53

Of this, the expiration dates are:

Within a year:	€ 278.059,18
Between 1 and 5 years:	€ 122.908,35
After 5 years:	nil

### 2.4.3. Notes to the consolidated statement of income and expenditures

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

Income	Actual 2021	Budget 2021	Actual 2020
Grant from Ministry of Foreign Affairs (12)	0	0	7.887

2020 was the final year of the institutional grant that was provided by the Dutch Ministry of Foreign Affairs.

Revenues from projects (13)	Actual 2021	Budget 2021	Actual 2020
Revenues from projects	5.366	7.596	3.748

The revenues from projects comprises the realised revenue resulting from project activities.

Other operating income (14)	Actual 2021	Budget 2021	Actual 2020
Other operating income	993	921	1.056
Rental income	<u>0</u>	<u>0</u>	<u>980</u>
	993	921	2.036

Other operating income are mostly the revenues of dB mediagroep.

In 2020 the owned land and buildings have been sold. Hence there is no rental income anymore in 2021.

#### Expenditures

Wages and salaries (15)	Actual 2021	Budget 2021	Actual 2020
Wages and salaries	3.345		4.724
Staff costs Charged to projects	-1.826		-1.126
Charged to Provision for	0		290
Other staff costs	<u>177</u>	<u>0</u>	<u>194</u>
	1.696	2.327	4.081



	Actual <b>2021</b>	Actual <b>2020</b>
FTEs		
RNW Media	50,83	73,12
dB mediagroep	11,8	11,85
SinoDutch	<u>0</u>	<u>18,33</u>
Total FTE average	62,63	103,30
RNW Media	43,77	73,83
dB mediagroep	11,55	11,85
SinoDutch	<u>0</u>	<u>0</u>
Total FTE ultimo 2021	55,32	85,68

As part of the restructuring of our organisation it was decided to close down the WFOE (Sino Dutch) in China in 2020. As a result of the reorganization the number of FTEs has significantly

Social security contributions (16)	Actual <b>2021</b>	Budget <b>2021</b>	Actual <b>2020</b>
Pension costs	351		426
Other social security contributions	<u>608</u>		<u>811</u>
	959	<u>0</u>	1.236

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 2021 was €191,000. This applies pro rata according to the length of employment with the organisation and/or the number of contracted hours.

#### Remuneration to senior officials 2021

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
<b>Remuneration</b>	
Fixed salary plus taxable expenses allowance	127.002
Deferred payments and benefits	13.753
Subtotal	140.755
Individual maximum remuneration	191.000
<b>Total remuneration</b>	<b>140.755</b>

#### Remuneration to senior officials 2020

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
<b>Remuneration</b>	
Fixed salary plus taxable expenses allowance	119.633
Deferred payments and benefits	12.553
Subtotal	132.186
Individual maximum remuneration	189.000
<b>Total remuneration</b>	<b>132.186</b>

Other reporting requirements in relation to the Public and Semi-public Sector Senior Officials (Standard  
The members of the Supervisory Board of RNW Media have decided to waive their entitlement to any attendance  
The chairman of dB media's Supervisory Board received € 5.000 in 2021.

Except for the executive officers mentioned above, no other officials received a salary above the applicable WNT maximum in 2021. No severance payments were made in 2021 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 2021	Budget 2021	Actual 2020
Goodwill	11		11
Tangible fixed assets	32		303
	<u>43</u>	<u>20</u>	<u>314</u>

#### 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).

Other changes in value of fixed assets (18)	Actual 2021	Actual 2020
Revaluation	0	0
Result on sale of fixed assets	0	3.525
Amortisation equity investment (share premium)	0	0
	<u>0</u>	<u>3.525</u>

In 2020 the owned land and buildings have been sold which caused a book loss taking.

Direct production costs (19)	Actual 2021	Budget 2021	Actual 2020
Freelancers and partner staff	802		1.592
Staff costs charged to projects	1.826		1.126
Other programme and marketing costs	1.953		3.696
	<u>4.581</u>	<u>6.467</u>	<u>6.414</u>

External hiring and other third-party services (20)	Actual 2021	Budget 2021	Actual 2020
External hiring	440	0	1.289

The costs of external hiring remained high due to the hiring of temporary (interim) staff. The replacement with fixed staff took more time than expected.

Other operating expenses (21)	Actual 2021	Budget 2021	Actual 2020
Office premises costs	186		349
Release Maintenance Provision			-287
Other costs	878		2.343
	<u>1.064</u>	<u>2.383</u>	<u>2.405</u>

The release of the maintenance provision for the RNW Media office building (€287K) in 2020 is displayed separately. Due to the sale of assets, the provision became redundant.

<b>Non-operating activities</b>	Actual	Budget	Actual
	<b>2021</b>	<b>2021</b>	<b>2020</b>
Extraordinary income (22)	209	5	0
Extraordinary costs (23)	-189		0
	<u>20</u>	<u>5</u>	<u>0</u>

Extraordinary income consists of the sale of left over items from the old building and corrections of last year. The extraordinary costs contain corrections of last year, including Sino Dutch.

Financial income and expenses Financial result (24)	Actual	Budget	Actual
	<b>2021</b>	<b>2021</b>	<b>2020</b>
Other interest receivables and similar income	0		6
Other interest expenses and similar charges	-18	-6	96
	<u>-18</u>	<u>-6</u>	<u>90</u>

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

Profit taxes (25)	Actual	Actual
	<b>2021</b>	<b>2020</b>
Profit tax	-6	5
Correction of the active tax latency	-23	
	<u>-30</u>	<u>5</u>

In 2021 € 23.178,00 was released from the deferred tax assets (2020: € 37.600,00) and is set at € 7.973,00 at year end, based upon an expected total profit of dB mediagroep of € 53.150.00 in the next three years.

#### 2.4.4 Events after balance sheet date

For 2022 a deficit is budgeted of € 0,8 mln. The measures and precautions taken for the Covid-19 virus and the war in Ukraine have an unprecedented world-wide impact. The Covid-19 restrictions imposed by many governments and the war in Ukraine will definitely cause a delay in catching up on growing the income as projected in the strategy.



Important donor conferences are postponed, calls for proposals are delayed because of financial uncertainty, and the war in Ukraine demands increased funds for aid and an urgent shift in attention away from development cooperation.

While the above-mentioned delays will have a negative impact on the (financial) results of RNW Media in 2022, there are no firm grounds on which the extent of impact can be estimated. Considering RNW Media's financial position, having sufficient reserves and cash or cash equivalents, it is estimated that these developments have no impact on the consolidated financial report of 2021, and more importantly, the continuity of the organisation.

## 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 2013	2022	265.675	226.014	39.661
Deficit 2014	2023	295.955		295.955
Deficit 2015	2024	619.284		619.284
Deficit 2020	2027	16.229		16.229
		1.197.143	226.014	971.129

### 2.5.3 VAT and Profit tax RNW Media

In 2022, RNW Media has started to reanalyse the VAT position. RNW Media has contracted a VAT expert to analyse the VAT position and investigate possible consequences. The results cannot be estimated at the moment, because the investigations are still ongoing. The investigations will continue during 2022.

## 3 Other information

### 3.1 Appropriation of results for 2021

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.