

# WAN-IFRA Governance Framework

GOVERNANCE STRUCTURE  
ORGANISATION STRUCTURE



World Association  
of News Publishers

January 2022



World Association  
of News Publishers

# join the conversation

we connect the  
world of news

## **MEDIA FREEDOM**

Protect the rights of journalists around the world to operate free media

## **MEDIA SUSTAINABILITY**

Provide our members with professional services to help their business prosper

## **MEDIA INNOVATION**

Bring the outside in, looking beyond what is already known, and not being limited to current realities



# WAN-IFRA Statutes · Statuts

19.06.2019 | wan-ifra.org

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

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

WAN-IFRA corporate statutes can be downloaded at the following [link](#)

## **WAN-IFRA**

World Association of News Publishers

An Association in accordance with Articles 60 to 79 of the Swiss Civil Code

Registered office: WAN-IFRA CH, Hänibühl 8, Zug, Switzerland

Registration number CH-170.6.000.007-8

## **WAN-IFRA FR**

World Association of News Publishers

A non-profit Association regulated by French law of July 1901

Registered office: 69 Rue du Chevaleret FR 75013 Paris

Registration number SIRET 784 451 981 00061 / RNA W751031933



World Association  
of News Publishers

# ACTIVITY REPORT 2021

MEDIA FREEDOM | MEDIA SUSTAINABILITY  
MEMBERSHIP & GOVERNANCE

WAN-IFRA Annual  
Reports can be found at  
the following [link](#)



World Association  
of News Publishers



# Governance Structure

GENERAL ASSEMBLY OF MEMBERS

SUPERVISORY BOARD

EXECUTIVE BOARD



# WAN-IFRA President 2019-2024



**Fernando De Yarza López-Madrado**  
President Henneo Media  
Zaragoza, Spain

“ *The need to create an international press Federation has become clear because press everywhere have, beyond their national mission, an international cause. In every country, the role of the newspaper is to reliably inform, frankly discuss, and maintain a sense of community within society. But the press must also work towards strengthening a worldwide peace based on justice. Accordingly, a free press peacefully leads the same fight as a free people...* ”

Albert Bayet, President of the French  
Federation of Publishers,  
FIEJ Inaugural Congress, Paris June 1948

# Presidents 1948-2022

**Johan VAN DE KIEFT** President Nederlandsche  
Dagbalders, The Netherlands

President FIEJ 1948-1952

**W. T. CURTIS-WILSON** President Newspaper Society,  
Great Britain, President FIEJ 1952-1954

**Tommaso ASTARITA**, President, Federazione Italiana  
Editori Giornali, Italy, President FIEJ, 1954-1962

**Dr. Walter MATUSCHKE** Industrial Manager, Axel  
Springer Verlag, Germany,

President INCA 1961-1969

**Claude BELLANGER** Managing Director and co-  
founder, Le Parisien Libéré, France, President FIEJ  
1962-1978

**Willem G. PLUYGERS** General Director Nederlandse  
Dagbladunie, The Netherlands, President  
INCA/IFRA 1969-1973

**Sir J. Gordon LINACRE** Managing Director Yorkshire  
Post Newspapers, Great Britain, President IFRA  
1973-1977

**Gustaf DOUGLAS** Managing Director Dagens  
Nyheter, Sweden, President IFRA 1977-1981

**Harold W. ANDERSEN** Publisher Omaha World-  
Herald, USA, President FIEJ 1978-1980

**Frans VINK** Publisher Het Laatste Nieuws, Belgium  
President FIEJ 1980-1984

**Jacques SAINT CRICQ** Chairman of the Board, La  
Nouvelle République du Centre-Ouest, France  
President IFRA 1981-1985

**Sir J. Gordon LINACRE** Managing Director Yorkshire  
Post Newspapers, Great Britain, President FIEJ  
1984-1988

**Odd RÖNNESTAD** Managing Director Bergens  
Tidende, Norway President IFRA 1985-1988

**Giovanni GIOVANNINI** President Ansa, Italy, President  
FIEJ 1988-1990

**José Maria BERGARECHE** Director Gerente El Correo  
Espanol, Spain, President IFRA 1989-1993

**Jan J. NOUWEN** Managing Director Haagsche  
Courant, The Netherlands, President FIEJ 1990-  
1992

**Michael RINGIER** Chairman Ringier, Switzerland,  
President IFRA 1993-1997

**Prescott LOW** Chairman and publisher The Patriot  
Ledger, USA President FIEJ 1992-1996

**Murdoch MACLENNAN** Managing Director Associated  
Newspapers, Great Britain, President IFRA 1997-  
2003

**Jayme SIROTSKY** Chairman of the Board RBS Zero  
Hora, Brazil, President FIEJ 1996-1998

**Bengt BRAUN** President Bonnier, Sweden, President  
WAN 1998-2000

**Roger P. PARKINSON** Chairman, The Globe and Mail,  
Canada, President WAN 2000-2004

**Dr. Seok Hyung HONG** Chairman and CEO JoongAng  
Media Network, Republic of Korea, President WAN  
2004-2005

**Willem O. KOK** CEO De Telegraaf  
Holdingmaatschappij nv, The Netherlands,  
President IFRA 2003-2006

**Gavin O'REILLY** Group Chief Executive Officer  
Independent News and Media PLC, Ireland,  
President WAN 2005-2011

**Horst PIRKER** CEO Styria Medien AG, Austria,  
President IFRA 2006-2009

**Jacob MATTHEW** Executive Editor Malayala  
Manorama Company Ltd, India, President WAN-  
IFRA 2011-2013

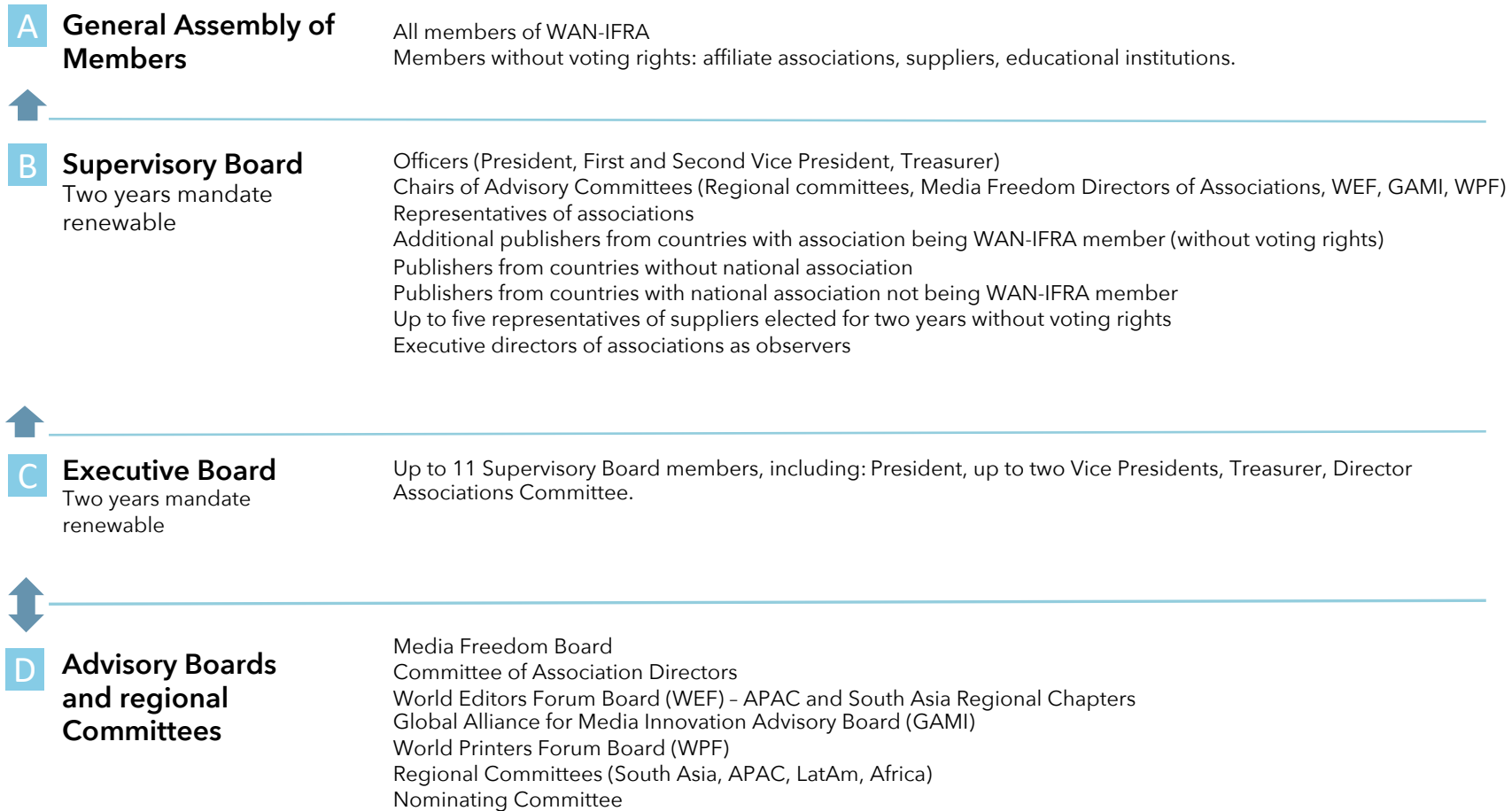
**Tomas BRUNEGARD** Chairman, Stampen Group,  
Sweden, President WAN-IFRA 2013-2017

**Michael GOLDEN** former Vice Chairman, New York  
Times Co., USA, President WAN-IFRA 2017-2019

**Fernando DE YARZA LOPES MADRAZO** President  
**Henneo Media, Zaragoza, Spain. President WAN-  
IFRA 2019-Present**

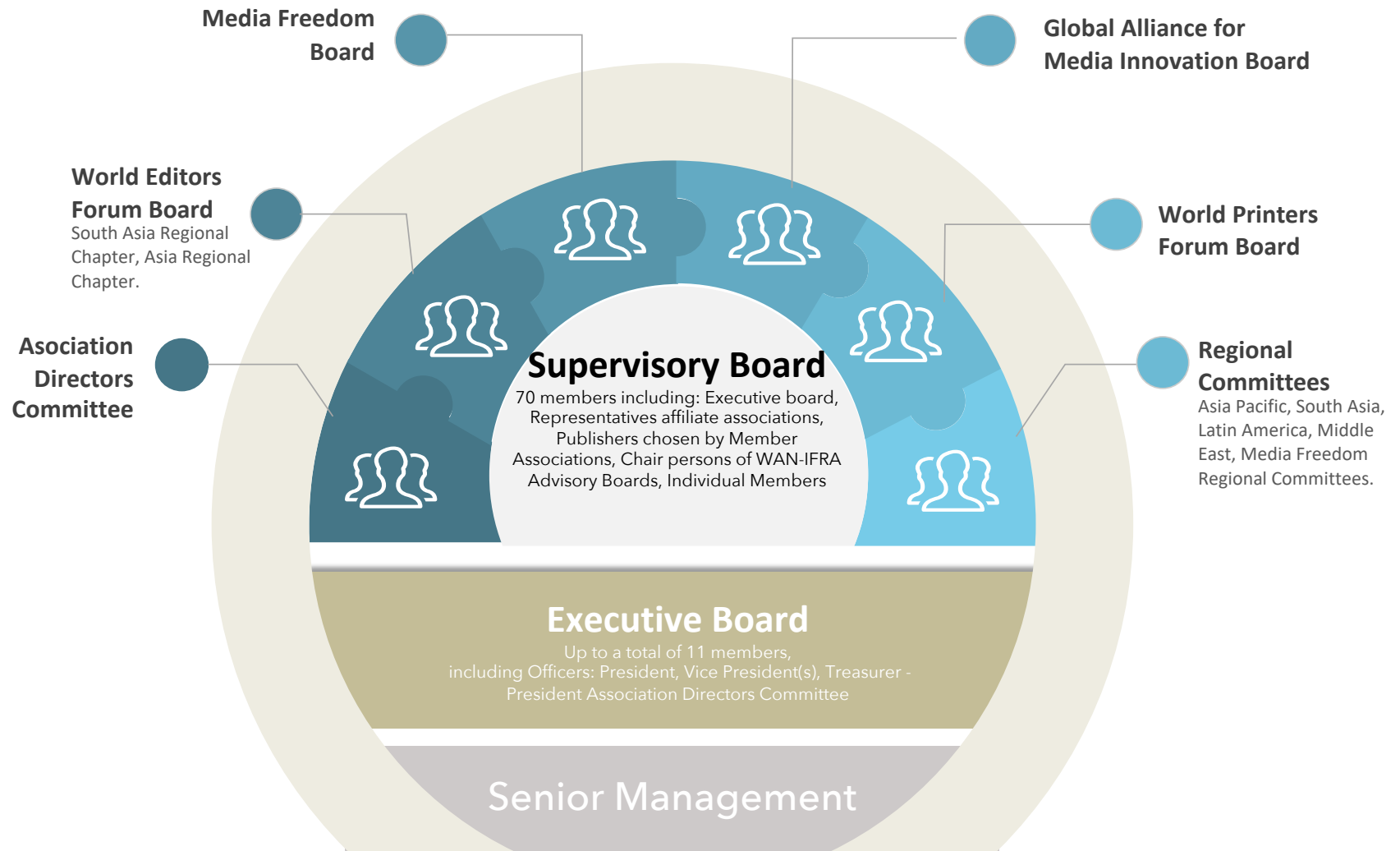
## The WAN-IFRA statutes set out the governance structure of the organisation

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# WAN-IFRA Corporate Governance

## General Framework





## GENERAL ASSEMBLY OF MEMBERS

The supreme organ of the association

Elect members of the board | Elect the president, vice presidents and a treasurer | Receive annual reports and ratify annual accounts | Appoint a certified auditors| Agree on changes in the statutes

### ADVISORY BOARDS

#### REGIONAL COMMITTEES

Associations Committee | Nominating Committee | Media Freedom Board | World Editors Forum | World printers Forum | Global Alliance for Media Innovation | South Asia Committee | APAC Committee | Middle East Committee | LatAm Committee

### SUPERVISORY BOARD

70+ members

Decides upon major strategic issues of the association and elects the Executive Board

### EXECUTIVE BOARD

Up to a maximum of 11 members

Direct and supervise the Association

**CHIEF EXECUTIVE OFFICER**

**CHIEF OPERATING OFFICER**

**SALES ADMINISTRATION AND FINANCE**

**DIGITAL REVENUE NETWORK**

**PUBLICATIONS AND INSIGHTS**

**GLOBAL EVENTS**

**GLOBAL ALLIANCE FOR MEDIA INNOVATION**

**PUBLIC AFFAIRS & MEDIA POLICY**

**MEDIA FREEDOM & MEDIA DEVELOPMENT**

**WORLD EDITORS FORUM**

**WORLD PRINTERS FORUM**

**WAN-IFRA SOUTH ASIA**

**WAN-IFRA APAC**

**WAN-IFRA AMERICAS**

**WAN-IFRA MIDDLE EAST**

# General Assembly of Members

## Key Mandate

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### KEY MANDATE

Elects Board members and officers.

Receives and ratifies the annual accounts approved by Board.

Ratifies changes in the statutes.

Ratifies membership fees decided by Board.

Decides on national association membership.

Appoints auditor where appropriate.

# General Assembly of Members

## Key Mandate

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**The General Assembly of Members constitutes the supreme organ of the association and elects the Supervisory Board and the Officers.**

### WAN-IFRA General Assembly

Two associations are co-existing  
WAN IFRA + WAN-IFRA FR

#### Organisation

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WAN-IFRA members:

- National associations
  - Publishing companies
  - Suppliers
  - News agencies
  - Affiliate associations
  - Educational organizations
  - WEF
  - Individuals
- 
- All members are invited to the General Assembly
  - National associations will receive 10-30 votes each according to the newspaper penetration in their country
  - Publishing companies and news agencies will receive one vote each
  - National associations can exercise a veto

#### Tasks

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- Elect members of the board
- Elect the President, Vice president(s) and Treasurer
- Receive annual reports and ratify annual accounts
- Appoint a certified auditor where appropriate
- Ratify membership fees
- Agree on changes in the statutes
- Agree on dissolution of the association
- Expel member associations

#### Meetings

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- Once year (June)

# General Assembly of Members

## Voting Rights

**Voting rights in the General Assembly: National associations with 10-30 votes, publishers and news agencies with one vote each**

Category	Voting rights	Comments
	% of votes	
National associations	70%	<ul style="list-style-type: none"><li>• All members invited to the General Assembly of Members</li><li>• National associations have 10 to 30 votes</li><li>• All publishing companies and news agencies receive one vote each</li><li>• National associations have 70% of votes at WAN-IFRA General Assembly, publishing companies and news agencies together 30%</li></ul>
Publishing companies	29%	
Suppliers and others	0%	
Affiliate associations	0%	
WEF	0%	
Individuals	0%	
News agencies	1%	
TOTAL	100%	

# Supervisory Board

## Role and Mandate

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### ROLE

Members of the Supervisory Board have a community-engagement role with decision-making power. They approve the strategy and budget of the association, elect the Executive Board and represent the association to the membership and the membership to the association. It is a role that focuses as much on the membership as on the management and the operations of the association.

One of their primary focus is on fundraising and/or membership acquisition, to arrange, facilitate, and solicit funds through their personal and business networks

Board Members attend Board meetings and convey to WAN-IFRA the interests of news publishers, what support they expect from WAN-IFRA.

They support and promote WAN-IFRA's activities in its three operating pillars: press freedom and journalism, media sustainability, media innovation.

### KEY MANDATE

Approve the Strategy and Budget.

Approve the accounts before ratification at GAM

Elect of the Executive Board

Admit new National Association in membership. Approves membership fees for national member associations. Decides membership fees before ratification at GAM.

Decide on Golden Pen of Freedom.

Supervisory Board Members meet at least two times a year.

### MEMBERS

[Link to wan-ifra.org](https://wan-ifra.org)



# Supervisory Board

## Organisation and Elections

The Supervisory Board decides upon major strategic issues of the association and elects the Executive Committee

### Organisation

Member	Elected	Vote
WAN-IFRA President	Elected by General Assembly <sup>1)</sup>	✓
WAN-IFRA First & Second Vice Presidents	Elected by General Assembly <sup>1)</sup>	✓
WAN-IFRA Treasurer	Elected by General Assembly <sup>1)</sup>	✓
Representatives of national associations	Elected by General Assembly	✓
Chair of Committee of Executive Directors of Associations	Elected by General Assembly <sup>1)</sup>	✓
President of WEF	Elected by General Assembly <sup>1)</sup>	✓
Publishers from countries without national associations or national associations not being WAN-IFRA members	Proposed by Board, elected by General Assembly	✓
Additional publishers from countries with associations being WAN-IFRA member	Proposed by Board, elected by General Assembly	Via national association <sup>2)</sup>
Up to five representative suppliers	Proposed by Board, elected by General Assembly	✗
Executive directors of associations	Can attend as observers	✗

1) Proposed by Nominating Committee to Board - Automatic member of Board

2) Based on the principle of one vote per country; members of the former IFRA Board elected to the WAN-IFRA Board will keep their direct voting right during their first mandate

### Tasks

- Decide upon major strategic issues
- Elect WAN-IFRA Executive Committee
- Approve accounts before ratification in the General Assembly
- Decide on membership fees before ratification in the General Assembly; set membership fees for national associations
- Grant membership to national associations
- Expel members of WAN-IFRA except for national associations

### Election

- Proposed by Nominating Committee
- elected by General Assembly for 2 years
- Maximum 3 mandates = 6 years total on the Board
- Presidency can ask GAM to extend a member's mandate beyond the 6th year, by 1 year at a time

### Meetings

- At least twice a year (June – December)

# Executive Board

## Role and Mandate

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### ROLE

The Members of the Executive Board assist the management in executing the mission and vision of WAN-IFRA and smoothly runs the organisation. They work to ensure that the organisation benefits all members, advances the news media profession and improves the community.

They mentor the senior management, provide guidance and resources, advice and introductions to ensure the organisation's success.

They ensure that the Supervisory Board is aware of any significant development.

They represent the interests of all stakeholders in WAN-IFRA.

Executive Board Members meet at least four times a year.

### KEY MANDATE

Directs and supervises the association and represents it with regard to third parties. Decides on important strategic & operational issues.

Receives mandate from the Supervisory Board and reports all activities and decisions to the Supervisory Board.

Decides on location for Congress.

Appoints the Nominating Committee and other ad hoc committees

### MEMBERS

The list of current members is available here: [wan-ifra.org](https://wan-ifra.org)

# Advisory Boards Terms of Reference

WORLD EDITORS FORUM

MEDIA FREEDOM BOARD

ASSOCIATION DIRECTORS COMMITTEE



World Association  
of News Publishers

January 2021

# World Editors Forum Board

## Terms of Reference

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**Role :** WEF Board is an advisory Board to the WAN- IFRA Board regarding all editorial and content issues.

**Status:** regulated by art 8 of WAN-IFRA by-laws, and internal guidelines voted in 2014.

**Qualifications for membership** in the World Editors Forum are defined as follows: - working newspaper editors, including online publications, Sunday newspapers and news magazines, - heads and senior executives of journalism schools and institutes, - editors from wire services, - representatives from non-profit media organisations or media groups,- up to five editors mandated to represent their company in WEF, provided that the company is a WAN-IFRA paying member.

Applications from other kinds of editors or distinguished persons are considered on a case-by-case basis. Admission is reserved to persons whose principal activity is related to journalism. Each application is formally accepted by the WEF Director. In case of doubt, the Director should refer the application to the WEF board. In such cases, the Board makes the final decision on each application at the following Board meeting.

**Mandate:** no limitation.



# Media Freedom Board

## Terms of Reference

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**Core functions** Advise on WAN-IFRA's Media Freedom strategic direction and activities. Access to people, resources and networks of strategic support. Advocate internally to uphold the founding principles of WAN-IFRA. Awareness-building around WAN-IFRA's Media Freedom initiatives.

### Role

Provide guidance and insight on WAN-IFRA's Media Freedom activities and strategic direction.

Provide strategic and practical support in WAN-IFRA's Media Freedom fundraising efforts.

Provide oversight of and support to Media Freedom activities, with a specific emphasis on programmes that receive funding from donors drawn from his/her country.

Approve Funding proposals and budgets.

Provide support to WAN-IFRA's Media Freedom activities by participating in missions, or conferences as a representative of the board as requested.

Report to WAN-IFRA Executive Board and to WAN-IFRA Supervisory Board.

Serve as ambassador reflecting WAN-IFRA's media freedom mission and values; playing an internal advocacy role as needed.



# Association Directors Committee

## Terms of Reference

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### Role

The Committee is an advisory body to the WAN-IFRA Board and Executive Committee. The Committee establishes priorities, workflow and position papers on media-related policy matters. The Chair conveys to the WAN-IFRA Board and Executive Committee the recommendations of the Directors on the items to be discussed in the respective agendas.

**Status:** regulated by art 9 of WAN-IFRA by-laws and internal guidelines voted in 2015.

**Qualification for membership:** Directors of the associations of publishers that are members of WAN-IFRA.

The Chair of the Committee is an automatic voting member of WAN-IFRA Supervisory Board and Executive Board, as stated in articles 18 and 19 of the WAN-IFRA Statutes.

All members of the Committee can attend the WAN-IFRA Board meetings in observatory capacity.

**Mandate:** Chair is elected for a mandate of two years, renewable twice.

# Other Committees and Advisory Boards

## Terms of Reference

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Other than WEF Board (art 8), and the Committee of Directors of member associations (art. 9), no advisory body has an official status regulated by WAN-IFRA by-laws.

### **Role**

Committees are advisory bodies to the WAN-IFRA Supervisory and Executive Boards.

### **Qualification for membership**

Members serve as individuals in their personal capacity. Each application is formally accepted by the Regional Director, the Department head, or the CEO.

### **Terms**

Members are elected for a mandate of two years, renewable twice. Chair of Committees are automatically appointed at the Supervisory Board.

# Organisation Structure

MEDIA SUSTAINABILITY

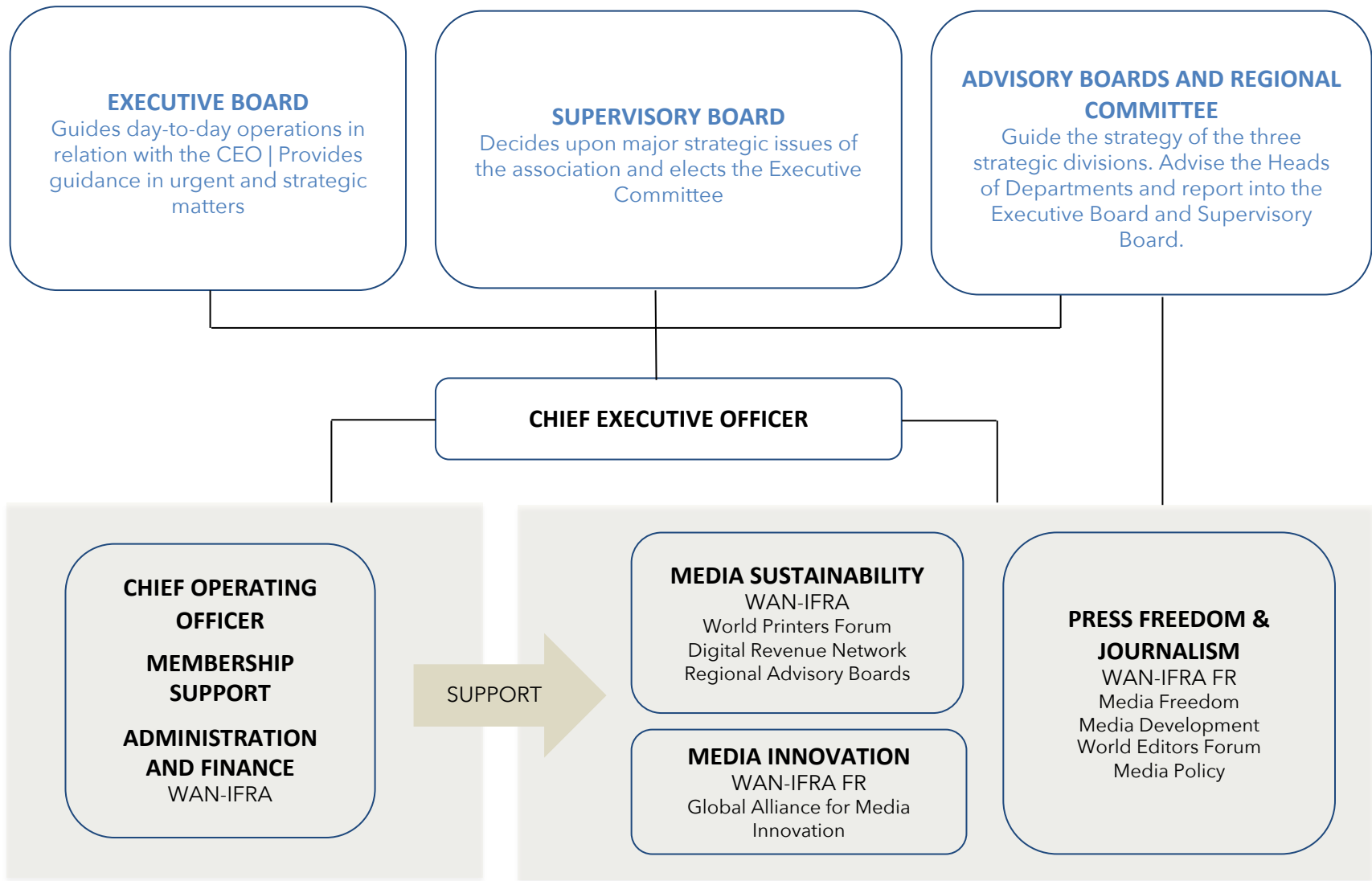
REGIONAL OFFICES

MEDIA FREEDOM AND JOURNALISM

MEDIA DEVELOPMENT WOMEN IN NEWS PROGRAMME

MEDIA INNOVATION





**CHIEF EXECUTIVE OFFICER**

**CHIEF OPERATING OFFICER**

**SALES ADMINISTRATION AND FINANCE**

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**WAN-IFRA AMERICAS**

**WAN-IFRA MIDDLE EAST**

**WORLD EDITORS FORUM**

**WORLD PRINTERS FORUM**





# Media Sustainability

## Organisation Structure

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### Chief Executive Officer

Vincent Peyregne

### Chief Operating Officer

Thomas Jacob

Global Support,  
Services & Business  
Communities

### Finance / HR / IT / CIC

#### Matthias Huth, Executive Director Finance & Administration

Heribert Bär (IT)

Margaret Bostanian  
(Membership)

Gabriele Gehring (CIC)

Ilona Gümperlein (F)

Katrin Kadel (IT / CIC)

Wolfram Kühne (F)

### Research & Insights

#### Dean Roper, Director of Publications / Editor in Chief

Michael Spinner-Just

Brian Veseling

Simone Flükiger

Teemu Henriksson (Paris)

Neha Gupta (Chennai)

### Digital Revenue Network

#### Valerie Arnould, Deputy Director Digital revenue Network

Nicole Frankenhauser

Virginia Melero

Laurel Wennen

Elizabeth Benitez

Amanda Garcia

### Global Events

#### Christin Herger, Deputy Director Global Events

Charmaine Jagla

Rina Park

### Global Sales

#### Maria Belém, Deputy Director Global Sales

Sumithra Hönig

Wiljessa Klingler

### World Printers Forum

#### Ingi Rafn Olafsson, Director World Printers Forum



# Regional Offices

## Organisation Structure

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**Chief Operating Officer**  
Thomas Jacob

Regional Offices represent WAN-IFRA in and develop the association portfolio of services and mandates in their region.

### Asia Pacific

**Kah Whye Lee, Director Asia Pacific**

Serene Chong

Wilson Leong

Jen Teo

### Americas

**Rodrigo Bonilla, Director Americas**

Florencia Gonzalez

Raquel Gonzalez (Madrid)

### South Asia

**Magdoom Mohamed, Managing Director South Asia**

Suresh Babu

Jaiganesh Muniasami

Vijayalakshmi Murali

Natrajan Prabhu

### Middle East

**Mechthild Schimpf, Director Middle East**

# Media Freedom and Journalism

## Organisation Structure

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### Chief Executive Officer

Vincent Peyregne

5 Media Freedom related positions report into the CEO under 2 Units.

The Media Freedom division also reports into the Media Freedom Board (formerly known as the Press Freedom and Media Development Fund Board)

The CEO's role involves the organisation's management and employees; high-level decisions about policy and strategy.

The CEO advises the board, and drives change within the organisation, presides over the organisation's day-to-day operations

### Admin & Finances

#### Matthias Huth, Executive Director Finance & Administration

Ilona Gümperlein (F)

Wolfram Kühne (F)

Yvone Erle (F)

Sophie Situ (F)

### Media Freedom Media Development

#### Andrew Heslop, Executive Director Press Freedom

#### Melanie Walker, Executive Director Media Development, Lead Women in News

Mariona Sanz, Consultant

### Media Policy

#### Elena Perroti, Executive Director Media Policy and Public Affairs

### World Editors Forum

#### Cherilyn Ireton, Executive Director WEF

# Media Development / Women in News

Resourcing Structure 2019-2023

## Programme Lead Melanie Walker

Knowledge &  
Resource Director

WAN-IFRA Advocacy  
Director

WAN-IFRA Financial  
Controller

Communications  
Manager

M&E Expert  
Admin Support

## MENA Director

Coaches  
(4-6)

Advisory Trainers  
(6-8)

Country  
Coordinator  
*Sudan*

Country  
Coordinator  
Egypt

Country  
Coordinator  
Morocco/Algeria

Steering  
Committee  
(4-6)

Programme  
Manager

Country  
Coordinator  
Jordan

Country  
Coordinator  
*Lebanon*

Country  
Coordinator  
*Palestine*

## Africa Director

Steering  
Committee  
(4-6)

Advisory Manager

Regional Manager  
Zimbabwe, Zambia,  
Ethiopia

National Mentors  
(6)

Coaches  
(6)

Advisory Trainers  
(6-8)

Regional Manager  
Rwanda, Botswana,  
South Sudan



# Media Innovation

## Organisation Structure

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**Chief Executive  
Officer**  
Vincent Peyregne

### **Admin & Finances**

**Matthias Huth**

Ilona Gümperlein

Wolfram Kühne

### **Media Innovation**

**Stephen Fozard, Project Director  
Global Alliance for Media  
Innovation**