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# WAN-IFRA ANNUAL REPORT 2009



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### Explanation:

\* WAN-IFRA CH = former IFRA  
WAN-IFRA CH consolidated = Association, GmbH and subsidiaries

\*\* WAN-IFRA FR = former WAN  
WAN-IFRA FR consolidated = Association and SARL

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# REPORT OF THE PRESIDENT



It's been more than a year since the merger that created the World Association of Newspapers and News Publishers (WAN-IFRA), and the global newspaper industry has shown unprecedented support for the future of our business, and WAN-IFRA's central role as the world-wide representative body of the industry.

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Dozens of newspaper companies have pledged both financial and strategic support to WAN-IFRA, as the new organisation sets a new direction to better serve an industry facing major challenges and opportunities. This support, which will allow us to reorganise and further the work of WAN-IFRA, is immensely gratifying and shows a deep commitment to the values of the organisation.

It also shows a deep confidence in the future of our industry and in WAN-IFRA to meet the challenges of a multi-media age.

In fact, WAN-IFRA's expertise is more needed than ever. With the rapid changes occurring in our industry, it is difficult for individual companies to stay abreast of all significant developments – particularly those that occur in other markets. WAN-IFRA can dedicate the necessary resources, and its network and global reach has great value to newspaper companies everywhere.

This value is reflected in the wide array of conferences, seminars and strategy reports organised and published by WAN-IFRA – more than 80 events a year, held on all continents, providing insight and advice on all issues of importance to our business. After a crisis year caused by the global economic melt-down, which forced the cancellation of the World Newspaper Congress, participation is once again climbing; visitors to the IFRA Expo in Hamburg this year will be well above last year's participation and the World Editors Forum expects record participation.

At the same time, there is growing recognition among the press development community of WAN-IFRA's ability to help build and support viable independent media in the developing world, an essential condition for sustainable democracy. Thanks to significant donations from the Swedish International Development Agency, the Danish Foreign Ministry, the European Union and others, WAN-IFRA has expanded its work to defend and

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promote press freedom, and to ensure the economic independence of media as an essential condition of that freedom.

This is not to say that the organisation, and the industry as a whole, does not continue to face serious challenges. Advertising revenues, both in print and online, have suffered serious declines in much of the world. Circulations remain under pressure. Cost-cutting programmes have been implemented and personnel reduced in many media houses. The structural changes in our industry combined with the financial and economic crisis has made the challenges facing management at publishing houses especially demanding.

The merger of the World Association of Newspapers and IFRA has brought together the virtues of the two organisations to create an even more influential organisation for the news publishing industry. The merger will allow us to more effectively identify and satisfy the needs of our members, and the industry as a whole.

I wish to take this opportunity to thank my colleagues on the Board as well as all the members of the various Committees who, despite heavy workloads at their own companies, spared neither time, cost, nor effort to contribute to the realisation of the merger.

Furthermore, I wish to express my deep gratitude towards the management of both organisations, especially both CEOs and the Integration Teams, for their invaluable contribution, made under difficult circumstances, towards achieving the merger.

We will all benefit in the future from a strong organisation.

Gavin O'Reilly



This merger is, indeed, a landmark occasion because it will usher in a truly global organisation of the publishing industry.

Khun Pichai Chuensuksawadi  
Bangkok Post, Thailand

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# REPORT 2009

In mid-2009, WAN-IFRA was formally founded by the merger of the two predecessor associations. Up to February 2010, the two former CEOs of WAN and of IFRA acted jointly as Co-CEOs to manage the merged association. In February 2010 Christoph Riess assumed leadership as the new and sole CEO, thus ending the period of joint management.

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## REPORT OF THE CEO WAN-IFRA CH



The reorganisation and merger with the World Association of Newspapers, WAN, initiated in 2008, determined the agenda in 2009, a year in which the effects of the crisis were felt also by WAN-IFRA CH.

After the reorganisation, which included significant job losses and the creation of competence centres focused on our core target groups in November/December 2008, the emphasis at the beginning of 2009 was placed firmly on the implementation and integration of the new processes. It can be stated right away that, despite the reduced team, all events and training sessions scheduled for 2009 were carried out without exception.

As could be expected, all events, be they conferences or training sessions, but first and foremost the IFRA Expo, were effected by the crisis. Especially international events and training courses

held at our headquarters in Darmstadt felt the consequences. In contrast, the levels of participation in national events and customised training sessions were higher than budgeted. This is where the good relations with national associations and important customers, built up and cultivated over many years, bore fruit.

IFRA Expo recorded a considerable drop in the number of exhibitors in the crisis year, and consequently reduced income from sales of exhibition floor space. Despite major efforts, the number of visitors also failed to meet expectations. Advertising revenues were also below budget.

Nevertheless, it proved possible to achieve a slightly higher than budgeted turnover and, despite massive writedowns of uncollectible receivables, an almost balanced operating result was reached.

The number of members remained largely constant – 27 new members as opposed to 26 cancellations of membership. The

main reason for cancellation was the economic situation of the companies concerned.

For the first time, after many years of investing heavily in research, we were compelled to cut our expenditure on research. As a result, the number of new reports was considerably lower than in previous years.

Moreover, much of management's attention was focused on the preparation and realisation of the merger with WAN.

Similarly, 2009 was not an easy year for our subsidiaries, as especially the European subsidiaries felt the full effects of the crisis.

All European subsidiaries suffered operating losses, though these proved to be moderate in France due to the excellent revenues achieved in the training area. In contrast, Asia, with the subsidiaries in Chennai and Singapore, recorded major profits, thus helping the organisation to achieve the aforementioned almost balanced result.

I wish to take this opportunity to thank the Board and all Committees for their valuable support of the organisation. Their practical assistance as well as many impulses and ideas were greatly appreciated.

The year 2010 will not be any easier. But the now merged organisation must return its focus to its actual tasks. We will work energetically towards achieving our goals.

Reiner Mittelbach

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## REPORT OF THE CEO WAN-IFRA FR



As the mirror image of the global newspaper industry and its fortunes, for good or bad, WAN-IFRA FR had a very tough year in 2009, with a significant drop in revenues as news publishers everywhere were forced to slash their budgets for international organizations. Originally planned for March, the World Newspaper Congress and World Editors Forum even had to be postponed, as newspapers endeavoured to come to terms with drastic falls in their revenues and the world economic crisis took its toll. Thankfully and owing to major efforts by our Indian colleagues, the events were, however, 'rescued' and took place, with immense success, at the end of the year in Hyderabad.

The challenges of 2009 were compounded, for staff - cut in number by 25 % to reduce costs - and elected representatives both, by the complex process of merging with IFRA - decided early in the year, finalized formally in July, and the subject of intense integration efforts for the rest of the year.

Despite the turbulences of these difficult twelve months, I believe that the organization nevertheless fulfilled its mission of defending the business and professional interests of the global news publishing industry and helping newspapers develop strategies for a prosperous future.

In compliance with its permanent and overriding mission of defending and promoting freedom of the press, WAN-IFRA FR campaigned relentlessly to protect news publishers faced with hostility and repression all over the world: 99 journalists were murdered during the year and more than 850 arrested and jailed. This 'militant', day-to-day programme of highlighting,



protesting and investigating attacks on the press was once more accompanied by a range of media development projects aimed to strengthen the independence and viability of newspapers in developing nations and those where the press is a constant victim of political, economic and judicial harassment.

WAN-IFRA FR has long embraced the mission of aiding newspapers to ensure a future generation of readers, with our Young Reader Development Programme, which was active all round the world in 2009 introducing Newspapers in Education projects in more and more developing countries and facilitating the exchange of information and ideas to help newspapers everywhere capture a teenage and young adult audience.

Through its Shaping the Future of the Newspaper research project and a range of seminars, conferences, surveys, study tours and publications, WAN-IFRA FR continued to track trends in the industry and to bring leading-edge ideas and information to news publishers about potential scenarios ahead.

The World Editors Forum, the organization's division to serve senior news executives, saw a 50 % drop in its revenues in 2009 as newsroom budgets everywhere were slashed to compensate for the effects of the economic crisis and editors saw their travel and conference funds greatly reduced or frozen. The Forum profited from this lull in traditional training investments to develop its consultancy services and partnerships and to invest in preparations for an aggressive new digital strategy of webinars and e-consulting in 2010.

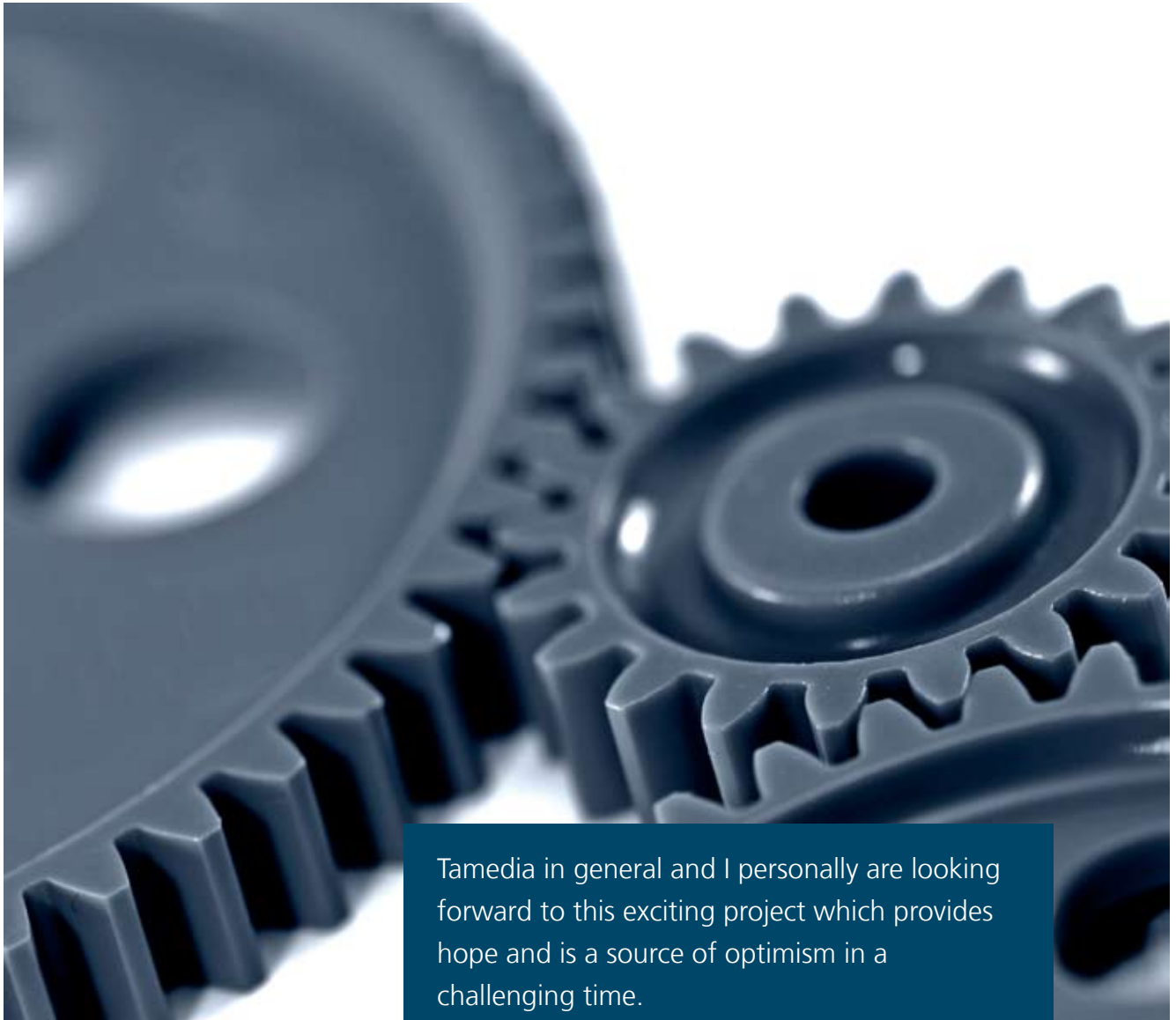
The merger of WAN and IFRA put great strains on the communications department during the year, with the need to create one common image for the new joint organization, to integrate

web and publicity activities and to support marketing and sales efforts to clarify the services and programmes of the two former associations in a challenging economic environment.

The public affairs agenda of the organization in 2009 was again dominated by two issues of importance to the business interests of newspapers: ACAP and sports rights. The Automated Content Access Protocol, a tool designed to permit news publishers to better protect their online content, was adopted by hundreds more newspapers and took the total to over 1,900. The chief focus of the sports rights initiatives was the 2010 soccer World Cup and intense negotiations with FIFA to greatly improve the conditions of coverage by news publishers.

The staff and elected leaders of WAN-IFRA FR deserve praise and thanks for working tirelessly to help the organization accomplish its mission in this unprecedentedly difficult year.

Timothy Balding



Tamedia in general and I personally are looking forward to this exciting project which provides hope and is a source of optimism in a challenging time.

Martin Kall  
Tamedia, Switzerland



Outlook 2010 : Create a stable financial basis,  
bring together the different areas of the association,  
develop a strategic plan for the future.

## REPORT OF THE CEO

It has been a period of reorganisation and transition for the World Association of Newspapers and News Publishers (WAN-IFRA), since its creation in July 2009 from the merger of the World Association of Newspapers and IFRA.

From its inception until February 2010, the organisation was directed by co-CEOs, in the Paris and Darmstadt headquarters, with areas and departments acting in parallel and in a coordinated manner.

The appointment of a single CEO in February allowed us to accelerate the process of creating a new, modern organisation that takes advantage of the synergies and efficiencies emerging from the merger. WAN-IFRA, which represents more than 18,000 publications, over 15,000 websites as well as more than 3,000 publishing houses, manufacturers and service providers, is now positioned to become the leading organisation of news publishing in the 21st century.

The most urgent task was to establish a solid financial basis. Like its members, WAN-IFRA had to contend with a global economic crisis that had a profound impact on its business, particularly on the level of participation at our conferences and events. In addition to economic factors, some major events had to be postponed or relocated due to unstable political conditions or

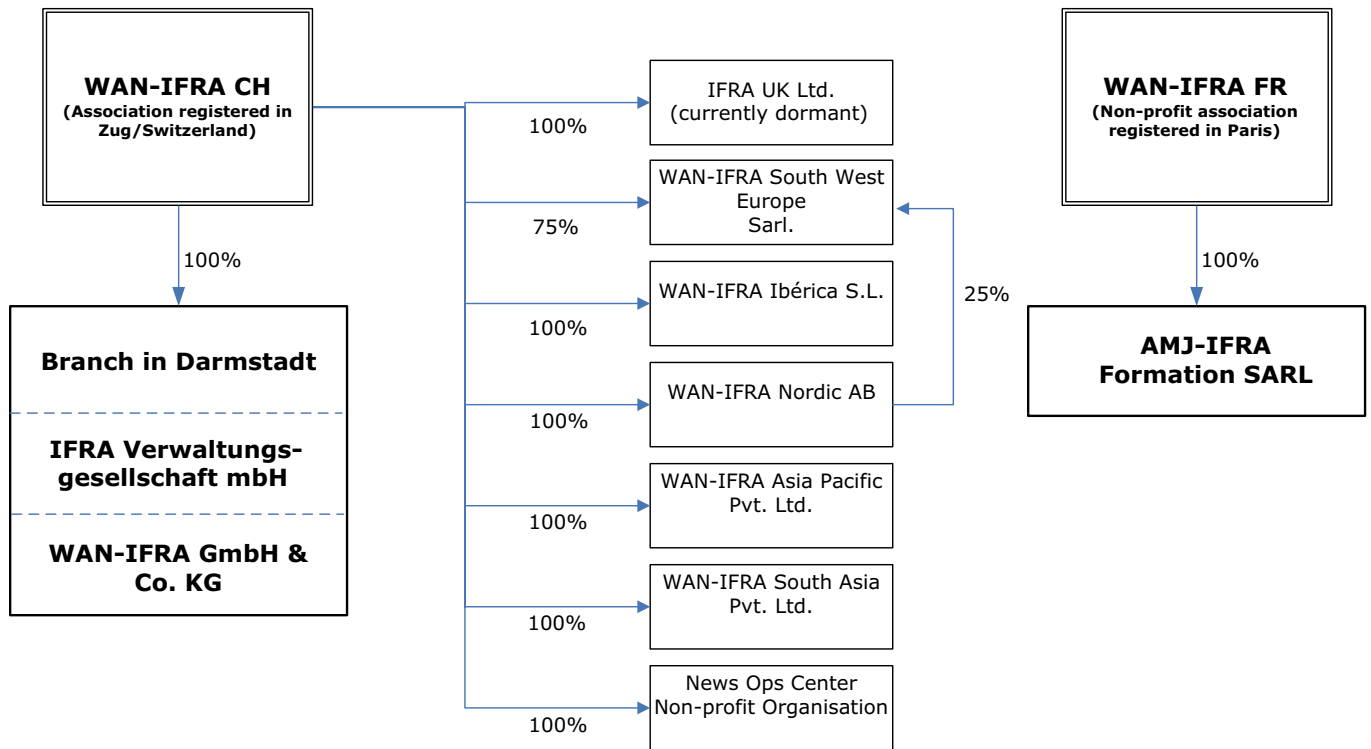
as a result of natural phenomena outside of our control. The World Newspaper Congress had to be cancelled. These events resulted in an exceptional strain on the association's business, forcing the adoption of cost-cutting measures, including corresponding personnel adjustments.

Fortunately, our members re-committed themselves to the future of the industry, and to our organisation as its global representative. Newspaper companies and associations alike have made substantial financial contributions in recent weeks, which will allow WAN-IFRA to re-organise and to pursue a business strategy to better serve its members and the industry as a whole.

There are encouraging signs that the business environment is improving. The preparations for the IFRA Expo in October, held this year in Hamburg, are showing positive tendencies. The number of exhibitors and visitors continues to rise and the range of topics covered is increasing. We are directing all our efforts towards ensuring that the Expo, along with the World Editors Forum, which is being held concurrently, will be a major success. The tasks facing us in shaping the future of the association are to increase efficiency as well as to implement a strategy of further growth through the introduction of new business segments in the future.

Christoph Riess

# WAN-IFRA LEGAL STRUCTURE



# WAN-IFRA WORLDWIDE





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# FINANCIAL REPORT 2009



## WAN-IFRA CONSOLIDATED

### 1. BALANCE SHEET

Assets	31 dec 2008	31 dec 2009
A. Fixed Assets (1)	3,381,120	3,092,053
B. Current Assets	0	0
1. Cash in hand	335,831	384,162
2. Bank accounts	1,701,676	2,146,325
3. Trade accounts receivable	2,645,870	2,058,591
4. Other accounts receivable (VAT)	963,300	1,123,541
5. Down payments made	64,937	0
6. Work-in-progress. contract-in-progress	0	0
7. Other	614,626	344,998
	<b>9,707,360</b>	<b>9,149,671</b>

### Liabilities

A. Equity capital				
1. Equity capital at January 1	4,239,020		3,498,502	
2. Annual Results	-1,040,518	3,198,502	-2,082,070	1,416,433
B. Provision		1,918,317		1,909,417
C. Shortterm Liabilities		0		0
1. Trade accounts payable		1,560,060		1,448,161
2. Bank loans and overdraft		310,083		601,815
3. Payments received on accounts		182,000		0
D. Prepayments and deferred charges		2,538,398		3,773,845
		<b>9,707,360</b>		<b>9,149,671</b>

### (1) Fixed Assets Changes

Book Value (January 1)	Additions (net)	Appreciation	Separations (net)	Depreciation	Book Value (Dec. 31)
3,381,120	744,781	22,440	16,333	1,039,956	3,092,053



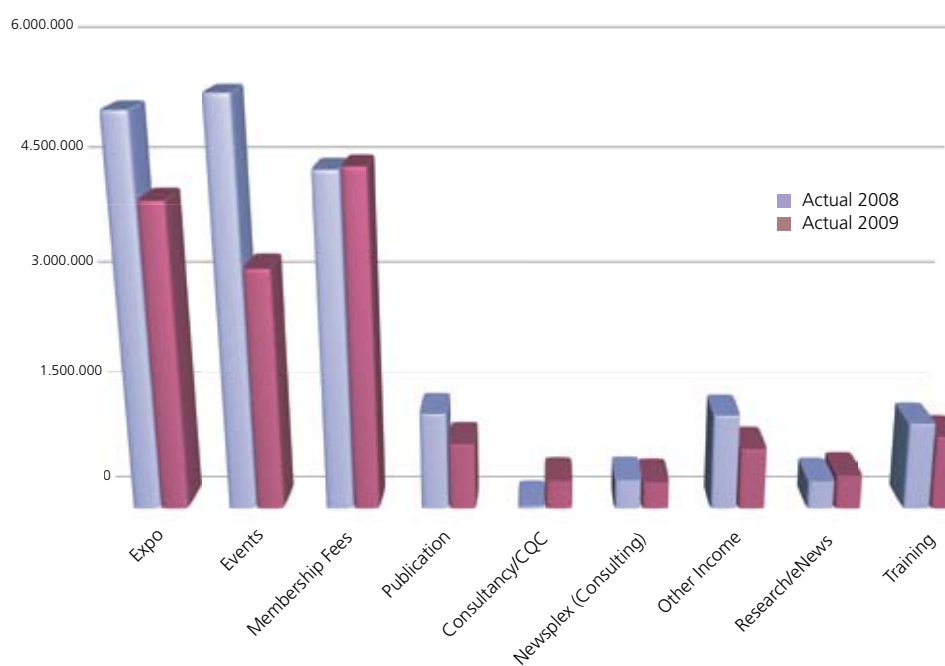
## 2. PROFIT AND LOSS STATEMENT

WAN-IFRA consolidated	Actual 2008	Actual 2009
Revenues	18,844,448	14,938,421
Personnel	-8,712,418	-7,495,487
Other costs	-10,447,716	-7,237,657
Provision for debit losses	-282,825	-804,303
<b>EBITDA</b>	<b>-598,511</b>	<b>-599,026</b>
Depreciation and Amortisation	-277,608	-267,140
<b>EBIT</b>	<b>-876,119</b>	<b>-866,166</b>
Financial result	118,149	-11,007
<b>Ordinary business result</b>	<b>-757,969</b>	<b>-877,173</b>
Extraordinary result	-341,550	-1,160,602
Company taxes	41,719	-34,373
<b>Result</b>	<b>-1,057,800</b>	<b>-2,072,148</b>
Effect of subsidiaries on net result:	-17,282	9,922

## WAN-IFRA CONSOLIDATED

### 3. REVENUE DETAILS

WAN-IFRA consolidated	Actual 2008	Actual 2009
Expo	5,002,680	3,934,564
Events	5,200,329	3,098,005
Membership Fees	4,303,494	4,342,286
Publication	1,241,120	845,727
Consultancy / CQC	35,683	361,891
Newsplex (Consulting)	371,692	344,316
Other Income	1,221,003	642,473
Research / eNews	357,035	431,368
Training	1,111,413	937,792
	18,844,448	14,938,421



#### 4. OPERATING EXPENSES

WAN-IFRA consolidated	Actual 2008	Actual 2009
Personnel	-8,712,418	-7,495,487
Representation	-346,616	-98,362
Travelling	-2,048,195	-1,263,531
Catering	-460,321	-291,082
Cost of Premises	-196,553	-178,988
Insurances/Fees	-81,600	-46,885
Vehicles	-108,943	-79,529
Machine Maintenance	-60,223	-85,825
Materials	-138,613	-73,556
Consultancy	-783,354	-717,996
Financial Costs	-30,843	-30,355
Rental Expenses	-1,461,460	-1,160,086
Mailing	-836,822	-492,573
Tel/Fax/Internet	-200,304	-191,477
Taxes	-132	-7,456
Research Projects	-363,498	-13,623
Hire Expenses	-268,185	-114,555
Travel/Other cost subsidiaries	-123,341	-54,024
Licences	-87,151	-59,513
Printing Costs	-694,292	-370,861
Lecturers / Interpreters	-957,035	-987,560
Other Services	-966,757	-783,185
Other Operating Expenses	-233,478	-136,637
<b>Operating costs</b>	<b>-19,160,134</b>	<b>-14,733,144</b>

## WAN-IFRA CH CONSOLIDATED

### 1. BALANCE SHEET (WITHOUT SUBSIDIARIES)

Assets	31 dec 2008	31 dec 2009
A. Fixed Assets (1)	3,265,386	2,992,718
B. Current Assets		
1. Cash in hand	8,120	4,190
2. Bank accounts	403,251	754,725
3. Trade accounts receivable	981,381	352,515
4. Other accounts receivable (VAT)	963,300	1,123,541
5. Down payments made	64,937	0
6. Work-in-progress. contract-in-progress		
7. Other	12,668	76,765
	<b>5,699,043</b>	<b>5,304,455</b>

### Liabilities

A. Equity capital				
1. Equity capital at January 1	3,048,528		2,639,646	
2. Annual Results	-708,882	2,339,646	-844,918	1,794,729
B. Provision		1,856,810		1,857,479
C. Shortterm Liabilities				
1. Trade accounts payable		1,177,851		992,005
2. Bank loans and overdraft		57,169		458,976
3. Payments received on accounts		182,000		0
D. Prepayments and deferred charges		85,567		201,266
		<b>5,699,043</b>		<b>5,304,455</b>

### (1) Fixed Assets Changes

Book Value (January 1)	Additions (net)	Appreciation	Separations (net)	Depreciation	Book Value (Dec, 31)
3,265,386	727,573	22,440	16,333	1,006,348	2,992,718

After consolidation of intercompany accounts receivables: 1,025,967 EUR

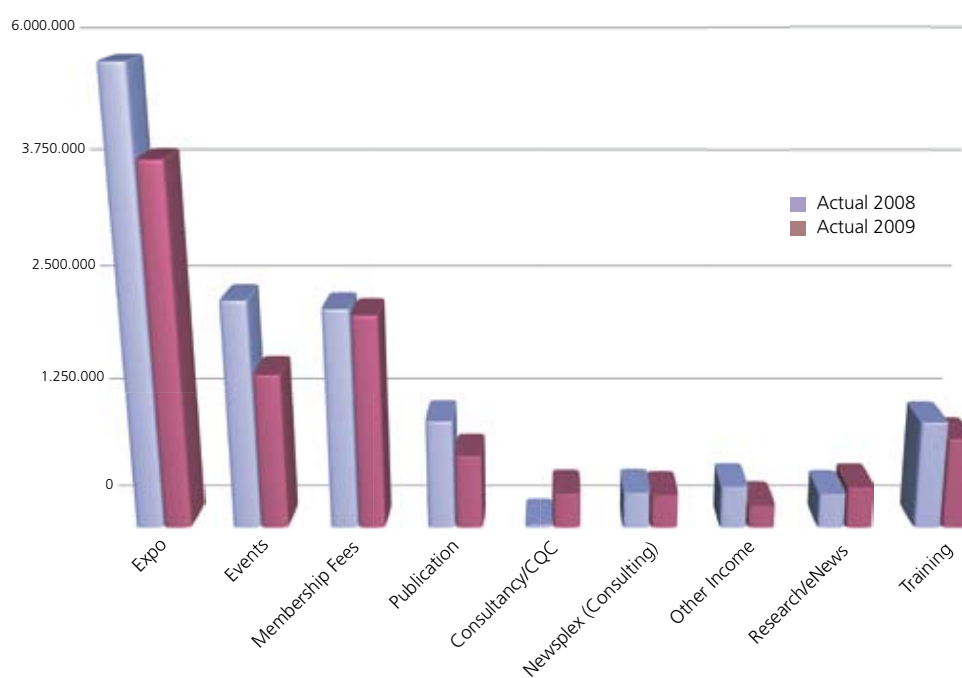
## 2. PROFIT AND LOSS STATEMENT (SUBSIDIARIES INCLUDED)

WAN-IFRA CH consolidated	Actual 2008	Actual 2009
Revenues	12,712,122	10,591,932
Personnel	-5,833,353	-5,091,546
Other costs	-6,802,065	-4,792,843
Provision for debit losses	-246,700	-468,966
<b>EBITDA</b>	<b>-169,996</b>	<b>238,577</b>
Depreciation and Amortisation	-243,226	-233,532
<b>EBIT</b>	<b>-413,221</b>	<b>5,045</b>
Financial result	0	12,891
<b>Ordinary business result</b>	<b>-413,221</b>	<b>17,936</b>
Extraordinary result	-354,662	-818,559
Company taxes	41,719	-34,373
<b>Result</b>	<b>-726,164</b>	<b>-834,996</b>
Effect of subsidiaries on net result:	-17,282	9,922

## WAN-IFRA CH CONSOLIDATED

### 3. REVENUE DETAILS

WAN-IFRA CH consolidated	Actual 2008	Actual 2009
Expo	4,651,330	3,732,445
Events	2,356,431	1,606,278
Membership Fees	2,271,756	2,209,964
Publication	1,122,692	757,820
Consultancy / CQC	35,683	361,891
Newsplex (Consulting)	371,692	344,316
Other Income	434,091	210,059
Research/ eNews	357,035	431,368
Training	1,111,413	937,792
	<b>12,712,122</b>	<b>10,591,932</b>



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#### 4. OPERATING EXPENSES

WAN-IFRA CH consolidated	Actual 2008	Actual 2009
Personnel	-5,833,353	-5,091,546
Representation	-92,452	-42,849
Travelling	-872,938	-517,404
Catering	-460,321	-291,082
Cost of Premises	-194,787	-177,179
Insurances / Fees	-73,820	-37,252
Vehicles	-98,763	-69,349
Machine Maintenance	-30,339	-59,202
Materials	-91,589	-50,379
Consultancy	-139,432	-171,336
Financial Costs	-30,843	-30,355
Rental Expenses	-1,244,335	-934,317
Mailing	-414,320	-221,286
Tel / Fax / Internet	-159,762	-153,673
Taxes	-1,538	-4,325
Research Projects	-363,498	-13,623
Hire Expenses	-12,373	-25,214
Travel / Other cost subsidiaries	-123,341	-54,024
Licences	-87,151	-59,513
Printing Costs	-409,878	-193,235
Lecturers/ Interpreters	-781,527	-839,245
Other Services	-966,757	-783,185
Other Operating Expenses	-152,300	-64,818
<b>Operating costs</b>	<b>-12,635,418</b>	<b>-9,884,389</b>

## WAN-IFRA FR CONSOLIDATED

### 1. BALANCE SHEET

Assets	31 dec 2008	31 dec 2009
A. Fixed Assets (1)	115,734	99,335
B. Current Assets		
1. Cash in hand	327,711	379,972
2. Bank accounts	1,298,425	1,391,600
3. Trade accounts receivable	1,664,489	1,706,076
4. Other accounts receivable (VAT)	0	0
5. Down payments made	0	0
6. Work-in-progress. contract-in-progress	0	0
7. Other	601,958	268,233
	<b>4,008,317</b>	<b>3,845,216</b>

### Liabilities

A. Equity capital				
1. Equity capital at January 1	1,190,492	858,856		
2. Annual Results	-331,636	858,856	-1,237,152	-378,296
B. Provision		61,507		51,938
C. Shortterm Liabilities				
1. Trade accounts payable		382,209		456,156
2. Bank loans and overdraft		252,914		142,839
3. Payments received on accounts		0		0
D. Prepayments and deferred charges		2,452,831		3,572,578
		<b>4,008,317</b>		<b>3,845,216</b>

### (1) Fixed Assets Changes

Book Value (January 1)	Additions (net)	Appreciation	Separations (net)	Depreciation	Book Value (Dec, 31)
115,734	17,208	0	0	33,608	99,335



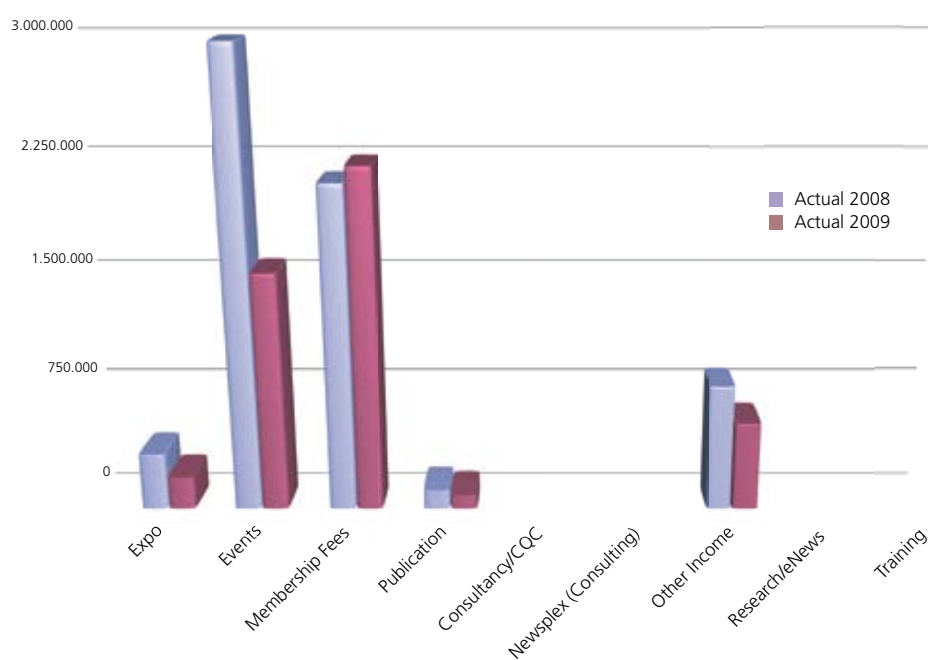
## 2. PROFIT AND LOSS STATEMENT

WAN-IFRA FR consolidated	Actual 2008	Actual 2009
Revenues	6,132,326	4,346,489
Personnel	-2,879,065	-2,403,941
Other costs	-3,645,651	-2,444,814
Provision for debit losses	-36,125	-335,337
<b>EBITDA</b>	<b>-428,515</b>	<b>-837,603</b>
Depreciation and Amortisation	-34,382	-33,608
<b>EBIT</b>	<b>-462,897</b>	<b>-871,211</b>
Financial result	118,149	-23,898
<b>Ordinary business result</b>	<b>-344,748</b>	<b>-895,109</b>
Extraordinary result	13,112	-342,043
Company taxes	0	0
<b>Result</b>	<b>-331,636</b>	<b>-1,237,152</b>

## WAN-IFRA FR CONSOLIDATED

### 3. REVENUE DETAILS

WAN-IFRA FR consolidated	Actual 2008	Actual 2009
Expo	351,350	202,119
Events	2,843,899	1,491,727
Membership Fees	2,031,737	2,132,322
Publication	118,428	87,907
Consultancy / CQC	0	0
Newsplex (Consulting)	0	0
Other Income	786,912	432,414
Research / eNews	0	0
Training	0	0
	<b>6,132,326</b>	<b>4,346,489</b>



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#### 4. OPERATING EXPENSES

WAN-IFRA FR consolidated	Actual 2008	Actual 2009
Personnel	-2,879,065	-2,403,941
Representation	-254,164	-55,513
Travelling	-1,175,257	-746,127
Catering	0	0
Cost of Premises	-1,766	-1,809
Insurances / Fees	-7,780	-9,633
Vehicles	-10,180	-10,180
Machine Maintenance	-29,884	-26,623
Materials	-47,024	-23,177
Consultancy	-643,922	-546,660
Financial Costs	0	0
Rental Expenses	-217,125	-225,769
Mailing	-422,502	-271,287
Tel / Fax / Internet	-40,542	-37,804
Taxes	1,407	-3,131
Research Projects	0	0
Hire Expenses	-255,812	-89,341
Travel / Other cost subsidiaries	0	0
Licences	0	0
Printing Costs	-284,414	-177,626
Lecturers / Interpreters	-175,508	-148,315
Other Services	0	0
Other Operating Expenses	-81,178	-71,819
<b>Operating costs</b>	<b>-6,524,716</b>	<b>-4,848,755</b>

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The synergies I see: Firstly, an ability to clearly express the importance of a vibrant newspaper industry to the growth of democratic rights around the world, and to the vital difference that free debate of issues make to our society. Secondly, the technical expertise and business acumen of IFRA is a good counterpart to WAN's leadership status in supporting press freedom. It will be a challenge to blend the different cultures of the two organisations, but the pressures on every one's own business will be the strongest driver of that imperative. This HAS to work so that our industry portrays a much stronger image to the watching world.

Phillip Crawley  
Globe and Mail, Canada

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## WAN-IFRA BOARD

The Board decides upon major strategic issues and approves the accounts before ratification at the General Assembly. The Board is composed of members elected by the General Assembly.

The Executive Committee directs and supervises the Association and represents it with regard to third parties. The Executive Committee elects members to the Steering Group.

The Steering Group is a working group within the Executive Committee that guides day-to-day operations of WAN-IFRA.

---

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**Treasurer:**

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**Kevin Beatty**

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**Martin Kall**

Tamedia AG  
Zürich, Switzerland

**Lars Henrik Munch**

JP/Politikens Hus A/S  
Copenhagen, Denmark

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**Saleh Alhumaidan**

Al Yaum Media House  
Dammam, Saudi Arabia

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Stockholm, Sweden

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Stampen AB - Göteborgs-Posten  
Gothenburg, Sweden

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Singapore, Singapore

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Bangkok Post  
Bangkok, Thailand

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**Jacques Hardoin**

La Voix du Nord  
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**Hong Seok-Hyun**

The Joong-Ang Daily News  
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SNC - Le Parisien Libéré  
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Telegraph Media Group Limited  
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## WAN-IFRA BOARD

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**Treasurer:**

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RBS-Brazil - Zero Hora Editora Journalistica  
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# WAN-IFRA COMMITTEES

The World Editors Forum is the organisation for editors and senior news executives within the association. It is governed by the World Editors Forum Board, which is an advisory board to the WAN-IFRA Board regarding all editorial and content issues.

---

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Ediciones El Pais, S.L.  
Barcelona, Spain

### WEF Vice-President

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Aftenposten AS  
Oslo, Norway

**Nadya A. Al Saqqaf**

Yemen Times  
Sana'a, Yemen

**Imtiaz Alam**

South Asian Free Media Association (SAFMA)  
Lahore, Pakistan

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VLT - Vestmanlands Lans Tidning  
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Gazetta dello Sport  
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**Marcel van Lingen**

Geassocieerde Pers Diensten (GPD)  
The Hague, Netherlands

---

The Advisory Council is within WAN-IFRA the committee, which initiates and supervises the research work of the organisation. The Advisory Council consists of delegates of the regional committees as well as delegates of the technical committees. Regional as well as technical committees are permanent. Members can be proposed by the committee or by members of the WAN-IFRA Advisory Council and are elected by the committees themselves. The chairperson of the Advisory Council is a permanent member of the Executive Committee.

---

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