





**Vision:** Global Press exists to create a more just and informed world by training and employing local women journalists to produce ethical, accurate news coverage from the world's least-covered places.

**Overview:** Global Press is solving two of the most entrenched problems in journalism — its lack of diversity across geographies, race, class and gender; and the absence of ethical, revenue-generating business models that create healthy and sustainable news organizations.

Global Press operates a training program, Global Press Institute, an award-winning news publication, Global Press Journal, and an innovative syndication business, Global Press News Service.

Global Press trains local female journalists in the least-covered regions of the world to produce integrity-rich journalism that features local voices, deep context and nuanced analysis and then employs them to produce long-term coverage from their communities with the support of a robust editorial system. To date, Global Press has trained and employed 181 female journalists who work in our 42 independent news bureaus in 20+ countries across the world. Our news reaches an estimated 20 million readers per month via direct and syndicated print and radio channels.

### **2016: Defining Strategic Initiatives for Growth at Global Press**

Since 2006, Global Press has successfully replicated our program across more than 20 countries. In 2016, after a decade of careful growth, we recognized our moment to scale. We produced a three-year strategic operations plan that will enable us to become the world's leading news source from developing communities by 2020.

We are actively implementing two primary areas of strategic focus. First, we're increasing our news production capabilities to amplify impact, brand awareness and readership. Second, we're building stronger GP operations that offer robust support to our growing international news bureaus.

The new three-year Global Press Strategic Operations Plan outlines six strategic initiatives that will enable catalytic editorial growth, increased investment in operations and opportunities for increased brand awareness, which will boost credibility for our model and develop wider readership across the world. Each initiative includes in-process or achieved benchmarks up to May 2017.

- 1. Update and expand the Global Press training program to create scalable training opportunities and boost reporter skill development**
  - a. Hiring in process for a Journalism Education Specialist to begin materials review and training plan. Expected start date: August 2017
- 2. Innovate, reorganize and strengthen the Global Press newsroom**
  - a. Tested and launched the new, custom Global Press CMS, EditFlow (January 2017)
  - b. Hired a new Visuals Editor (January 2017)
  - c. Recruited and hired a Global HR Manager and Africa Program Manager to ensure managerial and administrative support for global teams. (January and March 2017) Asia and Americas Regional Program Manager hires set for 2018.
- 3. Develop new editorial products in tandem with a new sales team to maximize revenue potential**
  - a. Hiring for business development specialist set for Q3 2017 to develop new sources of earned revenue from our journalistic and educational products, grow audience reach and engagement and increase organizational sustainability.





- 4. Maximize global audience engagement to deliver accurate information and create actionable opportunities for global readers**
  - a. Global Press is developing a predictive accuracy scale and other impact measurement tools in partnership with Stanford University.
  - b. Global Press launched Global Press Passport, a new membership program designed to offer readers behind-the-scenes access to our reporters and promote access to information about the world. (April 2017)
- 5. Invest in operational, administrative and governance infrastructure to better support talent, and ensure high-functioning leadership**
  - a. Global Press hired internally for the communications manager position to ensure effective communications across the growing organization and external partners.
  - b. Global Press is producing a series of books for internal and external distribution that define the organization and our unique production and journalism. Books include a Global Press Employee Handbook, Global Press Style Book, Global Press Country Fact Book and Global Press Duty of Care Book.
- 6. Advance avenues for philanthropic revenue, including major gifts, foundation giving, event and membership strategies**
  - a. Launched Global Press Passport in April 2017 to develop low-dollar contributions and to increase readership and brand awareness.
  - b. Global Press hired a development associate to aid in philanthropic donor relationships, prospecting and reporting. (January 2017)

## Goals by Brand



**By 2020 we aim to train an additional 100+ women to become ethical, investigative professional journalists.** In 2016, we opened four new bureaus — Port au Prince, Haiti, Harare, Zimbabwe, Bulawayo, Zimbabwe and our first-ever Tribal Nations bureau with women from the Lakota Nations in North and South Dakota. We also expanded

operations in Democratic Republic of Congo, adding two new reporters in Goma. In total, we trained 21 new reporters. As we bring more reporters into our network to uphold a commitment to authentic, accurate storytelling, we're increasing access to critical information in these new bureau locations and providing global readers a deeper understanding of foreign places that often only receive stereotypical coverage.

Global Press' training and long-term job opportunity has a powerful impact in the lives of reporters and their families. All Global Press reporters receive monthly salaries and health benefits for their families. At Global Press, we are taking the concept of women's economic empowerment to the next level, beyond low-wage service professions, to demonstrate the range of impact that becomes possible when local women are employed in positions of literate leadership.

- 88% of Global Press reporters have become the primary bread winners in their homes.
- 94% of Global Press reporters say they are more respected in their homes and communities.

- 100% of GP trainees report major (more than 50%) increases in monthly income since joining Global Press.
- In our 11-year history, 85% reporters stay employed at Global Press for at least four years.



### Leadership Spotlight

Noella Nyirabihogo, was promoted to Regional Program Manager for Africa in 2017. Since she first joined Global Press as a trainee in 2012 she has demonstrated exceptional leadership and commitment to journalistic ethics and rigor. In her blog, *At Global Press, The Path to Leadership is a Reality for All*, she discusses her professional development and determination to take advantage of the upward mobility available at Global Press. Noella writes, “When I look back on the last five years, it’s still hard to believe how much my life has changed. Today, I’m a young African woman who manages reporters in more than 10 countries. It’s all because

someone trusted in me after I was given the chance to show what I could do.”

### What’s Next?

Updating and expanding the Global Press curriculum is a top priority in the new strategic plan. We’re bringing in an expert to redesign our original Principles & Practice curricula and perform a baseline skills assessment across all reporters in our network. The new curricula will increase reporter production and wages, content quantity, quality and consistency across all GP news bureaus and will increased earned revenue opportunities for GP. After the redesign, we will begin aggressive global expansion adding reporters in Nepal (our first LGBT cohort), Guatemala, Democratic Republic of Congo and Tribal Nations within the U.S. We will also create new programs in El Salvador, Bangladesh, Mongolia and Liberia in 2018.



**By 2020, Global Press aims to boost story production by 200%.** We restructured our editorial team in 2017 to maximize productivity and increase expertise and accuracy protocols. The new editorial system places the reporter at the center of the process with the support of specialized editorial teams assigned to individual story workflows, contributing to the diversity, quality and quantity of our news production. Every Global Press story has a lead editor, fact checker, copy editor, engagement producer, visual editor and translator.

In 2016, we produced 3x more stories than the prior year. Our new CMS and intranet system allows team members to communicate in 13 different languages, systematizes the unique Global Press work flow and allows new opportunities for global engagement, collaboration and transparency in the editorial process to meet production benchmarks.

**By 2020 we will increase unique, loyal readership to more than 100 million users per month.** Per our Google Analytics the top 10

countries where we have the most readership includes those we have independent news bureaus, meaning we’re reaching our target audiences — local language audiences in the communities we cover and global

audiences who access our stories in English. The majority of our direct readership is in the United States where 50,000 – 100,000 unique readers visit Global Press Journal each month. Global social media audiences are also growing steadily. In 2016, Global Press entities served more than 20 million people each month with our award-winning, human-centered journalism via direct and syndicated channels.

#### **Social Media Audiences**

Facebook: 547% increase

Twitter: 93%

Instagram: 168% increase

#### **Global Press Stories Catalyze Impact**

Because of our work, local people in the communities we cover are armed with accurate information to better inform their lives, while global readers receive a deeper understanding of foreign places that often receive only stereotypical coverage. While we use analytics and audience metrics from our partners to determine the size and growth potential of our audience, we rely on anecdotal evidence of the tangible impact our stories are making. Here are a few recent examples:

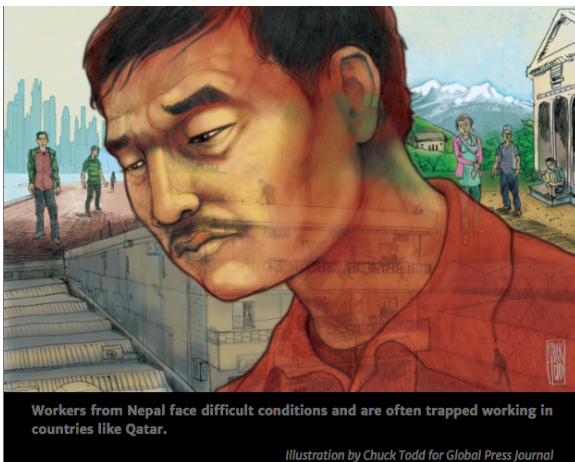
#### **Uganda: A Discriminatory Hair Policy is Reverse**



Global Press reporter Nakisanze Segawa investigated a discriminatory hair policy in Ugandan schools that required black girls to keep their hair short while girls of other ethnicities could grow their hair long. The story reached 200,480 people via the Global Press Journal Facebook page alone, 77 percent of whom were reading the story in Uganda. There was significant engagement with over 500 comments that even included a thread where people were organizing a community meeting to discuss the policy. After publication, a teacher at one school featured in the story contacted Nakisanze to tell her that the policy at that school had

changed. Girls are no longer required to cut their hair short, no matter their ethnicity.

#### **Nepal: A New Bill is Proposed to Protect Migrant Workers**



Global Press investigated human rights abuses against Nepalese migrant workers in Qatar and the effect on families and communities in Nepal. Our reporting revealed that fraud, misrepresentation of work abroad, overcharging of fees and confiscating passports have been common occurrences for many of the estimated 400,000 Nepalese working in Qatar. The coverage sparked legal debate and was recently cited in a proposed bill that would offer health insurance to injured returned workers. Stories of severely injured workers and families left behind by workers who die abroad have pushed the government to increase insurance requirements for people leaving Nepal to work, with potential payouts that are encouraging more people than ever to take the risk.

#### **What's Next?**

Global Press Journal will continue to be an industry leader providing ethical, accurate international journalism from the least-covered parts of the world. We'll be producing new content types such as 360-video and invest in



data journalism training to elevate the caliber of our investigative reports. We're working to build stronger editorial systems and decrease reporters/editor ratio to boost production and increase reporter wages. At the end of 2017, we will publish the Global Press Journal Style Book to better inform other media producers in the representation of people and places outside of a Western context. As other news outlets move away from accuracy and quality control measures to cut cost, Global Press is increasing invest in fact checkers, copy editors, translators and editors to ensure stories are accurate and balanced.



**Global Press aims to increase earned revenue from \$40,000 in 2016 to \$1.5M in 2020** to ensure long-term sustainability and growth. Global Press News Service (GPNS) saw significant growth in 2016 with the launch of the Global Press Academic Portal, a new 20-lesson curriculum asset designed for university-level journalism, communication and liberal arts students to elevate key learning outcomes, including media literacy, critical thinking, diversity and ethics. In the fall 2016 semester, more than 100 students at 3 colleges and universities — including La Verne University, Sacramento State University and Onondaga Community College — piloted the Global Press Academic Portal with great success. The program grew to 13 schools in the Spring 2017 semester. Students pay \$39 per semester for use of the materials. Initial revenue forecasts and current market demand for additional Global Press-created educational products have strong earning potential to support revenue goals and will offer the opportunity to transform the way the next generations of media consumers understand our world.

#### Syndication



GPNS continues to grow its syndication network to increase the reach of our stories to better inform local and global readers. Current syndication partners include Vice Media, NPR, PBS, News Deeply and dozens of others. A new partnership with the Indigenous Radio Network gives more than 2,000 local radio stations access to GP news stories. In 2016 GPNS syndicated stories to 160+ partners in 3 languages.

#### What's Next?

Global Press will invest in business development strategies, marketing and distribution efforts to catapult Global Press to the next level. We are hiring a business development strategist in Q3 2017. Within the Academic Portal we will expand curricula offerings to K-12 students to drive revenue and provide students with the opportunity to develop empathy-based, critical thinking skills to understand, navigate and create solutions to the world's most pressing problems. Revenue from GPNS, which is currently limited to earnings from reproductions, will soon include licensing agreements, specialty versions and exclusive production contracts. These strategies are





aimed to develop a powerful, ethical business model to showcase how journalism that prioritizes diversity and quality can thrive without compromising journalistic integrity.

## 2016 & 2017 Awards and Publications



**2016, The Webby Awards,  
Best Writing (Editorial)  
Honoree**

Awarded to Global Press Journal



**2016, The Mobile Web  
Awards, Best News Mobile  
Website**

Awarded to Global Press Journal

**At Global Press  
Institute, Cristi  
Hegranes Empowers  
Women Around the  
World**

[July 2016, Creator Magazine](#)

**Foundation's gift will  
boost global network  
of female journalists**

[May 2016, Current](#)



**2017, Classy Awards**

Global Press was named one of the  
top 100 most innovative  
organizations in the world.



**2017, Global Sourcing  
Council 3S Awards**

Nominee for 2017 Empowerment  
Award



**2017, Scale Award, WeWork  
Creator Awards**

Awarded to Global Press Institute

## Thank you!

In the age of fake news and alternative facts, Global Press stands as an example of a media organization using innovative methods to disseminate accurate information across our world. It is our job, now more than ever, to tell stories from the silent parts of our planet, to decrease fear and increase points of knowledge and connection.

On behalf of the entire Global Press team, thank you for your continued support.