



STRATEGIC PLAN

2019 – 2022

Association of Journalists of Macedonia (AJM)

Supporting professional journalism since 1946

Association of Journalists of Macedonia

STRATEGIC PLAN 2019 - 2022

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Introduction



Respected,

The Strategic Plan of the Association of Journalists of Macedonia (AJM) for the period 2019 - 2022 was prepared with the participation of several journalists from the governing bodies of the association in the period **December 2018 - May 2019**. During its preparation, overall demands of journalists were taken into account, as well as the current legal framework for the media, global trends and the constant need for professional and high quality journalism.

We base this document on the Vision, Mission and the key goals and activities of AJM, and in the coming four-year period, this document will represent a basic guide for planning the activities for and with the members and AJM's governing bodies.

The key three key points upon which we base this strategic plan and our work are:

1. Protection and promotion of the highest professional standards in journalism;
2. Strengthened legal and institutional framework for the protection of journalists' rights and freedom of expression.
3. Enhanced public confidence in professional journalism.

The Association of Journalists of Macedonia as one of the oldest organizations in the country will put all its capacities to attain planned activities and goals through continuous promotion of independent and credible journalism. To this end, we will strive to promote and protect the reputation and dignity of journalists, freedom of expression and put our utmost efforts to improve journalists' safety as a prerequisite for any professional work.

We will continue to actively work on improving media legislation and strongly advocate for better cooperation and communication between journalists and institutions.

With our engagement we hope to contribute to the development of democratic processes and values in the Republic of North Macedonia, strengthening the path towards Euro-Atlantic integration.

Mladen Chadikovski
AJM President
Skopje, June 2019

About the Association of Journalists of Macedonia

The Association of Journalists of Macedonia (AJM) is a non-governmental, non-political and non-profit membership-based organisation founded in 1946 to protect and promote professional standards in journalism and freedom of expression. With 750 members and six regional centres across the country, AJM is one of the biggest and most prominent journalists' associations in the region.

AJM gathers both journalists and media professionals to safeguard and foster highest professional standards in journalism and freedom of expression at large. AJM empowers journalists through education about their rights and professional standards, and by providing free legal aid to those whose rights have been violated. AJM promotes ethical, *public interest* reporting and standards and upholds public debates about journalists' rights and media freedoms. The Association is a strong watchdog and advocate for the freedom of expression and journalists' rights at the national and regional level.

AJM Vision

AJM believes that empowered, professional journalists and media play one of the most important roles in a democratic society. Providing access to accurate, timely information not only allows people to exercise their right to know but also helps them to bring educated decisions about the matters that concern them the most.

AJM's Mission

AJM protects and promotes highest professional standards in journalism, freedom of speech and media independence, by empowering journalists to claim their rights and advocating legal and institutional changes.

The Mission is achieved with the implementation of the key actions including:

- Monitoring and reporting violations of journalists' rights and media freedoms
- Informing public debate on journalists' rights and media freedoms
- Promoting ethical standards and public interest journalism
- Educating journalists about their rights and mechanisms to claim them
- Providing contemporary vocational trainings for journalists
- Providing free legal aid and backing for journalists whose rights have been violated
- Performing legal and policy analysis
- Drafting recommendations for the improvements of the legal and institutional framework
- Advocating legal and institutional changes towards targeted national and international stakeholders
- Monitoring the compliance of the relevant legislation in regards to international standards
- Mobilising critical actors from the media community to engage in the protection and promotion of ethical journalism and freedom of expression

Association of Journalists of Macedonia is committed to transparency and accountability, professionalism and independence.

AJM's stakeholders

Journalists (with focus on young journalists) – AJM empowers journalists through education, backing and legal aid

Media workers with particular focus on photo and camera journalists – AJM empowers media workers through education and legal aid

Media outlets – AJM promotes ethical and public interest reporting and opens a debate on obtaining a higher degree of professional integrity and editorial independence within newsrooms

National decision-makers – AJM influences decision-makers by providing evidence-based data on violations of journalists' rights and media freedoms, compelling legal and institutional changes

State institutions – AJM monitors the compliance of international standards in the work of relevant institutions versus legal framework and international standards, openly criticising but also offering support through dialogue and education

Media supporting organisations – such as Council of Ethics and Independent Trade Union of Journalists in Macedonia

Regional journalists' associations – AJM and regional journalists' association join forces to expand policy debate and advance journalists' rights and freedom of expression

International media organisations – AJM informs about journalists' rights and freedom of expression and uses international mechanisms to report rights violations

International decision-makers – AJM informs relevant international actors about the implementation of international standards safeguarding freedom of expression and journalists' rights in North Macedonia

General public – by empowering journalists and laying efforts to create enabling environment for the professional work of media, AJM is creating possibilities for people to exercise their rights to receive accurate information and participate in the decision making processes.

Methodology and the adoption of the Strategic Plan

The process of strategic planning started in May 2019 and the first phase was completed at the end of July 2019. Survey questionnaire (see Annex V) was distributed to the members via e-mail, to collect opinions/views about Association's results and services and also gather the inputs regarding thematic areas and priorities for the coming three years. A three-day strategic planning workshop with the members of the Board and staff was organised in Ohrid on May16-18th 2019. The workshop was facilitated by external consultants with the aim to examine the results achieved in the previous period, discuss institutional challenges and needs, elaborate context and problem analysis and formulate key results and actions foreseen for the coming years. In addition to that, external consultants had several meetings with relevant stakeholders, partners of AJM, to discuss association's role and identify additional needs when it comes to protecting professional standards in journalism, media workers and freedom of speech. Review of the relevant documents and reports was used as an additional source of information for context and problem analysis. The strategy was developed by deploying Results Based Management principles which

foresee problem and context analysis, the identification of key results that the association will work towards, formulating the most adequate levels for measuring the change (bridging or intermediary objectives), identifying key indicators, baseline and targets and finally defining activities that will contribute to the achievement of the results.

During the meetings with key stakeholders, few conclusions and recommendations were brought in for a discussion – that were later integrated into Strategic Plan. The key finding is that AJM is considered a good and credible partner in the media community, willing to engage and extend its' support when approached by local partners from civil society. The main recommendations were to make organisational goals more visible to a wider media community, to engage members more actively into policy formulation and advocacy and finally to place more effort to tackle the issue of journalists' social and economic rights and status.

Managing Board of the Association adopted a current *interim* version of the Strategy until March 2020, when the next annual Assembly session is planned during which the overall strategy will be provided to all members for a review, discussion and final adoption.

OSCE Mission to Skopje endorsed the development of the new Strategic Plan for the Association.

Context analysis

After several tumultuous years, during which the on-going political and social crises brought an increase in the number of threats, attacks and threats addressed to journalists, the situation has slightly improved when it comes to journalists' safety. Per example, during 2018 AJM registered 6 attacks on journalists compared to 18 attacks registered during 2017. Still, effective investigation and follow up of the previous attacks by the police and Prosecutor's Office are still pending considering that the most serious attacks against journalists have not yet been resolved. The same goes for the case of illegal wiretapping of journalists where the reaction from the Special Prosecutor's Office is further delayed.

Although AJM started series of trainings with the representatives of the police and prosecution in 2017 that has enhanced dialogue and cooperation with these institutions, there is still a need to advance skills and procedures for a swift and effective follow up by both law enforcement and judicial authorities in cases of physical and verbal violence against journalists.

AJM regularly maintains a database of attacks on journalists that can be publicly accessed.

Journalists including media workers face many difficulties to exercise their rights; they are exposed to many different sources of pressure – from media owners and editors to political and economic elites. They are poorly paid, their social and economic rights are further challenged and the efforts to improve working conditions for journalists by negotiating collective union agreement have still not yielded results. Censorship and self-censorship are discussed among profession but there aren't many suggestions on how to tackle these issues on a collective level. The topic of professional integrity is yet to be publicly debated among media professionals, while young journalists remain most exposed to different types of pressure due to lack of knowledge about their rights and mechanisms to claim them. The Law on Civil Liability for Insult and Defamation that foresees disproportionate financial compensation is still used to exert pressure on journalists/media.

Public Service broadcasting system is entering a critical stage in the reform process where it would be essential to monitor that all of the key stakeholders are dedicated to securing a higher degree of editorial and institutional autonomy and limit the political influences (that prevail).

The lack of ownership transparency is especially visible in online media, and the threats related to possible concentration of media ownership and visible links between certain politicians and media - are still relevant concerns that need to be properly addressed. Regional media are especially affected by the growing economic crises and the number of professional journalists/correspondents is gradually decreasing which constitutes a genuine threat to the public's right to know.

While state advertising on commercial channels is banned, public funding of the referendum campaign via media advertisements revealed that there is still a risk of political influence on editorial policies. There is also a lack of debate, understanding and comprehensive strategy on public/state funding of the media contents that grant public access to relevant information. In 2017, authorities allocated 700 000 EUR to support the print media. The real effects of such intervention are still too early to be assessed.

The media landscape is still painted by a high degree of unprofessional reporting and the limited respect for the Code of Conduct and decisions made by the Ethical Council. The critical debate on serious issues is lacking, despite the existence of numerous media outlets (re)producing content that is more in line with reporting on daily issues than taking a critical look and launching a debate on issues which are sensitive, underreported or misinterpreted. Several online media are identified as the contributors of disinformation - border lining with the hate speech. Yet, the reactions from the judicial authorities/prosecutors were missing.

Taking all this into account it is no wonder that the public's trust in journalism is at the lowest point – as recently revealed by AJM's research. Moreover, generally low degree of media literacy in North Macedonia foresees a risk to democracy and the society as a whole because it grants exclusion of the people from the decision-making process.

While this document was drafted, the crucial reforms in the media sector still did not commence - meaning that the managing structure of the media regulator and the public broadcaster remained the same as in the past.

AJM 2019-2022 - Key strategic objectives (Expected Results)

Overall objective: People/citizens have access to independent and balanced information that enables them to exercise their rights, bring educated decisions and participate in decision-making.

With the implementation of the new Strategy AJM hopes to further empower journalists, enhance their resilience and advance their position to exercise their rights and engage in advocacy for freedom of expression. AJM also hopes to contribute to the creation of enabling environment for professional media to offer quality journalism as an alternative to misinformation. These changes will not be possible without the engagement of the media community, professional and wider public. AJM will make utmost efforts to maintain the debate on freedom of expression in the society by engaging with prominent figures from both journalism but also other spheres of public life. Key strategic objectives presented in this document are entwined and indivisible. It will not be possible to achieve one without the other, and for the presentation purposes following the

principles of Results Based Management the expected results of the strategy are presented through a so-called Theory of Change or Results chain.

Key objective 1: AJM safeguards and promotes the highest professional standards in journalism

Promoting and safeguarding ethical, professional reporting in public interest has been the backbone of AJM's work and strategies since its' establishment. The association believes that to achieve this goal it is important to work continuously on empowering *journalists* to do a better job in informing public debate, to prompt *media* to respect standards prescribed by the Code of Conduct and to strengthen the mechanisms for upholding *journalists' professional integrity* and editorial independence within the newsroom.

To empower journalists AJM will continue to:

- > Provide vocational trainings – based on the memberships' needs
- > Enable resources and materials to advance journalists' knowledge about their rights and mechanisms to claim them, with a special focus on professional, labour and authors' rights
- > Provide free legal aid, including court representation, to those journalists whose rights have been violated
- > Publicly react to violations of journalists' rights and assist journalists to use the available mechanisms to seek protection
- > Press charges against those who exert pressure on journalists
- > Mobilise members to engage more actively in advocacy for freedom of expression
- > Support Independent Trade Union of Journalists' and media workers' efforts to improve working conditions for journalists and negotiate collective union agreement
- > Provide benefits for the members

To prompt media to adhere to the standards prescribed by the Code of Conduct, AJM will:

- > Continue to endorse self-regulation and the work of the Council of Ethics
- > Analyse legal framework for safeguarding journalists' integrity
- > Engage directly with media owners and editors to discuss possibilities to strengthen internal mechanisms for safeguarding professional integrity and editorial independence
- > Draft and promote annexes to the employment contract as a way to strengthen the internal newsroom mechanisms for journalists' integrity and editorial independence
- > Mobilise online media to adhere to the values prescribed by Code of Conduct
- > Publicly react/condemn breaches of professional standards (Council of Honour)

One of the key achievements foreseen to this objective is related to ongoing efforts made by Ethics Council and AJM to entice targeted online media in North Macedonia to adhere to the principles prescribed by the Code of Conduct. For those media that embrace and exercise these principles, the Chamber of Commerce will facilitate cooperation in the form of paid advertising by those companies that pledged to support professional journalism.

Key objective II: Strengthened legal and institutional framework for the protection of journalists' rights and freedom of expression

Legal and institutional framework related to the protection and promotion of freedom of expression in Macedonia was significantly improved in the last decade in accordance with the international standards. Still, recent developments in media sector point out to the fact that more can be done to align domestic legislation to international standards especially concerning journalists' safety, the autonomy of Public Broadcasting System, transparency of media ownership and neutrality of state aid to media.

The results foreseen to the realisation of this objective are divided into two sub-sections:

- i) Improved legal framework and
- ii) Enhanced responsiveness from the state institutions guaranteeing freedom of the press

AJM will contribute to legal and policy changes by performing the following actions:

- > Monitoring and reporting violations of journalists' rights and breaches of freedom of expression
- > Continued updating of evidence database (AJM's internal database, regional database and Council of Europe's platform/database for attacks on journalists)
- > Performing legal and policy analysis to inform the professional public and duty bearers
- > Rallying critical actors and allies to jointly advocate legal changes
- > Advocating for the legal changes with relevant national and international stakeholders
- > Lobbying key targeted officials to amend existing and deliver new legislation

Maintaining the good relations with the associations and unions of journalists from the Western Balkan and expanding this cooperation with similar organisations from Albania, Bulgaria and Greece.

In addition to the activities described above, AJM plans to gather relevant actors from the media community to discuss media ownership and monopoly issues. AJM will also examine the benefits and potential threats in the process of designing a holistic Media strategy for North Macedonia.

AJM identifies the following legislative changes as a priority for the coming three years:

- > To amend the Criminal Code to grant a higher degree of protection for journalists
- > Prohibition of political advertising with public money in the media

- > To amend the Copyrights law to recognise authentic journalistic content
- > To reduce fines for defamation prescribed by the Law on Civil Liability for Insult and Defamation

When it comes to the responsiveness of the state institutions, AJM sees as number one priority for law enforcement and judicial authorities to improve the protection, prevention and prosecution mechanisms to enhance journalists' safety. Old cases of attacks against journalists remain unresolved and the same applies to the illegal wire-tapping of journalists where the response from the Special Prosecutor is still pending. AJM will continue to remind the state institutions and general public about these issues and State's responsibility towards these issues, demanding accountability but also offering expertise and know-how through trainings and drafting of special protocols on, for instance, how the police should react when the journalist is under attack. Association will also maintain the discussion about the need for judicial authorities to take a proactive approach to curb occurrences of hate speech in public.

AJM will propose to both Faculty of Security Studies (i.e. Police Academy) and Judicial and Prosecutorial training academy to introduce special education about the safety of journalists and protection of journalism/freedom of speech.

To enhance responsiveness from the state institutions guaranteeing freedom of expression, AJM will perform/focus on:

- > Monitoring of the implementation of laws and work of relevant institutions
- > Monitoring of the Public Broadcasting System reform
- > Public reactions, press releases, themed reports related to the breached of freedom of expression and journalists' rights
- > Campaigns targeting relevant national and international stakeholders
- > Continued trainings with the representatives of law enforcement and judicial authorities
- > Bilateral meetings with representatives of the state institutions, ministries, independent bodies and similar
- > Regional and international advocacy

Key Objective III: Strengthened public trust in professional journalism

AJM believes that freedom of expression cannot be maintained or advanced without the support of citizens. In the age of misinformation, with an abundance of sources available online and offline, it is critical to convey to the public the importance of professional journalism – the one that delivers truthful, timely information on the relevant issues and thus helps people to hold the power to account. It is also pertinent to work to advance the levels of media literacy and open a discussion about transparency, effectiveness and neutrality of the support provided to media from public funds. That is why AJM plans to engage with the prominent figures from public life to jointly campaign for freedom of expression and safety of journalists.

At the same time, in times of economic and political crises, it is of utmost importance to prompt the professional public about the standards of proficient journalism – one that delivers public interest content to people. AJM believes that journalists and media workers must be open and honest in discussing the consequences of different types of pressure they are exposed to in their daily work. From political and economic pressure, from media owners to politicians, journalists are constantly under pressure from those who are trying to hide or misinterpret certain information. To openly discuss censorship and self-censorship and levels of professional integrity is equally important as exposing threats, intimidations and attacks. For that reason, AJM wants to advance the participation of journalists in public advocacy and engage the most prominent journalists and editors to remind and empower younger journalists to uphold the highest standards of the profession in their work.

To achieve the results under this Objective, AJM plans to conduct the following activities:

- > Conduct online and social media campaigns to promote freedom of expression and journalists' rights
- > Organise public meetings and public hearings with representatives of AJM Board and prominent journalists and public figures
- > Organise number of events (exhibitions, concerts, debates) outside of Skopje to mobilise public support for press freedoms
- > Incite Council of Ethics to organise public meetings of Complaints Commission
- > Invite media to publish the decisions of the Council of Ethics
- > Conduct analysis and debate about the state support to media
- > Collate relevant experiences and examples of state support to media from the region and across Europe
- > Gather critical actors from the media community to discuss the transparency, effectiveness and neutrality of state support to media and produce a joint position on the issue

Cross-cutting issues

As a membership-based organisation dedicated to professionalism, independence and equality, AJM has decided to examine inequalities faced by women in journalism. AJM will engage with professional researchers and women's rights activists to study: i) the position of women journalists within newsroom, ii) types of pressure women journalists are exposed to, iii) readiness of women to pursue their rights by using available mechanisms, iv) priority needs and themes relevant for women journalists as well as other issues that might occur.

Following the analysis, AJM will discuss the next steps in efforts to mainstream gender equality both within the organisation, but also to open a discussion of the position of women in journalism.

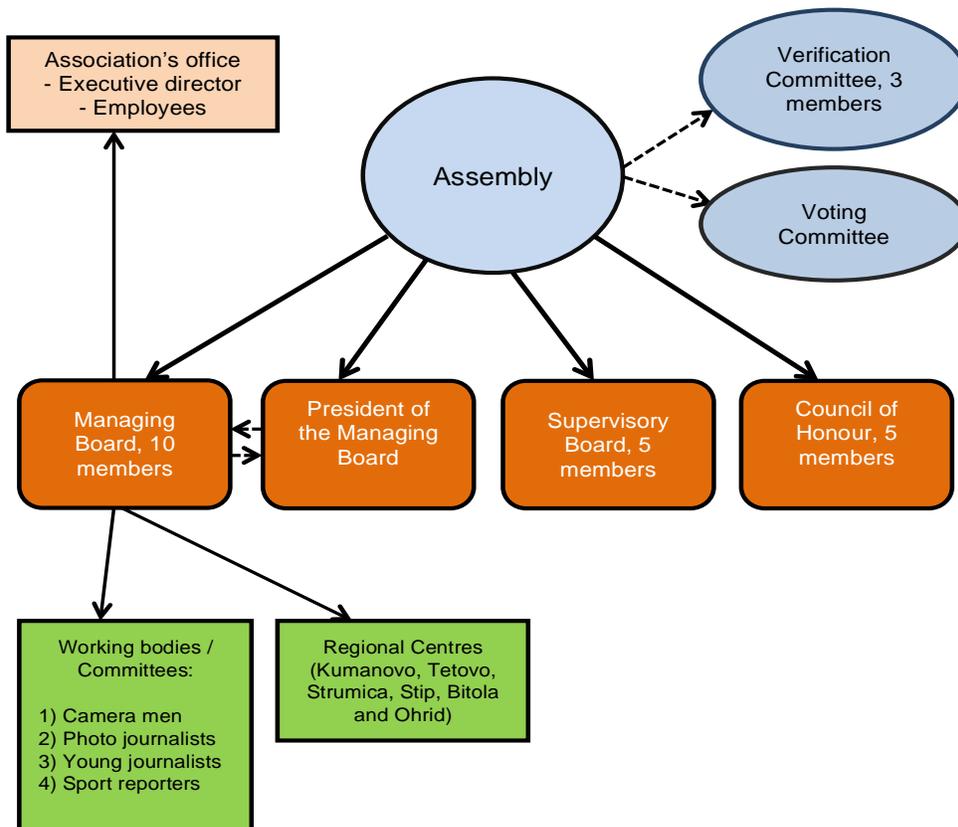
AJM today

According to AJM's Statute, the highest governing body of the AJM is the Assembly, which is composed of all members. The Assembly elects a Managing *Board* (comprised of 11 members, which is represented by the President who is also considered a board member). The Assembly also elects a *Supervisory Board* and *Council of Honour* – each consisting of 5 members.

The Board has the power to, if necessary, establish thematic working bodies in charge of special tasks. Currently, two sections are functioning within AJM. The more active one is the section of camera journalists and the second section gathers sports reporters. In the near future, AJM currently considers establishing a thematic section for young journalists and investigative reporters.

AJM has six regional centres (RCs) - in Kumanovo, Tetovo, Strumica, Stip, Bitola and Ohrid, which serve to promote association's work and serve as a resource for the members that reside and work outside of the capital. These RCs are represented by regional coordinators.

The administrative and technical tasks are taken care of by an Association's office headed by an executive director. There are currently 3 people hired on a permanent basis and 2 stringers that perform additional project-based duties.



The main *strengths* of the association recognized during strategic planning workshop by the Board members are linked to previous successful work and achievements. The association is well established and well-networked among the majority of its constituents, it is recognised as credible partner both to local, regional and international actors, recommended for its competence in defending professional standards and advocating legal and institutional changes; it provides wide range of services and benefits for the members and it is recognised for its integrity and consistency in defending their key standpoints.

When it comes to *weaknesses*, the (self) criticism is mainly targeting the internal organisation, specifically mentioning the need to increase the visibility of public reactions and be more systematic in delivery of reactions and public statements. The need to improve transparency in internal communications, as well as the inclusion of members into project planning and decision-making was also mentioned. Better administrative support to members, enhanced visibility and functioning of regional centres and the need to increase the presence of the association outside of Skopje were also mentioned. Discussion about gender equality was the most polarising with several Board members strongly disagreeing whether gender equality is a real issue or not.

Members see meaningful engagement with local actors and wider public as key *opportunity* for the coming year, stressing the need to convey the common problems they face to a wider audience in hope to broaden the support for professional journalism. The need to further engage with media owners, editors and representatives of political parties was also mentioned as an opportunity to bring the principles of freedom of expression closer to those that have the possibility to influence policy and practice.

Political pressures, lack of political will to continue with the media reforms and challenging social and economic positions of journalists (that lead to censorship and self censorship) are mentioned as key *threats* in addition to financial sustainability. Members have emphasized the need to be more pro-active in resolving issues with national coverage media that continuously boycott AJM's press statements and public appeals. Growing number of online news portals without transparent ownership or editorial are recognised as a significant threat not only to professional journalism, but society too.

Organisational development priorities 2019-2022

In efforts to deliver on its strategic objectives, AJM has identified the following objectives when it comes to advancing organisational and institutional capacities.

Organisational objective I: Increased participation in institutional decision making by members will be achieved by

Improving internal communication through examining the needs of members, reassessing the communication strategy and thinking of including new methods and platforms and regularly evaluating membership satisfaction and results (i.e. effectiveness).

Enhanced engagement of members in advocacy will be secured through increased field presence, higher and more regular participation of members in defining key areas for engagement, policy drafting and promotion. Also, established journalists - members of the organization will be invited to take part in public campaigns that will serve to promote professionalism in journalism.

Organisational objective II: Increased visibility and engagement by regional centres will be achieved by

Examining the role, capacity and performance of regional centres and the local context relevant for the work of journalists - in cooperation with the regional representatives. This will be done in order to re-define the Terms of reference for regional centres and representatives, define goals for the coming years and enhance the competences to deliver the change – i.e. increasing capacity to collect and report on breaches of freedom of expression and journalists' rights, improve visibility and integration with the local media and journalistic community and similar.

The results achieved in this area will be validated by increased engagement of regional centres' and their representatives with the local media communities, which can be measured through a number of incidents, threats and attacks reported to regional centres of AJM by local journalists.

Organisational objective III: Advanced competences and actions involving public advocacy for freedom of the press, will be achieved by

Enhanced capacities of the AJM executive office and engagement of members of managing bodies in public visibility events for freedom of expression and journalists' rights, and by

Strengthening the role of Association's Court of Honour to examine, inform and stir public debate about the professional standards and breaches of Code of Conduct.

To achieve results identified by the Strategy the association will need to hire two more persons. One that can organize and manage targeted advocacy and social media campaigns and mobilize community actions and the other as support in administration and logistics.

Planning, Monitoring and Evaluation

AJM executive office and Board members will review the progress in reaching expected results on annual basis using Results Assessment framework (RAF) and Annual reports as tools. Annual reports will present actions taken by AJM and results achieved – in accordance with the indicators presented in RAF matrix. Towards the middle of strategic plan implementation, AJM should consider organising mid-term evaluation to assess the extent to which implemented activities contributed to the achievement of expected results in order to make appropriate adjustments.

Financial plan 2019-2022

After several years with an average annual budget of around 100,000 EUR, AJM envisages budget expansion for the coming period of this Strategic Plan (2019-2022), averaging in an optimal scenario around 260,000 EUR annually.

AJM devised a minimum and optimum scenarios averaging between 100 and 300 thousands euros annually. Minimum scenario refers only to funds already secured or contracted. The maximum scenario includes also pending applications (already submitted or in preparation), as well as intended applications (for calls that are not opened yet). Optimal scenario is the one in-between with realistic chances for obtaining those funds.

Expected sources of funding as well as projection of expenses are detailed in Annex III. Besides donations as the main sources of income (93%), AJM plans to raise some funds from the rent of premises, charging of certain services and membership fees (app 7% of total projected income).

Risk analysis and mitigation

The biggest risks AJM is facing are related to political, economic and other factors outside of association's control that have the potential to impede the implementation of strategic plan and achievement of results.

Concerning the first Key objective, the biggest risks are related to the lack of interest from journalists and media to *meaningfully* engage in the stipulated activities. Journalists and especially editors are weak in self-assessment of their capacities and standards they implement in their daily work. Also, there is a certain degree of fatigue when it comes to education – especially concerning ethics and journalists' professional rights. This risk will be mitigated by increased direct communication with the members, implementation of innovative and original advocacy actions and approaches to education. As for media, AJM will specifically target the ones that are identified as relevant for the work they do and have distinguished editorial policies. The association will not hesitate to convey their goals through direct, bilateral contact with media owners and will seek allies within the newsroom among its members to facilitate the process.

The key risks related to the second Key Objective are linked to the engagement and openness of state officials and institutions to advance the existing mechanisms safeguarding freedom of expression and journalists' rights. AJM has extensive experience with similar situations in the past, and it has learned that in those times public advocacy must intensify and diplomatic channels must be used to elevate the issues/debates further. EU accession process could be seen as a good catalyst for the media reforms, however, there is a risk that freedom of expression will lose the priority and be replaced with other politically relevant topics. AJM will do its best to maintain the issue by providing evidence-based data on media situation, publishing special reports and press releases and organising regular meetings with national and international stakeholders – so that there is a sense of joint ownership in monitoring the compliance to international standards. One additional risk related to drafting and advocating legal changes is the lack of understanding and engagement by members. Consulting members regularly and providing additional information and materials to inform/educate members on policy issues will mitigate this risk. This will also be achieved by securing delivery of regular, timely information, drafting and distributing position papers, organising meetings, debates and joint advocacy actions with the members.

The lack of interest from the prominent journalists and public to engage in public campaigns to promote and protect ethical standards and public interest journalism, freedom of expression and journalists' rights, are the biggest risks related to the achievement described under Key objective III. AJM will make efforts to directly contact each individual and explain the need and the purpose to engage in joint actions. Individual members and Board members are expected to invest their social capital for the sake of achieving this goal. Furthermore, AJM will carefully select and manage public sensitising campaigns – aware of the risks that poorly executed campaigns can achieve the opposite effect – to draw the people/audience even more from understanding real media and journalists' issues.

Finally, AJM's efforts to strengthen its visibility and field presence will be an essential mitigating factor for all three objectives.

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