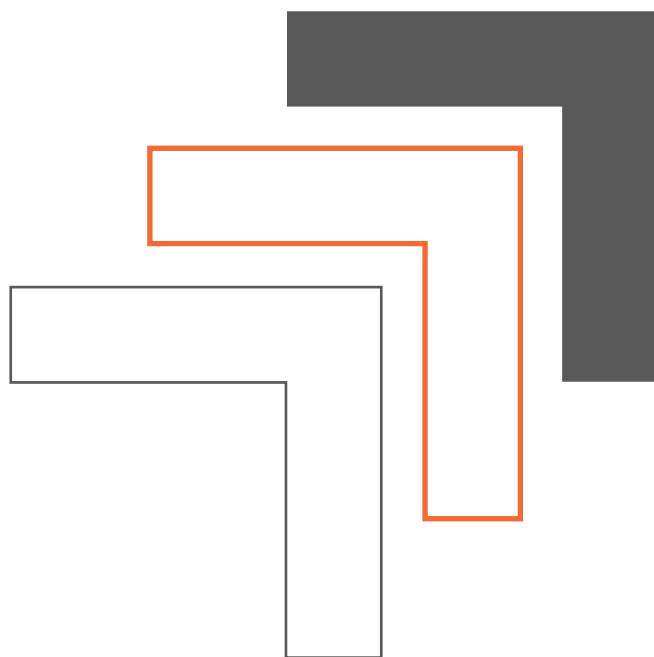

STRATEGIC PLAN

**ASSOCIATION OF JOURNALISTS
OF MACEDONIA**



SUPPORTING PROFESSIONAL
JOURNALISM SINCE 1946

2023 – 2026



Contents

Introduction	2
About the Association of Journalists of Macedonia (AJM)	3
AJM Vision	3
AJM Mission	3
AJM's stakeholders	4
Methodology and the adoption of the Strategic Plan	5
Context analysis: Key challenges to journalism in North Macedonia 2023	6
AJM 2023-2026 - Key strategic objectives	8
Cross-cutting issues	14
AJM today	14
Strengths – Weaknesses – Opportunities – Threats (SWOT)	16
Organisational development priorities 2023-2026	18
Financial plan 2023-2026	19
Risk analysis and mitigation	20

Introduction



To our esteemed members, partners, and supporters,

I am pleased to introduce the AJM's 2023-2026 Strategic Plan, a guide to our continued dedication to enhancing the media landscape in North Macedonia.

In recent years, the rapid evolution of the media industry has presented both opportunities and challenges. With the increased adoption of digital platforms and the ever-changing political dynamics in our country, it's essential for us to stay proactive and adaptive.

Our primary focus for the next four years revolves around:

- ✓ **Sustained Safety of Journalists and Media Workers:** We aim to provide a secure environment, addressing not only physical safety but also legal, psychological, and digital aspects.
- ✓ **Improved Conditions for Media Content Production:** Our goal is to support and foster high-quality journalism that serves the public interest.
- ✓ **Engagement with Duty Holders:** We'll work collaboratively to ensure that media laws are effectively implemented and that new policy solutions align with the needs of our media community.

In essence, this Strategic Plan outlines our commitment to a progressive and supportive media environment in North Macedonia. Together, we'll work towards achieving these objectives, ensuring that our journalistic community thrives.

Warm regards,

Mladen Chadikovski
President, Journalist Association of Macedonia (AJM)



About the Association of Journalists of Macedonia

The Association of Journalists of Macedonia (AJM) is a non-governmental, non-partisan and non-profit membership-based organisation founded in 1946 to protect and promote professional standards in journalism and freedom of expression. With over 1000 members and six regional centres¹ across the country, AJM is one of the biggest and most prominent journalists' associations in the region.

AJM gathers journalists and media professionals to safeguard and foster highest professional standards in journalism and freedom of expression at large. AJM empowers journalists and media workers 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' and media workers' 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 Mission

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

AJM's mission is achieved via implementation of actions such as:

Monitoring and reporting violations of journalists' rights and media freedoms.

Informing and influencing the public debate on journalists' rights and media freedoms.

¹ Bitola, Kumanovo, Shtip, Tetovo, Ohrid and Strumica

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 support 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 regard 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

Stakeholder	Description
Journalists <i>With particular focus on young journalists</i>	AJM empowers journalists through education, backing and legal aid.
Media workers <i>with particular focus on photo and camera journalists</i>	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

Policy and decision makers at national level	Influencing state-level decision-makers by developing and presenting evidence-based data on violations of journalists' rights and media freedoms, compelling legal and institutional changes
State institutions	Monitoring 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 freedom organizations and associations	Convening and cooperation with media self-regulatory bodies such as Council of Ethics, trade unions such as Independent Trade Union of Journalists in Macedonia and other mission and vision-aligned NGOs
Regional journalists' associations	AJM allies and collaborated with regional journalists' association join forces to expand policy debate and advance journalists' rights and freedom of expression
International media associations	AJM informs international media rights associations about the state of journalists' rights and freedom of expression in North Macedonia 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 undertaking 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 April 2023 and the first phase was completed at the end of October 2023. Survey questionnaire (see Annex IV) 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 strategic planning workshop with the representatives of Board and other elected bodies and Staff of AJM, was organised in Ohrid in May 2023. The workshop was facilitated by external consultants. The purpose of the workshop was to evaluate past achievements and come to agreement of a common vision and strategy for the next 4-year period, which overlaps with the mandate of this President, Board, and other elected bodies.

Central in this process was to formulate key results and actions foreseen for the duration of the mandate of the new elected bodies of AJM, spanning until the end of 2026, when the new leadership of AJM will be elected.

In preparation for the strategy development process, two external consultants had series of meetings with key stakeholders, partners of AJM, – intending to look into their (specific) needs and understand what they thought should be AJM priorities for the next term of its elected leadership.

The team of consultants did carry desk research and reviewed relevant documents and reports to be used as an additional source of information for context and problem analysis.

The strategy development process was conducted by using Results Based Management (RBM) methods, using problem and context analysis, identification of key results that AJM will strive towards, formulating the most adequate measures of change (key indicators and activities that contribute to the achievement of the results.

During the stakeholder consultation, few conclusions and recommendations were brought in for a discussion. 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.

The development of AJM's 2023-2026 Strategic Plan, an integral part of the project "Safeguarding the freedom of expression and independence of media as pillars of democracy in the Republic of North Macedonia", was supported by the European Union.

Context analysis: Key challenges to journalism in North Macedonia 2023

The situation for journalists and media in North Macedonia has significantly improved in the last years, as depicted in the key annual reports of the European Commission or Reporters Without Borders (RsF) that placed North Macedonia in 38th position in the Press Freedom Index (compared to 57th position in 2022). The most visible achievements in the last years were made in the legislative work by amending the Law on Civil Liability for Defamation and Insult as well as amending the Criminal Code to grant greater safety

for journalists at work. Furthermore, appointing a Special Prosecutor in Skopje – who will oversee criminal cases involving attacks on journalists and media workers is expected to lead to a more efficient investigation of attacks on journalists.

According to the report prepared by the International Fact-finding Press Freedom Mission to North Macedonia, the media ecosystem is today healthier than before, and journalists report they feel more able to report on sensitive issues in the public interest – including reporting on corruption. Nevertheless, the position of journalists remains challenged by precarious working conditions, lack of respect for labour rights, and threats and harassment aimed particularly at women journalists. Working conditions and labour rights were constantly mentioned during the strategic planning by AJM Board members, urging a higher degree of collaboration with the Independent Union of Journalists and Media Workers.

The strategic planning workshop revealed that each group of journalists face a certain degree of vulnerability – young journalists and senior journalists, those working in public broadcasting as well as those working in private media, journalists working for bigger media outlets as well as journalists working in smaller local and regional media. That is why the work of AJM in the coming period will have to be segmented – to properly target the challenges for each group of journalists, either through working with special sections (i.e., cameramen section) or by organizing special projects and campaigns (like in case of local journalists or women journalists).

The conclusions from the strategic planning also draw attention in the direction of key areas where the problems perpetuate, such as the copyright law that does not identify journalists as creators of original content. Another issue that was brought up concerns the challenges with the implantation of the Free Access to Information law. According to journalists, institutions are closing more and more, and it is a significant obstacle to timely and accurate reporting that needs to be addressed by AJM.

The next identified challenge is related to the overall media market, saturated with many online portals with non-transparent ownership that stirs public debate with a number of disinformation and half-truths – making the job of professional media very difficult. Furthermore, some challenges are seen concerning the attempt to revoke the decision to ban state advertising in commercial media (that poses a risk of political interference in media reporting). Overall, the conclusion is that the allocation of funding for media must be done more transparently and equitably, to secure non-discrimination, proportionality, and objectivity in the allocation of public funds – in line with what is proposed by the European Media Freedom Act.

Finally, one of the key problems identified during the preparation of the new strategy concerns the decline of public trust in the media, and the lack of interest in journalism – by younger people. Representatives of the AJM Board proposed several measures to popularize the profession – from visits to high schools, and productive collaboration with universities and departments for journalism via tailor-made curricula, to organization of public events and journalistic awards, this is one field where the Board and the recently established section of young journalists of AJM will seek to find ways to investigate why journalism lost its popularity and how to reengage with young people.



AJM 2023-2026 – Key strategic objectives

Overall objective:	Strengthened legal and institutional framework safeguards journalists’ and media workers’ rights, media freedoms and pluralism in North Macedonia
---------------------------	--

The overarching objective of the Strategic Plan 2023-2026 is to focus on fortifying both the legal and institutional frameworks that underpin the media landscape in North Macedonia. Recognizing the symbiotic relationship between a thriving democracy and a free press, this strategy seeks to ensure that the rights of journalists and media workers are inviolable, media freedoms are unassailable, and the diversity of voices and perspectives in the media remains vibrant. By focusing on these pillars, the plan aspires to create an environment where journalists and media workers can operate without fear of reprisals, where the quality of media content serves the public’s best interests, and where policymakers and stakeholders are galvanized to continually refine and enhance the legal mechanisms that support media freedoms. In essence, this strategy envisions a future for North Macedonia where the media not only reflects the diversity and dynamism of its society but also upholds higher standards of journalistic integrity and professionalism.

Key objective 1:	Sustained safety* of journalists and media workers in North Macedoni (*physical, legal, psychological, digital)
-------------------------	--

Result 1.1:	Journalists and media workers are safer and better protected during their work.
--------------------	--

Promoting and safeguarding professional and ethical reporting in public interest has been the backbone of AJM’s work and strategies since its’ establishment.

This includes the following course of action:

AJM provides journalists and media workers’ access to free legal aid and psychological support.

Journalists, with a focus on women and local journalists, are better equipped to protect themselves online and offline and AJM provides and facilitates their access to learning opportunities, trainings and awareness on safety and professional rights for them. Women journalists better equipped to deter online and offline pressures within newsrooms and externally. Local journalists have improved ability and agility at recognising violation of their rights –and are encouraged and empowered to increasingly report threats and pressures to AJM and its six regional offices

AJM enables access to a number of trainings on safety by setting up Training Academia for Journalists and Media workers (T-AJM)

In addition, AJM discusses safety protocols with editors in chief and media owners, acting as an advocate, promotor, and guardian of journalistic safety, considering it as a prerequisite and cornerstone of media professionalism in North Macedonia.

AJM is supporting journalists (especially targeting members of AJM) to be better informed about the legal rights that are embodied with the change of Criminal Code.

Key actions to be taken by AJM

Free legal aid for journalists and media workers)

Free psychological support for journalists and media workers

Safety trainings for journalists (Training Academia for Journalists and Media Workers T-AJM)

Special trainings for journalists to recognise their right according to new relevant laws

Professional trainings for journalists (especially in the area of increasing the ethical standards but also challenges with AI)

Talks with media editors and managers about the position of journalists in newsroom.

Result 1.2:

Improved compliance with international standards guaranteeing journalists' safety.

This includes the following course of action:

AJM develops engaged communication with stakeholder and prepares / proposes sustainable policy solutions, prompting duty holders to advance legal and institutional framework that ensures upholding and improvement of journalists' safety.

AJM monitors and widely reports on violation of journalists rights and maintains updated public register of attacks and intimidation against journalists. AJM informs multilateral and international organisations on journalists' safety issues and maintains strategic and project-based cooperation in the area of building the capacities of media workers in North Macedonia

AJM consistently maintains accountability on duty holders by seeking accountability in cases involving threats/attacks on journalists in local and international. In doing so, *AJM publicly reacts and reports to institutions against those who exert pressure/issue threats against journalists.*

AJM organizes and promotes public outreach on government's (in)efforts to resolve cases of attacks/threats on journalists. AJM remains an engaged and active partner at safejournalists.net platform and promotes joint effort for overcoming issues in pressures to media and journalists.

Key actions to be taken by AJM

Bilateral meetings and advocacy with key targeted duty holders (like (executive authorities including the police, judiciary including judges and prosecution, lawmakers...))

Strategic meetings with the key international stakeholders

Journalists' safety campaigns (national via SafeJournalists platform)

Policy positions on safety

Monitoring activities on safety

Reports & information to general public, multilateral organisations, and key international advocates about journalists' safety

Key objective 2:	Improved conditions for the production of the high-quality media content in public interest
-------------------------	--

Result 2.1.	Enhanced commitment to the journalistic Code of Ethics by journalists and media community.
--------------------	---

This includes the following course of action:

Journalistic Code of Ethics is updated to reflect changes in media landscape and issues that appeared with new technologies.

AJM convenes multi-sectoral and multi-stakeholder fora to enable wide and inclusive consultation and alignment with a wide community of professional journalists and their representatives with the aim to address their needs in the context of new journalistic content production trends, and application of guidelines for ethical and professional journalism.

Journalists and media workers advance their knowledge in ethical reporting. AJM organises targeted trainings aimed at improving media communities' awareness on international ethical journalism standards. Enhanced and productive collaboration with universities and departments for journalism via tailor-made curricula

AJM enables access to a number of capacity building trainings by setting up Training Academia for Journalists and Media workers.

AJM spearheads the debate on professional standards and new trends in journalism including but not limited to deployment of AI in/by media, how to maintain human rights and journalistic professional and ethical standards in digital sphere and similar

AJM organises/facilitates internal and public discussion with journalists, editors, media workers and other professionals and maintenance the work of the Journalistic Forum

AJM organizes journalistic awards for professional achievements in several spheres as a statutory obligation but also in cooperation with other partners (like UNDP, UNHCR, and others)

Key actions to be taken by AJM

Wide range of consultations with journalists, meetings in regional centres

Drafting comparative assessment of the Code of Ethics

Drafting and publishing new Code of Ethics of Journalists in North Macedonia

Targeted trainings aimed at improving awareness about ethical standards

Productive collaboration with universities and departments for journalism via tailor-made curricula

Closed and public discussions on ethical standards incl. Journalists Forum

Visibility action (promotional campaigns)

Annual & Special awards for journalists

Result 2.2.

State prompted to secure equitable access and opportunities to fund production of public interest media content.

This includes the following course of action:

Targeted duty holders introduced/sensitised to the needs to secure public fund for ensuring media pluralism with equal access via amending the Law on Audio and Audio-Visual Media Services and / or the Media Law

Coalition of stakeholders, led by AJM, proposes, and develops the idea of establishing a Fund for Media Pluralism aimed to grant equal access to public funding of media content.

State representatives, professional and media representatives, as well as wider public informed/presented with international standards, trends and needs for media to have equal access to public funds when producing public interest content and why is it important for democracy, pluralism, and media freedoms.

AJM organises public campaigns to raise awareness and explain what 'public interest content' is and what isn't, why it's needed, why this emerged as global trend etc.

Evidence-based data prepared to fuel advocacy on the need to establish public-interest content production Fund. Allies from civil society and media sector rallied and empowered to inform public and policy debate on the need to defend production of public interest media content. AJM builds constituency and organises wide-range consultations to identify like-minded individuals and organisations and offer explanations on why such action is needed.

Key actions to be taken by AJM

Coalition led by AJM presents the idea of the fund for media pluralism to duty holders,

Coalition led by AJM prepares position papers, articles, opinions on the matter,

Wide range of consultations with interested stakeholders forming Coalition

AJM identifies key stakeholders to engage with (allies vs opponents)

Campaign explaining what is 'public interest media content', & what needs to be done.

Key objective 3:	Duty holders urged to improve the implementation of existing laws and deliver new policy solutions.
-------------------------	--

Result 3.1.	Targeted duty holders prompted to advance legal and institutional framework.
--------------------	---

This includes the following course of action:

AJM organises international fact-finding mission for assessment of the situation in the media sector

Targeted international allies and relevant national stakeholders presented/sensitized with the mission findings.

AJM convenes stakeholders and interested parties together with experts in efforts to identify and offer sustainable policy solutions (including but not limited to regulate copyrights in line with the standards)

AJM collects, analyses, disseminates information on key issues faced by journalists (including but not limited to lack of transparency of state institutions)

Targeted duty holders prompted to advance legal and institutional frameworks to improve transparency of the state institutions and secure better protection of the rights of journalists via amending existing legal solutions (such as the Copyrights Law in direction of recognizing the rights of media workers that produce original content) and introducing new or improving the existing regulation and / or court practice (that will create better resilience to SLAPP in line with the Council of Europe (CoE) recommendations)

Key actions to be taken by AJM

International Fact-finding mission to assess media situation

Bilateral and multilateral meetings, presentations of the findings to relevant national and international actors

Prepared and presented reports, analysis, position papers on 3 key detected topics (including but not limited to access to information, copyrights, and SLAPP)

Key inputs gathered and analyzed

Bilateral and multilateral coalition-building events and joint advocacy actions

Result 3.2.

Civil society, media and public mobilised to defend media freedoms and pluralism in media.

This includes the following course of action:

Targeted civil society representatives and media actors (individuals and representative bodies) encouraged to provide inputs and participate in policy-relevant debates, lobbying and advocacy actions.

AJM organises consultations with targeted actors to secure delivery of different perspectives and voices into policy.

Targeted actors (for each thematic area) approached with problem analysis/position papers, to analyse/consider/discuss the issues and positions. AJM prepares initial problem analysis and position papers based on research data on each topic. Targeted actors from civil society, media, (multilateral organisations) identified per each/topic.

Key actions to be taken by AJM

Joint preparation - or vetting of - positions for each theme.

Consultations to secure the delivery of different voices and perspectives in the policy.

Prepared new evidence to support the advocacy action in 3 key area.

Available key policy inputs analysed.

Identified potential partners and allies for the advocacy action per each theme.

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

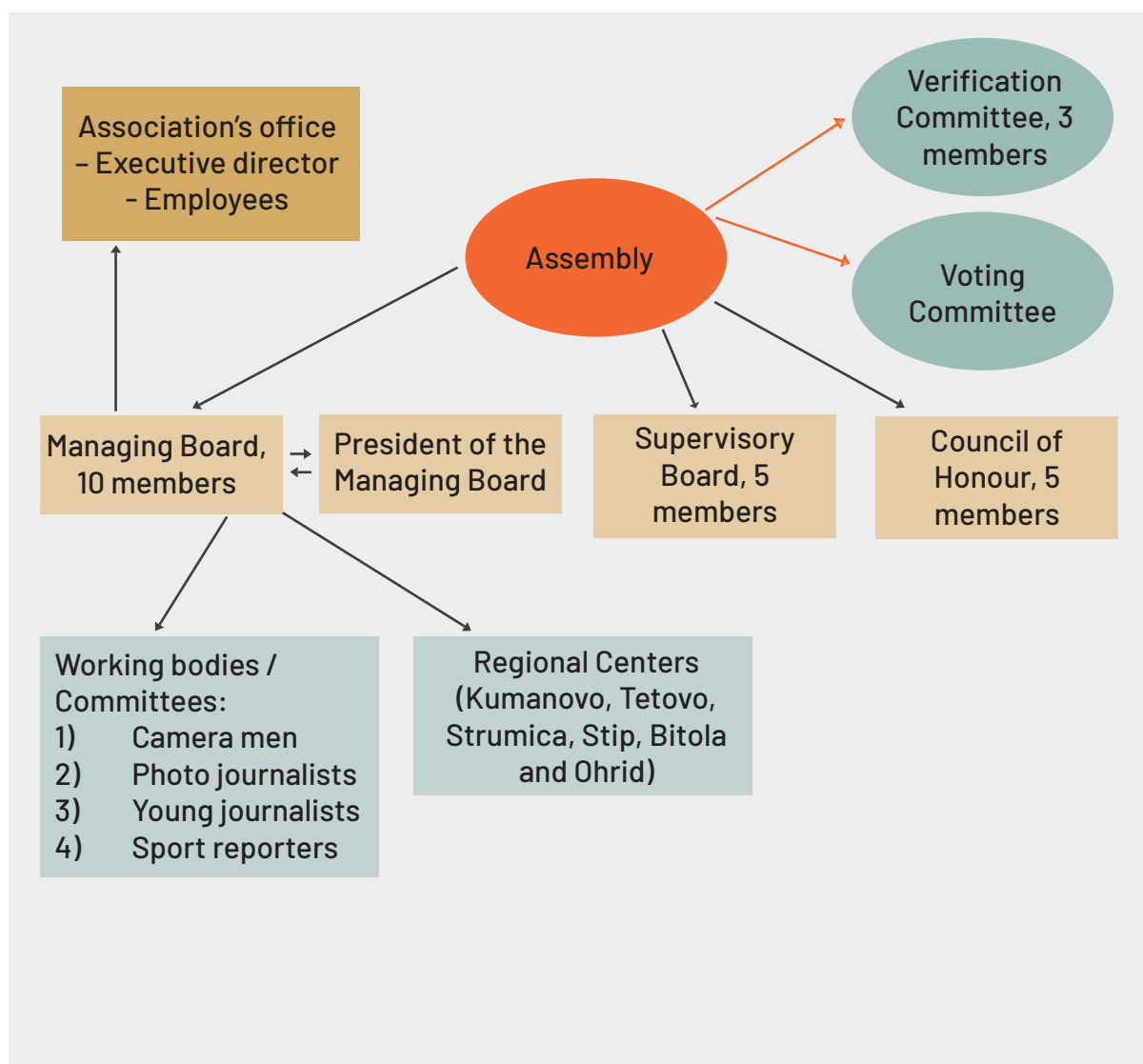
As proscribed in the AJM's Statute, the highest governing body of the organisation is the Assembly, which is composed of all members. In December 2022, The Assembly met to elect the new governing bodies with a four-year mandate. Around 500 members were present, and 487 voted to elect the Managing Board of 11 members, out of 24 candidates for this body. The Assembly re-elected the President for a second four-year term, in a field of three candidates, with 275 votes in the first round of voting. The Assembly also elects a *Supervisory Board* (11 candidates were running) and *Council of Honour* (9 candi-

dates were running) – each consisting of 5 members. AJM is one of the very few NGOs in North Macedonia, which organizes a widely publicized, open and competitive election of its bodies every four years – a testament to its true constituency-based and democratic nature.

The Board has the statutory authority to establish thematic working bodies in charge of special tasks. Currently, four sections are functioning within AJM. The more active ones are the sections of cameramen and photographers. The sections gathering sports reporters and young journalists are also active and catching up the pace to consolidate their work.

AJM has six regional centres (RCs) – in Kumanovo, Tetovo, Strumica, Stip, Bitola and Ohrid, which serve to promote association's work and as a point of reference for the members that reside and work outside of the capital. Each RC is represented by a regional coordinator.

The administrative and technical tasks are taken care of by the Association's office headed by an executive director. There are currently 5 full-time employed people and 3-6 others that perform additional project-based and legal support duties.





Strengths – Weaknesses – Opportunities – Threats (SWOT)

Strengths:

The Association of Journalists of Macedonia (AJM) features a series of strengths that position it quite high within the journalistic landscape. Foremost among these is its diverse membership, which not only reflects the scope of the profession but also underscores AJM's inclusive principles. The organisation's commitment to embracing multilingualism further enhances its accessibility and relevance in an increasingly globalised world.

Financial sustainability stands as another significant asset for AJM, though it can also be seen as a challenge, given that the organisation remains to be donor – driven. As a trusted and reliable partner, AJM enjoys widespread respect within the media community, fostering enduring relationships and collaborations that amplify its impact. Central to its mission is the protection and safeguarding of journalists, a mandate that AJM fulfils with firm dedication, thereby instilling a sense of security and solidarity within the journalistic community.

AJM's office, equipped with the necessary capacity to address the evolving needs of its members, serves as a vital resource hub in the current landscape. Moreover, the organization has made commendable strides in establishing and nurturing regional centres, bolstering its reach and influence across diverse geographic domains.

Weaknesses:

Despite its considerable strengths, AJM faces several internal challenges that warrant attention and resolution. Primary among these is the issue of a low membership fee, which not only constrains the organisation's financial resources but also raises questions about its sustainability in the long run. The relatively moderate level of non-formal education among AJM members represents another concern, underscoring the need for targeted initiatives to enhance professional development and expertise within the ranks.

Furthermore, the explanation of competencies between AJM and the Trade Union remains somewhat ambiguous, potentially hindering effective collaboration and coordination between the two entities. Similarly, while efforts towards self-regulation are underway, there exists a need for heightened awareness and engagement to consolidate these endeavours effectively.

The organisation's dependency on grants underscores the essential weakness associated with fluctuating funding streams (as well as topics of interest / in focus, favoured by the donor community), necessitating a more diversified revenue model for sustained operations.

Opportunities:

In navigating the evolving media landscape, AJM is poised to leverage a host of opportunities that hold the potential for transformative growth and impact. Notably, the prospect of upgrading the legal framework, particularly the Law on Media and Copyright Law, presents a strategic avenue for bolstering journalistic integrity and accountability.

Investing in trainings and education on emerging technologies, including artificial intelligence, represents another avenue for AJM to enhance its members' proficiency and adaptability in an increasingly digitised environment. Collaboration with the Trade Union offers a promising pathway for advocating for improved social status and working conditions for journalists, amplifying the collective voice of the profession.

Moreover, the establishment of a media fund holds the promise of fostering innovation and sustainability within the industry, providing critical support for independent journalism and creative endeavours.

Threats:

Amidst the landscape of opportunities, AJM must also contend with a range of external threats that pose significant challenges to its mission and operations. Chief among these are political threats, characterised by the erosion of press freedom and the proliferation of censorship measures that undermine the autonomy and integrity of journalistic practice.

The absence of political will to advance the regulation the media space intensifies these challenges, perpetuating an environment troubled with uncertainty and vulnerability. Technological advancements, while offering immense potential for innovation, also present a double-edged sword, with the rapid pace of change outpacing efforts to adapt and mitigate associated risks.

Economic conditions further compound the challenges facing AJM, exerting pressure on financial resources and organizational resilience. The reform of major institutions such as the Public Broadcasting Service (MRT) and the Agency of Media (media regulator) introduces additional uncertainties, underscoring the need for proactive engagement and advocacy to safeguard the interests of journalists and the broader media ecosystem.

In navigating these complex threats, AJM must remain aware and proactive, channelling its strengths and opportunities to reinforce its resilience and advance its mission of promoting journalistic excellence and integrity in North Macedonia and beyond.

Weaknesses:



Organisational development priorities 2023-2026

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 <i>Improving internal communication</i> 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). <i>Enhanced engagement of members in advocacy</i> 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 <i>Examining the role, capacity and performance of regional centres</i> and the local context relevant for the work of journalists - in co-operation 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 <i>Enhanced capacities of the AJM executive office and engagement of members of managing bodies</i> in public visibility events for freedom of expression and journalists' rights, and by <i>Strengthening the role of Association's Court of Honour</i> to examine, inform and stir public debate about the professional standards and breaches of Code of Conduct.
--------------------------------------	---

Financial plan 2023-2026

The average annual budget of AJM in the previous four-year period of 2019-2022 amounted EUR 350,000 and was financed from several sources: project-based funding by various donors (more than 98%), income from rents and leases, and membership fees (less than 2%).

Budget projection for the four-year period of this Strategic Plan (2023-2026) is made based on the detailed Activity and Resource Plan (Annex 1), which reflects the achievement of the set key objectives. It includes three different annual budget scenarios: minimum, optimal and maximum.

The minimum scenario refers only to funds already secured or contracted. The maximum scenario includes 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. (AJM envisages an optimal scenario of around EUR 350,000 annually).

The main annual income (around 97%) is expected from donations (project-based and core grant funding), which in terms of purpose and time constraints, falls under the category of restricted funds. In addition, relatively small but stable income (around 3%) from rents and leases, and membership fees will be brought in by the organisation.

AJM biggest donors at the moment (with secured funding for the period 2023-2025) are the European Union (EU), the United Nations Development Program (UNDP) and the Sigrid Rausing Trust (SRT). Several mid-range contributions (ranging from EUR 20,000 to EUR 40,000 EUR) secured for the period of 2023-2024 include Fre-Press Unlimited (FPU), United Nations Educational, Scientific and Cultural Organization (UNESCO) and the European Federation of Journalist (EFJ). In addition, support (ranging from 10,000 to 15,000 EUR) have been secured from the Organization for Security and Co-operation in Europe (OSCE) and Konrad Adenauer Stiftung (KAS). AJM's expectations for securing additional funding for the strategic period are related to the funding coming from NDI, USAID as well as from embassies and possible other donors (like Goethe Institute, Civil Rights Defenders, etc.). Average annual income from rents and leases, and membership fees to be brought in by the organisation is expected to range between EUR 13,000 to EUR 15,000.

Expenditures are planned at the average ratio of 75% for annual programme costs and 25% for management (staff costs) and support expenses (overheads).

Risk analysis and mitigation

Concerning the first Key objective, risks are:

Journalists may face **pressure or intimidation from political entities** seeking to influence or control media narratives, leading to self-censorship or compromised reporting.

Economic Vulnerabilities: Media outlets, especially smaller or independent ones, might face financial pressures that could compromise their ability to prioritize journalist safety or resist external influences.

Inadequate Legal Protections: Existing laws might not offer sufficient protection against threats or violence directed at journalists. Additionally, there might be a lack of enforcement or lengthy legal processes, leaving journalists vulnerable in the interim.

Digital Threats: With the rise of digital journalism and online platforms, journalists are increasingly exposed to cyber-attacks, online harassment, and digital surveillance, potentially compromising their safety and the confidentiality of their sources.

Insufficient Training and Resources: Journalists and media workers might lack the necessary training or resources to handle potentially hazardous situations, be it in conflict zones, political rallies, or when dealing with sensitive issues.

Public Perception and Trust: A decline in public trust in the media could lead to increased hostility towards journalists, making their work environment more challenging and potentially dangerous.

Global Media Trends: External factors, such as global shifts in media consumption or international political tensions, might indirectly influence the safety landscape for journalists in North Macedonia.

Delayed Institutional Responses: Slow or inadequate responses from institutions, whether law enforcement or media organizations, can leave journalists exposed to immediate threats or long-term vulnerabilities.

Reluctance to Report: Journalists might be hesitant to report threats or attacks due to fear of retaliation, lack of faith in the system, or concerns about professional repercussions.

The key risks related to the second Key Objective are:

Editorial Pressures: Media owners or sponsors might exert influence over editorial decisions, leading to biased reporting or the suppression of stories that conflict with their interests.

Lack of Skilled Workforce: A shortage of adequately trained journalists, editors, or technical staff can hinder the production of high-quality content, especially in specialized areas like data journalism or multimedia storytelling.

Audience Fragmentation: With the proliferation of digital platforms and niche media, traditional media outlets might struggle to maintain audience engagement, leading to a potential compromise in content quality to chase trending topics.

Legal and Regulatory Hurdles: Restrictive laws or regulations, such as defamation law might inhibit journalists from pursuing certain stories or expressing critical viewpoints.

Access to Information: Challenges in accessing reliable sources, documents, or data can hinder investigative reporting or fact-checking processes, impacting the overall quality of content.

Feedback and Accountability Mechanisms: Absence of robust feedback channels or a lack of transparent accountability mechanisms can result in media outlets being less responsive to audience needs or concerns, affecting content relevance and quality.

Regarding the third objective the key risks are:

Political Resistance: Duty holders may resist changes due to political agendas, vested interests, or perceived threats to their power or influence, hindering the implementation of laws or introduction of new policies.

Bureaucratic Inertia: Institutional lethargy or inefficiencies within bureaucratic systems might slow down or obstruct the effective implementation of existing laws and the formulation of new policy solutions.

Lack of Awareness or Expertise: Duty holders might lack the necessary awareness, training, or expertise to understand the nuances of media laws or the implications of policy changes, leading to poor implementation or oversight.

External Influences: External actors, international entities, other countries, special interest of business or corporations, might exert influence that sways policy decisions or law implementation away from the public interest.

These selected risks are pivotal and can have a significant impact on the objective in question. They can serve as focal points for strategies to mitigate or address the potential challenges in improving law implementation and policy solutions.

AJM's efforts to strengthen its visibility and field presence, support base, constituency and will be an essential mitigating factor for all three objectives. To mitigate these risks

and to safeguard media freedoms in North Macedonia, it's crucial for AJM to enhance journalists' safety protocols, empower them legally, diversify funding sources for quality journalism, strengthen editorial independence, streamline bureaucratic processes, and prioritize quality and professional media and reporting that is more resistant against external pressures through collaboration, training, and advocacy.

Annexes to the AJM 2023-2026 Strategic Plan

Annex I: Results Assessment Framework

Annex II: Action and Resources Plan

Annex III: SWOT analysis

Annex IV: Membership Survey

Annex V: Notes from the FGDs

www.znm.org.mk

This document is made with the financial support of the European Union. Its contents are the sole responsibility of the Association of Journalists of Macedonia and do not necessarily reflect the views of the European Union.

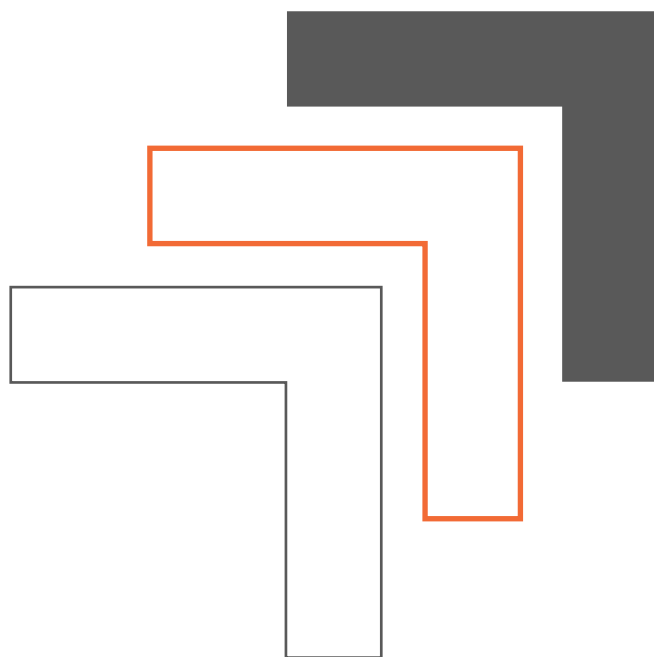


Funded by the European Union

STRATEGIC PLAN

ANNEXES

ASSOCIATION OF JOURNALISTS
OF MACEDONIA



SUPPORTING PROFESSIONAL
JOURNALISM SINCE 1946

2023 – 2026



Contents

<i>AJM Strategic Plan 2023-2026 Brief</i>	3
<i>Annex I: Results Assessment Framework</i>	6
<i>Annex II: Action and Resources Plan</i>	10
<i>Annex III: SWOT</i>	23
<i>Annex IV: Membership Survey</i>	26
<i>Annex V: Notes from the FGDs</i>	52

AJM STRATEGY PLAN 2023-2026 BRIEF

Key challenges to journalism in North Macedonia 2023

The situation for journalists and media in North Macedonia has significantly improved in the last years, as depicted in the key annual reports of the European Commission or Reporters Without Borders (RsF) that placed North Macedonia in 38th position in the Press Freedom Index (compared to 57th position in 2022). The most visible achievements in the last years were made in the legislative work by amending the Law on Civil Liability for Defamation and Insult as well as amending the Criminal Code to grant greater safety for journalists at work. Furthermore, appointing a Special Prosecutor in Skopje - who will oversee criminal cases involving attacks on journalists and media workers is expected to lead to a more efficient investigation of attacks on journalists.

According to the report prepared by the International Fact-finding Press Freedom Mission to North Macedonia, the media ecosystem is today healthier than before, and journalists report they feel more able to report on sensitive issues in the public interest - including reporting on corruption. Nevertheless, the position of journalists remains challenged by precarious working conditions, lack of respect for labour rights, and threats and harassment aimed particularly at women journalists. Working conditions and labour rights were constantly mentioned during the strategic planning by AJM Board members, urging a higher degree of collaboration with the Independent Union of Journalists and Media Workers.

The strategic planning workshop revealed that each group of journalists face a certain degree of vulnerability - young journalists and senior journalists, those working in public broadcasting as well as those working in private media, journalists working for bigger media outlets as well as journalists working in smaller local and regional media. That is why the work of AJM in the coming period will have to be segmented - to properly target the challenges for each group of journalists, either through working with special sections (i.e., cameramen section) or by organizing special projects and campaigns (like in case of local journalists or women journalists).

The conclusions from the strategic planning also draw attention in the direction of key areas where the problems perpetuate, such as the copyright law that does not identify journalists as creators of original content. Another issue that was brought up concerns the challenges with the implantation of the Free Access to Information law. According to journalists, institutions are closing more and more, and it is a significant obstacle to timely and accurate reporting that needs to be addressed by AJM.

The next identified challenge is related to the overall media market, saturated with many online portals with non-transparent ownership that stirs public debate with a number of disinformation and half-truths - making the job of professional media very difficult. Furthermore, some challenges are seen concerning the attempt to revoke the decision to ban state advertising in commercial media (that poses a risk of political interference in media reporting). Overall, the conclusion is that the allocation of funding for media must be done more transparently and equitably, to secure non-discrimination, proportionality, and objectivity in the allocation of public funds - in line with what is proposed by the European Media Freedom Act.

Finally, one of the key problems identified during the preparation of the new strategy concerns the decline of public trust in the media, and the lack of interest in journalism – by younger people. Representatives of the AJM Board proposed several measures to popularize the profession – from visits to high schools, and productive collaboration with universities and departments for journalism via tailor-made curricula, to organization of public events and journalistic awards, this is one field where the Board and the recently established section of young journalists of AJM will seek to find ways to investigate why journalism lost its popularity and how to reengage with young people.

What AJM hopes to achieve

The new strategy for AJM is based on the analysis of the current local context (problems and needs) taking into account principles stipulated in the European Media Freedom Act, which seeks to safeguard the media's essential role in a democratic society by protecting media from interference with their editorial freedom, preventing spyware use on journalists and their families, demanding transparency of media ownership, ensuring stable funding for public service media and creating new transparency obligations for state advertising.

The Theory of Change for the new AJM Strategy 2023-2026 posits that journalists' rights, media freedoms and pluralism, will progress when

- Journalists are safe and better protected to do their work,
- Media improve adherence to the Code of Ethics and the professional standards,
- Laws and institutions uphold freedom of expression and media in line with international standards, and
- The State recognises the value of media pluralism by enabling transparent and equal access to funds for public interest content production.

Three outcomes are foreseen as pillars of the new AJM Strategy 2023-2026.

The first Outcome (*Sustained safety of journalists and media workers in North Macedonia*) identifies that for journalists and media to be better protected to do their job, the State needs to improve compliance with international standards guaranteeing journalists' safety, while journalists and media workers need to advance knowledge on safety and also have access to legal and psychological support (at present, provided solely by AJM).

Hence, the key actions under First Outcome foresee both education and access to services for journalists (with a special focus on women and local journalists), but also advocacy work to improve the implementation of existing laws and also strengthen the national mechanism for journalists' safety.

Key activities targeting journalists include access to service (free legal aid and psychological support) as well as trainings, special trainings, (such as trainings on safety for journalists and other relevant topics via the Training Academia for Journalists and Media Workers T-AJM), development of curricula, discussions with editors-in-chief and media managers and similar. Services to members do not exclude other beneficiaries and access to services and products both from public and commercial stakeholders.

When it comes to activities targeting the key stakeholders, the focus is placed on maintaining monitoring activities, publishing press releases and special reports, but also proposing sustainable policy changes – in collaboration with other relevant national and international stakeholders.

The second Outcome (*Improved conditions for the production of high-quality media content in the public interest*) recognises the need to continue engagement with the media community on adherence to professional standards, also raising a debate on the need to secure equal and transparent access to public funding for the so-called public interest media content – which is seriously endangered by the shrinking media market and the on-going decline of press freedom standards in the digital sphere.

Key activities aimed at improving adherence to professional standards assume training and closed and public discussions but also a wide range of consultations aimed at amending the existing Code of Ethics to include all the changes relevant to journalistic work in the current global momentum. One of the key milestones related to journalists' education is the establishment of the Training Academia for Journalists and Media Workers – under the auspices of the AJM. Focus will also be given to enhance productive collaboration with universities and departments for journalism via tailor-made curricula.

The activities aimed at creating an enabling environment for media pluralism evidenced in securing the production of high-quality public interest content will be somewhat more complex, as they will assume serious coalition-building, educational information campaigns for the wider public, proposing sustainable policy solutions – that came as a result of mobilising wider media community and similar. It is important to add that AJM has already made steps in this direction by declaring the idea to establish a media pluralism fund – aimed at providing transparent and equal access to public funding for public interest media content – in line with recommendations provided by the European Media Freedom Act.

The third Outcome (*Duty holders urged to improve the implementation of existing laws and deliver new policy solutions*) presents a direct response to the key problems in three areas evidenced by AJM members. The first thematic area concerns Copyright law and the need to recognise journalists as producers of the original content. The second thematic area concerns noted the closing of institutions for media and the inadequate implementation of the Free Access to Media law. The third area of concern is related to efforts needed to counter the use of SLAPPs (strategic lawsuits against public participation) in line with the recommendations prepared by the Council of Europe.

The activities under this outcome include an array of advocacy actions – from analysing and preparing policy inputs to joining forces with like-minded individuals and groups in efforts to jointly resolve the existing problems by proposing, once again, sustainable policy solutions to resolve the identified problems. To achieve significant results in this area, AJM will have to identify new allies (such as representatives of academia, but also judges and prosecutors) and carefully select the key stakeholders (national and international) that have the biggest interest as well as influence to affect the policy changes.

ANNEX I – RESULT ASSESSMENT FRAMEWORK (RAF)

Strengthened legal and institutional framework safeguards journalists and media workers' rights, media freedoms and pluralism in North Macedonia

O1: Sustained safety* of journalists and media workers in North Macedonia (*physical, legal, psychological, digital)

1.1. Journalists and media workers safer and better protected to do their work

Journalists and media workers have access to legal and psychological support provided by AJM

Journalists, with a special focus on women and local journalists, better equipped to protect themselves online and offline

1.2. Improved compliance to international standards guaranteeing journalists' safety

Duty holders prompted to advance legal and institutional framework to advance journalists' safety

Maintained pressure on duty holders by seeking accountability in case involving threats/attacks on journalists

O2: Improved conditions for the production of the high-quality media content in public interest

2.1. Enhanced commitment to the journalistic Code of Ethics by journalists and media community

Journalistic Code of Ethics updated (to reflect changes in media landscape and issues that appeared with new technologies)

Journalists and media workers advance their knowledge in ethical reporting

2.2 State prompted to secure equitable access and opportunities to fund production of public interest media content

Targeted duty holders introduced/sensitised to the needs to secure public fund for media pluralism

Allies from civil society and media sector rallied to inform public and policy debate on the need to defend production of public interest media content

O3: Duty holders urged to improve the implementation of existing laws and deliver new policy solutions

3.1. Targeted duty holders prompted to advance legal and institutional framework

Targeted international allies and relevant national stakeholders presented/sensitised with the policy findings

AJM and partners collect, analyse and prepare data to support joint advocacy action

3.2. Civil society, media and public mobilised to defend media freedoms and pluralism in media

Targeted civil society and media actors empowered participate in policy debate and advocacy actions

Targeted actors (for each thematic area) approached to analyse/consider/discuss potential policy action

Impact: Strengthened legal and institutional framework safeguards journalists' and media workers' rights, media freedoms and pluralism in North Macedonia

Outcome 1: Sustained safety* of journalists and media workers in North Macedonia
(*physical, legal, psychological, digital)

1.1. Journalists and media workers safer and better protected to do their work	1.2. Improved compliance to international standards guaranteeing journalists' safety
Journalists and media workers have access to legal and psychological support provided by AJM.	Duty holders prompted to advance legal and institutional framework to advance journalists' safety
Key actions taken by AJM: - Free legal aid for journalists and media workers - Free psychological support for journalists and media workers Key indicator(s): - Number of journalists and media workers that received support by the end of 2026. - Training curricula and tools prepared/ provided.	Key actions taken by AJM: - Bilateral meetings with the key targeted duty holders (executive authorities including the police, judiciary including judges and prosecution, lawmakers...) - Strategic meetings with the key international stakeholders Key indicator(s): - Number of sustainable policy solutions adopted by the State
Journalists, with a special focus on women and local journalists, better equipped to protect themselves online and offline.	Maintained pressure on duty holders by seeking accountability in case involving threats/attacks on journalists.
Key actions taken by AJM: - Safety trainings for journalists (Training Academia for Journalists and Media Workers T-AJM) - Special trainings for journalists to recognise their right according to new relevant laws - Professional trainings for journalists (especially in the area of increasing the ethical standards but also challenges with AI) - Talks with media editors and managers about the position of journalists in newsrooms Key indicator(s): - Number of journalists that passed the trainings - Number of meetings and joint initiatives concluded with editors and managers	Key actions taken by AJM: - Journalists' safety campaigns (nationally and via SJN platform) - Prepared policy solutions - Monitoring activities on safety - Reports & information to general public, multilateral organisations, and key international advocates about journalists' safety Key indicator(s): - Evidence of public reactions, reports - Number and type of campaigns, position papers and similar. - Number and type of policy solutions presented to the duty holders

Impact: Strengthened legal and institutional framework safeguards journalists' and media workers' rights, media freedoms and pluralism in North Macedonia

Outcome 2: Improved conditions for the production of the high-quality media content in public interest

2.1. Enhanced commitment to the journalistic Code of Ethics by journalists and media community	2.2. State prompted to secure equitable access and opportunities to fund production of public interest media content.
Journalistic Code of Ethics updated (to reflect changes in media landscape and issues that appeared with new technologies)	Targeted duty holders introduced/sensitised to the needs to secure public fund for media pluralism.
Key actions taken by AJM: • Wide range of consultations with journalists, meetings in regional centres • Drafting comparative assessment of the Code of Ethics • Drafting and publishing new Code of Ethics of Journalists in North Macedonia Key indicator(s): • Number of journalists, editors, and other participants in the process • Number of relevant organisations engaged in the processes of consultation • Updated Code of Ethics	Key actions taken by AJM: • Coalition led by AJM presents the idea of the fund for media pluralism to duty holders • Coalition led by AJM prepares position papers, articles, opinions on the matter Key indicator(s): • Number and type of affirmative action by the duty holders re media pluralism fund • Number and type of meetings organized by Coalition led by AJM and duty holders • Number of position papers, opinions, articles – prepared and published by Coalition
Journalists and media workers advance their knowledge in ethical reporting.	Allies from civil society and media sector rallied to inform public and policy debate on the need to defend production of public interest media content.
Key actions taken by AJM: • Targeted trainings aimed at improving awareness about ethical standards • Closed and public discussions on ethical standards incl. Journalists Forum • Productive collaboration with universities and departments for journalism via tailormade curricula • Visibility actions (promotional campaigns) • Annual & Special awards for journalists Key indicator(s): • Number and type of participants in the trainings and events • Promotional campaign • Awarded articles presented to the public	Key actions taken by AJM: • Wide range of consultations with interested stakeholders forming Coalition • AJM identifies key stakeholders to engage with (allies vs opponents) • Campaign explaining what is 'public interest media content', & what needs to be done Key indicator(s): • Evidence of engagement with the key actors from media and civil society • Joint press releases, positions explained

Impact: Strengthened legal and institutional framework safeguards journalists' rights, media freedoms and pluralism in North Macedonia

Outcome 3: Duty holders urged to improve the implementation of existing laws and deliver new policy solutions.

3.1. Targeted duty holders prompted to advance legal and institutional framework.	3.2. Civil society, media and public mobilised to defend media freedoms and pluralism in media.
Targeted international allies and relevant national stakeholders presented/sensitized with the policy findings.	Targeted civil society and media actors encouraged to participate in policy debate and advocacy actions.
Key actions taken by AJM: • International Fact-finding mission to assess media situation • Bilateral and multilateral meetings, presentations of the findings to relevant national and international actors Key indicator(s): • Report issued and well disseminated from International Fact-finding mission • Percentage or number of recommendations taken into consideration by duty holders • Number of key targeted actors that support the advocacy goals	Key actions taken by AJM: • Joint preparation - or vetting of - positions for each of three themes • Consultations to secure the delivery of different voices and perspectives in the policy Key indicator(s): • Policy proposal regarding Copyrights law, Access to Information. • Solution on how to increase resilience to SLAPPs.
AJM and partners collect, analyze, and prepare data to support joint advocacy action.	Targeted actors (for each thematic area) approached to analyse/consider potential policy action.
Key actions taken by AJM: • Prepared and presented reports, analysis, position papers on 3 key detected topics (including but not limited to access to information, copyrights, and SLAPP) • Key inputs gathered and analysed • Bilateral and multilateral coalition-building events and joint advocacy actions Key indicator(s): • National and international advocacy tools such as reports, campaigns, position papers • Press releases and social media outputs announcing the action	Key actions taken by AJM: • Prepared new evidence to support the advocacy action in 3 key areas • Available key policy inputs analysed • Identified potential partners and allies for the advocacy action per each theme Key indicator(s): • Joint statements and press releases announcing the actions

ANNEX II: ACTIVITY AND RESOURCE PLAN

Association of Journalists of Macedonia – Tentative Action and Resource Plan 2023 – 2026, October 30th, 2023

1. Tentative Action and Resource Plan 2023 – 2026

Strengthened legal and institutional framework safeguards journalists' and media workers' rights, media freedoms and pluralism in North Macedonia

Key objective 1: Sustained safety* of journalists and media workers in North Macedonia (physical, legal, psychological, digital)

Result 1.1: Journalists and media workers are safer and better protected during their work

	Key activities	Time-frame	Resources	Sources of funding
	Journalists and media workers have access to legal and psychological support provided by AJM			
1.1.1	Free legal aid for journalists and media workers	2023-2026	77,500 EUR (Annual average of 19,400 EUR for 2023 – 2026)	Note: For January 2023 – March 2024 sources of funding are provided by FPU, EFJ & UNESCO For continuation of these activities from March 2024 to December 2026 sources of funding are yet to be mobilised
1.1.2	Free psychological support for journalists and media workers			
	Journalists, with a special focus on women and local journalists, better equipped to protect themselves online and offline			
1.1.3	Safety trainings for journalists (Training Academia for Journalists and Media Workers T-AJM)	2023-2026	303,750 EUR (Annual average of 76,000 EUR for 2023 – 2026)	Note: A portion of the resources for the period 2023 – 2025 are provided by EU, FPU, OSCE Additional sources of funding to cover for activities not already foreseen in the projects, and for 2026 are yet to be mobilised
1.1.4	Special trainings for journalists to recognise their right according to new relevant laws	2023-2026		
1.1.5	Professional trainings for journalists (especially in the area of increasing the ethical standards but also challenges with AI)	2024-2026		
1.1.6	Talks with media editors and managers about the position of journalists in news-rooms	2024-2026		

Result 1.2. Improved compliance to international standards guaranteeing journalists' safety

Key activities	Time-frame	Resources	Sources of funding
Duty holders prompted to advance legal and institutional framework to advance journalists' safety			
1.2.1 Bilateral meetings with the key targeted duty holders (executive authorities including the police, judiciary including judges and prosecution, lawmakers...)	2023-2026	56,250 EUR (Annual average of 14,000 EUR for 2023 – 2026)	Note: A major portion of the resources for the period 2023 – 2026 are provided by EU Additional sources of funding to cover for activities not already foreseen in the projects, and for 2026 are yet to be mobilised
1.2.2 Strategic meetings with the key international stakeholders	2023-2026		
Maintained pressure on duty holders by seeking accountability in case involving threats/attacks on journalists			
1.2.3 Journalists' safety campaigns (nationally and via SJN platform)	2023-2026	262,500 EUR (Annual average of 65,500 EUR for 2023 – 2026)	Note: A major portion of the resources for the period 2023 – 2026 are provided by EU Additional sources of funding to cover for activities not already foreseen in the projects, and for 2026 are yet to be mobilised
1.2.4 Prepared policy solutions	2023-2026		
1.2.5 Monitoring activities on safety	2023-2026		
1.2.6 Reports & information to general public, multilateral organisations, and key international advocates about journalists' safety	2023-2026		

Key objective II: Improved conditions for the production of the high-quality media content in public interest

Result 2.1. Enhanced commitment to the journalistic Code of Ethics by journalists and media community

Key activities	Time-frame	Resources	Sources of funding
Journalistic Code of Ethics updated (to reflect changes in media landscape and issues that appeared with new technologies)			
2.1.1 Wide range of consultations with journalists, meetings in regional centres	2024-2026	125,000 EUR (Annual average of 41,500 EUR for 2024 – 2026)	Note: A minor portion of the resources for the period 2024 – 2026 are provided by EU & SRT Additional sources of funding are yet to be mobilised
2.1.2 Drafting comparative assessment of the Code of Ethics	2025-2026		
2.1.3 Drafting and publishing new Code of Ethics of Journalists in North Macedonia	2025-2026		

	Journalists and media workers advance their knowledge in ethical reporting			
2.1.4	Targeted trainings aimed at improving awareness about ethical standards	2023-2026	231,500 EUR (Annual average of 58,000 EUR for 2023 – 2026)	Note: Significant portion of the resources for the period 2023 – 2026 are provided by EU, UNDP & SRT Additional sources of funding are yet to be mobilised
2.1.5	Closed and public discussions on ethical standards incl. Journalists Forum	2024-2026		
2.1.6	Productive collaboration with universities & journalism departments via tailor-made curricula	2024-2026		
2.1.7	Visibility actions (promotional campaigns)	2024-2026		
2.1.8	Annual & Special awards for journalists	2023-2026		

Result 2.2. State prompted to secure equitable access and opportunities to fund production of public interest media content

	Key activities	Time-frame	Resources	Sources of funding
	Targeted duty holders introduced/sensitised to the needs to secure public fund for media pluralism			
2.2.1	Coalition led by AJM presents the idea of the fund for media pluralism to duty holders	2023-2026	50,000 EUR (Annual average of 12,500 EUR for 2023 – 2026)	A minor portion of the resources for 2023 provided by EU Additional sources of funding are yet to be mobilised
2.2.2	Coalition led by AJM prepares position papers, articles, opinions on the matter	2023-2026		
	Allies from civil society and media sector rallied to inform public and policy debate on the need to defend production of public interest media content.			
2.2.3	Wide range of consultations with interested stakeholders forming Coalition	2024-2026	75,000 EUR (Annual average of 25,000 EUR for 2023 – 2026)	Sources of funding are yet to be mobilised
2.2.4	AJM identifies key stakeholders to engage with (allies vs opponents)	2024-2026		
2.2.5	Campaign explaining what is 'public interest media content', & what needs to be done	2024-2026		

Key objective III: Duty holders urged to improve the implementation of existing laws and deliver new policy solutions.

Result 3.1. Targeted duty holders prompted to advance legal and institutional framework

	Key activities	Time-frame	Resources	Sources of funding
	Targeted international allies and relevant national stakeholders presented/sensitized with the policy findings			
3.1.1	International Fact-finding mission to assess media situation	2023; 2026	75,000 EUR (Annual average of 18,750 EUR for 2023 – 2026)	Note: A portion of the resources for the period 2023 – 2026 are provided by EU Additional sources of funding are yet to be mobilised
3.1.2	Bilateral and multilateral meetings, presentations of the findings to relevant national and international actors	2024-2026		
	AJM and partners collect, analyse, and prepare data to support joint advocacy action			
3.1.3	Prepared and presented reports, analysis, position papers on 3 key detected topics (including but not limited to access to information, copyrights, and SLAPP)	2023-2024	112,500 EUR (Annual average of 28,000 EUR for 2023 – 2026)	Note: A portion of the resources for the period 2023 – 2026 are provided by UNESCO Additional sources of funding are yet to be mobilised
3.1.4	Key inputs gathered and analysed	2023-2026		
3.1.5	Bilateral and multilateral coalition-building events and joint advocacy actions	2023-2026		
Result 3.2. Civil society, media and public mobilised to defend media freedoms and pluralism in media				
	Key activities	Time-frame	Resources	Sources of funding
	Targeted civil society and media actors encouraged to participate in policy debate and advocacy actions			
3.2.1	Joint preparation - or vetting of - positions for each of three themes	2024-2026	106,250 EUR (Annual average of 35,500 EUR for 2024 – 2026)	Note: A minor portion of the resources for 2024 provided by EU Additional sources of funding are yet to be mobilised
3.2.2	Consultations to secure the delivery of different voices and perspectives in the policy	2024-2026		
	Targeted actors (for each thematic area) approached to analyse/consider potential policy action			
3.2.3	Prepared new evidence to support the advocacy action in 3 key areas	2024-2026	125,000 EUR (Annual average of 41,500 EUR for 2024 – 2026)	Note: A minor portion of the resources for 2024 provided by EU Additional sources of funding are yet to be mobilised
3.2.4	Available key policy inputs analysed	2024-2026		
3.2.5	Identified potential partners and allies for the advocacy action per each theme	2024-2026		

2. Projects in progress in support to Key objectives I, II and III

Projects in progress in support to Key objectives I, II & III				
No.	Title & description	Time-frame	Budget	Donor
1	PROJECT #1: Legal aid and psychological support Objective: Services (Legal and psychological support) to AJM members (journalists and media workers) Target groups: Journalists and media workers Results: Provided legal and psychological support to AJM members - journalists and media workers Key activities: Activity 1: Providing legal and psychological support to journalists in distress in North Macedonia	May 1, 2023 – December 31, 2023	Total project budget: EUR 7,000 Granted by the donor: EUR 7,000	Donor: Free Press Unlimited (FPU)
2	PROJECT # 2: SLAPP for Journalists is a Slap for the Citizens and the Public Interest Objective: Safety of journalists (monitoring, alarming & support); Awareness raising (SLAPP) Target groups: Journalists & media workers, media community, Relevant interlocutors (ministries, Administration, other institution relevant for the media sector), judicial institutions, general public in North Macedonia Results: Up-to-date register of attacks towards journalists; Prompt public reactions to journalists' rights infringement; Legal assistance to journalists at risk; Increased awareness among journalists about the negative consequences of SLAPP on the freedom of expression Key activities: Activity 1*: Monitoring, documenting, and publicly exposing cases of threats and/or attacks against journalists Activity 2*: Provision of legal assistance to threatened or attacked journalists, with the goal of bolstering their legal defence and upholding their human and professional rights Activity 3: Visibility activities designed for increasing understanding among relevant authorities (prosecution, judiciary, and state officials) on the consequences of Strategic Lawsuits Against Public Participation (SLAPP), which, when initiated by politicians and holders of public office, provoke fear and self-censorship among journalists, and thus adversely affect the right of citizens to be informed	April 1, 2023 – March 31, 2024	Total project budget: USD 36,880 Granted by the donor: USD 35,000	Donor: United Nations Educational, Scientific and Cultural Organization (UNESCO)

3	PROJECT # 3: Safe Journalists Network* Objective: Safety of journalists / female journalists; Advocacy for media and safety policy improvements Target groups: National duty holders (including representatives of relevant ministries, parliamentary groups, independent institutions, law enforcement and judicial authorities); International actors with the power to influence policy debate and action; Civil society organisations, including local grassroots; Journalists with the special focus on women journalists and media professionals Results: Improved legal and institutional framework safeguarding journalists' safety, freedom of expression and information; Network of actors gathered by SafeJournalists, advocates sustainable solutions to protect women journalists and media professionals; Local journalists in the Western Balkan region, empowered to claim their rights as a result of enhanced engagement of SafeJournalists network with local grassroots civil society initiatives Key activities: Activity 1: Monitoring, reporting and advocacy actions aimed at improving legal and institutional framework regarding journalists' safety and media freedom (Advocacy capacity building aimed at producing renewed stakeholders' power/ influences matrixes and designing corresponding strategies on how to engage with key actors; Monitoring, analysis, and reporting; Advocacy, networking with the key national partners and allies from civil society and strategic engagement with the key targeted national, regional, and international stakeholders) Activity 2: Monitoring, reporting, and advocacy actions aimed at protecting women journalists' safety and security (Monitoring, analysis, and reporting on women journalists' rights violations; Networking with the key women's rights groups and actors from the independent institutions to identify and formulate sustainable solutions to improve the position of women journalists) Activity 3: Capacity building and financial support provided to local grassroots organizations (sub-granting scheme)	April 1, 2023 – July 31, 2026	Total project budget (AJM): EUR 223,405 Granted by the donor (AJM): EUR 201,065	Donor: European Union (EU)
---	--	-------------------------------	---	----------------------------

4	PROJECT # 4: Promoting journalist safety, professional standards, and media sustainability. Objective: Journalists' Safety training Target groups: Young (female and male) journalists and media workers Results: To contribute to fulfilment of UN Sustainable Development Goal (SDG) 16 on establishing peace, justice and strong institutions and SDG 5 on gender equality Key activity: Young Journalists' Safety Camp, with 16 journalists, young women, & men media workers from around the country- trained on physical and online self-protection skills. (*Total budget for the summer camp in 2023: around EUR 30,000)	June 1, 2023 – August 31, 2023	Total project budget (AJM): EUR 6,270 Granted by the donor (AJM): EUR 4,350	Donor: Organization for Security and Co-operation in Europe (OSCE)
5	PROJECT # 5: Trade Union for a Fair Recovery Objective: Increased safety of journalists Target groups: Journalists, representatives from Mol, academics, and other experts Results: to improve institutional cooperation between the AJM and Mol; Protocol on Safety of (female) journalists on-line prepared, and endorsed by the Mol; Key activities: Activity 1 – Protocol for safety of (female) journalists on-line between AJM and the Ministry of Interior (Mol) <i>(note: activity realised in 2022; endorsed by the Mol in March 2023)</i> Activity 2 – Consultation with key stakeholders <i>(note: activity realised in 2022)</i> Activity 3 – Capacity building of key target audience <i>(note: 6 out of 7 realized in 2022; the 7th realized in May 2023)</i> Activity 4* – Legal service for journalists and media workers Activity 5 – Visibility and promotion <i>(note: final event titled "With team spirit for solidarity" to be realized in June 2023)</i>	January 1, 2022 – July 31, 2023	Total project budget: EUR 62,905 Granted by the donor: EUR 59,760 Budget for 2023: 13,755 Granted by the donor for 2023: EUR 13,067	Donor: EU through the European Federation of Journalists (EFJ)
6	PROJECT #6 Training – Academia of Journalists and Media Workers- T-AJM Objective: Journalists and media workers training academia; Rights-based advocacy for media policy improvements Target groups: Journalists & media workers, media CSOs and journalists' organizations, media experts & researchers, policy and decision makers, general public	February 1, 2023 – January 31, 2026	Total project budget: EUR 387,825 Granted by the donor: EUR 349,043	Donor: European Union (EU)

	Results: Established and commenced Training Academia of Journalists and Media Workers (T-AJM); Provided support to media and journalists' organisations working on affirmation of freedom of expression as enabler of EU accession; realised rights-based advocacy on freedom of expression as enabler and facilitator of (social) development and EU accession; promotional campaign on T-AJM & freedom of expression Key activities: Activity 1: Training Academia of Journalists and Media Workers (T-AJM)(Training topics needs assessment; development of T-AJM Strategy & structure, development of training curriculums; implementing 4 training cycles) Activity 2: Design and implement sub-granting programme (Prepare call for proposals; Selection and awarding of financial support to max 6, min.4 organisations; Provide institutional capacity building support and backstopping; Conduct comprehensive ME&L of the sub-granting programme) Activity 3: Rights-based advocacy (preparation of analysis and reports)(Preparation of 3 policy briefs; Organisation of 3 high-level policy forums for various stakeholders; Conduct monitoring of the key EU acquis chapters relevant to media freedoms and prepare 2 annual reports) Activity 4: Visibility and promotion (Preparation of project's Communication plan; Launch T-AJM webpage as part of the AJM website and supporting social media campaign; Kick-off and closing press-conferences)			
7	PROJECT #7: "Scaling-up actions to tackle air pollution" Objective: local public awareness and fostering journalists' engagement in tackling air pollution Target groups: Local media young and mid-age journalists Results: to encourage detailed, accurate reporting on air pollution issues. We hope to empower journalists, giving them the tools and knowledge to create compelling content that effectively informs the public and fosters a healthy conversation about air quality Key activities: 1. Three Annual Journalistic Awards 2. Capacity Building Program 3. Three two-day workshops for up to 45 journalists from local media 4. 8 Thematic Media Products	September 2023 – December 2025	Total estimated project budget: MKD 4,212,585 Expected to be granted by the donor: MKD 4,212,585	Donor: United Nations Development Program (UNDP)

8	PROJECT #8: Miss the misinformation (Strengthening the capacities of local communities to respond to misinformation and gendered disinformation) Objective: local public awareness and fostering journalists' engagement in tackling disinformation Target groups: Local media young and mid-age journalists Results: Digital Platform developed; Content Creation – around 80 stories of local interest created by local journalists; Awards for Creative Approaches in combating disinformation Key activities: Activity 1: Digital Platform development – Development; Maintenance; Managed by AJM appointed staff.; Community Involvement: Encouraged journalists-citizens interaction, will ensure proposals for topics, enabling journalists to cover community-relevant issues. Growth: With high-quality content and community involvement, AJM aims for the platform to eventually mature into a mainstream news portal for local quality journalism content. Activity 2: Content Creation and Editorial Oversight – At least 12 news stories published per month; New media content produced focusing on negative effects of disinformation and gender-sensitive reporting. (At least 30% of all communication products will be related to gender equality issues). Regular publication of articles, videos, podcasts, or other forms of media content on the digital platform Activity 3: Awards for Creative Approaches and event – A total of 3 awards presented, with a specific focus on promoting gender balance.; Call for Entries: A custom-made call for award submissions will be disseminated in two languages (Macedonian, Albanian,); Committee: A panel composed of three experienced journalists and two UNDP members will oversee the selection process. Awards Ceremony: A visibility event will be organized, complete with media coverage, to honour the winners. Monetary Awards: Prizes of 125,000 MKD, 75,000 MKD, and 50,000 MKD gross will be given to the first, second, and third-place winners, respectively, along with certificates of achievement	September 2023 – May 2024	Total estimated project budget: MKD 3,904,050 Granted by the donor: MKD 3,904,050	Donor: United Nations Development Program (UNDP)
---	--	---------------------------	---	--

	Activity 4: Dissemination of Guidelines: Performance Target: Contribution to and dissemination of guideline on media integrity Contribution/feedback and recommendations to a guideline on media integrity; Dissemination of the guideline on media integrity, by making it publicly available at AJM's official web page.			
9	PROJECT #9: Safeguarding the freedom of expression and independence of media as pillars of democracy in the Republic of North Macedonia Objective: Advocacy for a more favourable media environment; Strengthening of AJM Target groups: State actors linked to media policy and journalists' rights (relevant ministries, parliamentary groups, political parties, independent state bodies, etc.); Journalists; Professional media community /CSOs; Influencers / International organisations and networks (EFJ, FPU, IPI, ECPMF, RsF, OBCT) Results: Increased journalistic solidarity, and strengthened role of AJM to actively protect journalistic profession and promote sustainable systemic solutions for a more favourable media environment in dialogue with the media community and government decision-making factors on media policy Key activities: Activity 1: Consultations and collaboration with the media community and government decision-making authorities (fact-finding mission in Skopje; Meta data report, advocacy meetings, position papers) Activity 2: Strengthening strategic capacity of AJM (One-day participatory events (3) with members of the AJM journalistic thematic sections; Two-day capacity building event (1) on increasing intersectoral support and solidarity among AJM journalistic thematic sections; Three-day Strategic planning workshop (AJM 2023-2026 Strategic Plan); Survey of AJM members for the purpose of AJM 2023-2026 Strategic Plan) Activity 3: Endorsement and support of AJM's proposals (Round table (1) with representatives from the media and other relevant stakeholders on upgrading professional standards in the media community (with a focus on gender sensitive issues); Thematic articles / visuals for promotion of professional standards in the media community; Broad on-line and off-line campaign for raising awareness on the need of systemic changes in the media sector;	January 1, 2023 – December 31, 2024	Total project budget: EUR 157,891 Granted by the donor: EUR 149,997	Donor: European Union (EU)

	Annual events for marking media international days; Participation at 2 key regional / international events for strengthening links with regional & international media organisations; Closing conference)			
10	PROJECT #10: Recognizing disinformation in online media - practices and solutions Objective: Capacity building on disinformation in online media Target groups: Journalists and media workers from on-line media in the country Results: Improved understanding of the challenges with disinformation in the on-line media Key Activity: One two-day workshop program for journalists and media workers from on-line media	March 2023	Total project budget: EUR 8,000 Granted by the donor: EUR 8,000	Donor: Konrad Adenauer Stiftung (KAS)
11	Project # 11: SRT Objective: Statutory activities to support AJM's core mission Target groups: Journalists and media workers, Relevant state Results: TBD Key activities: TBD <i>Note: This core grant is intended to provide for implementation of statutory activities not covered by other projects and /or donors (such as AJM annual Assembly, AJM annual journalistic awards, annual audit, etc.), as well as to provide for co-financing of projects (current and new) of AJM</i>	June 1, 2023 – May 31, 2026,	Total requested project budget: GBP 180,000 granted by the donor: GBP 180,000	Donor: the Sigrid Rausing Trust (SRT)
12	PROJECT #12: Strengthening Media Freedom in North Macedonia (phase II) Objective: Media freedom / Judiciary and prosecution Target groups: Journalists, with a focus on those that report on judicial topics; Representatives from the judiciary / prosecutors' office. Results: Target groups engaged in dialogue/exchange of views to improve the institutional framework for safeguarding freedom of expression/media and journalists' safety Key activities: Activity 1: Promotion of the National study Activity 2: Signing of a Memorandum of Cooperation between AJM and JMC	August 1, 2022 – September 30, 2023	Total project budget: EUR 36,000 Granted by the donor: EUR 36,000	Donor: MATRA through Free Press Unlimited (FPU) and Netherlands Helsinki Committee (NHC)

	Activity 3: Preparation of a Guideline on ethical reporting (how to report on court cases and topics related to the work of the courts and the prosecutors, as well as the basic glossary of terms to be used in the media reports)(<i>note: activity realised in February 2023</i>) • Organisation of 4 single-day events with representatives from the judiciary / prosecutors' office and journalists that report on judicial topics (<i>note: realised 3 out of 4; 1 to be realised by June 30, 2023</i>) • Organisation of 4 single-day events with journalists and members of the Journalists' Forum to discuss the importance of following ethical and professional standards when it comes to reporting on judiciary cases (<i>note: realised 3 out of 4; 1 to be realised by June 30, 2023</i>) • Participation of AJM staff and members at multi-stakeholder meetings and other related activities organised by FPU and NHC (<i>note: Regional Conference in October 2023</i>) Participation of AJM staff at capacity building event(s) / meeting(s) organised by FPU and NHC with NVJ (<i>note: first study visit realised in September 2022; second study visit to NVJ to be potentially realised in June 2023</i>)			
13	PROJECT #13: Strengthening Media Freedom in North Macedonia (phase III) Objective: Media freedom / Judiciary and prosecution, Mol Target groups: Journalists, with a focus on those that report on judicial topics; Representatives from the judiciary / prosecutors' office, Mol Expected to achieve: Key activities: To be defined	October 1, 2023 – September 30, 2024	Total estimated project budget: up to EUR40,000 Expected to be granted by the donor: up to EUR40,000	Donor: MATRA through Free Press Unlimited (FPU) and Netherlands Helsinki Committee (NHC)
14	PROJECT #14: Legal aid and psychological support Objective: Services (Legal and psychological support) to AJM members (journalists and media workers) Target groups: Journalists and media workers Results: Provided legal and psychological support to AJM members - journalists and media workers	*March 1, 2024 – December 31, 2024	Total estimated project budget: up to EUR 7,000	Donor: Free Press Unlimited (FPU)

Key activities: Activity 1: Providing legal and psychological support to journalists in distress in North Macedonia <i>* Note: FPU backing for legal aid and psychological support has been negotiated to continue for 2024. Confirmation is expected in the beginning of 2024.</i>			Expected to be granted by the donor: up to EUR 7,000
--	--	--	--

BUDGET PLAN FOR 2023-2026

TOTAL BUDGET 2023 -2026		
1	TOTAL ESTIMATED BUDGET FOR OBJECTIVES I, II & III	EUR 1,600,000
2	TOTAL GRANTS FOR OBJECTIVES I, II &III*	EUR 1,190,000
3	TOTAL TO BE MOBILISED (DONORS AND OWN RESOURCES)	EUR 410,000

*Secured grants by donors for the period 2023-2026

Budget scenarios (annual average)

The following table presents three different scenarios for the same strategic period.

AJM BUDGET STRUCTURE	Minimum	Optimum	Maximum
INCOME			
Donations	290,000	337,000	385,000
Own Income (rent, services, membership fees)	10,000	13,000	15,000
TOTAL	300,000	350,000	400,000
EXPENDITURES			
Programme activities (75%)	225,000	262,500	300,000
Operational costs (salaries, office, overheads)(25%)	75,000	87,500	112,500
TOTAL	300,000	350,000	400,000

ANNEX III: AJM STRATEGY PLAN 2023-2026 SWOT

Introduction

The SWOT analysis was conducted during the strategic planning workshop (Ohrid, May 4-6, 2023). The participants were presented with the main guiding questions under each category to jointly discuss and analyse internal and external Strengths, Weaknesses, Opportunities and Threats for the Association's work in the coming years. Each group presented their findings and later engaged in a joint discussion to reach the common conclusions.

Conclusions from the working groups

Strengths:

The Association of Journalists of Macedonia (AJM) features a series of strengths that position it quite high within the journalistic landscape. Foremost among these is its diverse membership, which not only reflects the scope of the profession but also underscores AJM's inclusive principles. The organisation's commitment to embracing multilingualism further enhances its accessibility and relevance in an increasingly globalised world.

Financial sustainability stands as another significant asset for AJM, though it can also be seen as a challenge, given that the organisation remains to be donor – driven. As a trusted and reliable partner, AJM enjoys widespread respect within the media community, fostering enduring relationships and collaborations that amplify its impact. Central to its mission is the protection and safeguarding of journalists, a mandate that AJM fulfils with firm dedication, thereby instilling a sense of security and solidarity within the journalistic community.

AJM's office, equipped with the necessary capacity to address the evolving needs of its members, serves as a vital resource hub in the current landscape. Moreover, the organization has made commendable strides in establishing and nurturing regional centres, bolstering its reach and influence across diverse geographic domains.

Weaknesses:

Despite its considerable strengths, AJM faces several internal challenges that warrant attention and resolution. Primary among these is the issue of a low membership fee, which not only constrains the organisation's financial resources but also raises questions about its sustainability in the long run. The relatively moderate level of non-formal education among AJM members represents another concern, underscoring the need for targeted initiatives to enhance professional development and expertise within the ranks.

Furthermore, the explanation of competencies between AJM and the Trade Union remains somewhat ambiguous, potentially hindering effective collaboration and coordina-

tion between the two entities. Similarly, while efforts towards self-regulation are underway, there exists a need for heightened awareness and engagement to consolidate these endeavours effectively.

The organisation's dependency on grants underscores the essential weakness associated with fluctuating funding streams (as well as topics of interest / in focus, favoured by the donor community), necessitating a more diversified revenue model for sustained operations.

Opportunities:

In navigating the evolving media landscape, AJM is poised to leverage a host of opportunities that hold the potential for transformative growth and impact. Notably, the prospect of upgrading the legal framework, particularly the Law on Media and Copyright Law, presents a strategic avenue for bolstering journalistic integrity and accountability.

Investing in trainings and education on emerging technologies, including artificial intelligence, represents another avenue for AJM to enhance its members' proficiency and adaptability in an increasingly digitised environment. Collaboration with the Trade Union offers a promising pathway for advocating for improved social status and working conditions for journalists, amplifying the collective voice of the profession.

Moreover, the establishment of a media fund holds the promise of fostering innovation and sustainability within the industry, providing critical support for independent journalism and creative endeavours.

Threats:

Amidst the landscape of opportunities, AJM must also contend with a range of external threats that pose significant challenges to its mission and operations. Chief among these are political threats, characterised by the erosion of press freedom and the proliferation of censorship measures that undermine the autonomy and integrity of journalistic practice.

The absence of political will to advance the regulation the media space intensifies these challenges, perpetuating an environment troubled with uncertainty and vulnerability. Technological advancements, while offering immense potential for innovation, also present a double-edged sword, with the rapid pace of change outpacing efforts to adapt and mitigate associated risks.

Economic conditions further compound the challenges facing AJM, exerting pressure on financial resources and organizational resilience. The reform of major institutions such as the Public Broadcasting Service (MRT) and the Agency of Media (media regulator) introduces additional uncertainties, underscoring the need for proactive engagement and advocacy to safeguard the interests of journalists and the broader media ecosystem.

In navigating these complex threats, AJM must remain aware and proactive, channelling its strengths and opportunities to reinforce its resilience and advance its mission of promoting journalistic excellence and integrity in North Macedonia and beyond.

The table below contains the inputs from all of the three working groups.

Strengths • Diverse membership with increased number of members • Multilingualism – materials published in Macedonian, Albanian and English • Trusted/reliable partner • Protection/safeguarding of journalists • Good cooperation with similar/related organizations of/in the profession • AJM's office with the capacity that it has in the current conditions • Transparency in the work • Encouraging results in the recognition/identification of regional centres (the Regional Centres are recognisable)	Weaknesses • Low membership fee • Low level of non-formal education of the members of AJM • Awareness for media self-regulation • Dependency on grants
Opportunities • The legal framework can be upgraded Law on Media and Copyright Law • Trainings /education on new technologies and AI • Cooperation with the Trade Union for the improvement of the social status • Promotion of the free legal service help • Promoting self-regulation (instead of regulation) • Process of changing and harmonizing the code of ethics • Pluralism Media fund	Threats • Political threats, no political will to advance the regulation in the media sphere • Technological development and the ignorance of it in media context • Censorship to journalists by external factor • Financial sustainability – AJM remains donor driven organisation • The weak social and economic position of the journalists • Interference of the state/authority in the media market • Economic conditions; reform of MRT

ANNEX IV: ИЗВЕШТАЈ ОД АНКЕТАТА НА ЧЛЕКСТВОТО НА ЗНМ

Здружението на новинарите на Македонија (ЗНМ) од 28.04.2023 до 24.05.2023 успешно спроведе анкета со цел да ги идентификува потребите на своето членство, но и да обезбеди повеќе информации и насоки од членовите во поглед на развојот на Здружението во наредните три години.

Спроведувањето на оваа анкета е дел од постојаните напори на ЗНМ да комуницира со своите членови и да ги разбере подобро потребите на новинарите и медиумските работници.

Анкетата беше составена од широк спектар на прашања кои помагаат подобро да се разбере структурата на членовите во поглед на видот на медиумите во кои работат, нивната возраст, полот, работната позиција, потребите за едукација и слично. Освен тоа, Здружението преку анкетните прашања се обиде да дознае повеќе и за начинот на кој членовите се информираат за активностите на ЗНМ, а се собраа информации и за задоволството на членовите од услугите и поволностите кои ги нуди Здружението и членувањето во него.

Резултатите и информациите добиени од оваа анкета ќе бидат адресирани во новиот Стратешки план на ЗНМ кој е во подготовка, а ќе го опфаќа периодот од 2023 до 2026 година.

Информации за анкетата

Анкетата на Здружението на новинарите на Македонија беше успешно спроведена на онлајн платформа, со цел да се овозможи учество и вклученост на што поголем број на членови од целата држава.

Во период од само неколку недели, анкетата ја одговорија дури 184 новинари и медиумски работници. Ова демонстрира значителен интерес и ангажираност на новинарската заедница во С. Македонија, како и потреба новинарите да си ги изразат ставовите и потребите во современата дигитална ера.

Оваа анкетата на ЗНМ беше разнолична и вклучуваше прашања од отворен и затворен тип. Со цел да се обезбедат и мислењата и перспективите на колку што е можно поголем број на членови, анкетата беше изработена на македонски и албански јазик. Од вкупно 184 новинари и медиумски работници кои одговориле на анкетата, 138 испитаници ја одговориле анкетата на Македонски јазик, додека на Албански јазик ја одговориле 46 испитаници.

Вкупно, анкетата содржеше 23 прашања. Отворените прашања претставуваа можност за новинарите и медиумски работници да ги изразат своите мислења, предлози, прашања и предизвици, додека затворените прашања даваа можност за конкретни одговори и статистички анализи.

Во првиот дел на анкетата прашањата беа фокусирани на добивање повеќе информации за структурата на членовите кои ја одговараат анкетата.

Вториот дел од анкетата беше фокусиран на идентификување на начинот на кој членовите се информираат за работата на Здружението на новинарите на Македонија и за мерење на задоволството на членовите за услугите, активностите и поволностите кои ги нуди членувањето во оваа организација.

Третиот дел од анкетата беше структуриран на начин за да се добијат информации за приоритетните области на кои треба да работи Здружението во идниот период.

Четвртиот дел од анкетата имаше за цел да се дојде до идеи и мислења за зајакнување на солидарноста помеѓу членовите на Здружението, а со тоа и да се укаже дека тоа е област која во иднина треба да се подобри.

Анализа на резултатите од прашањата

1. Пол?

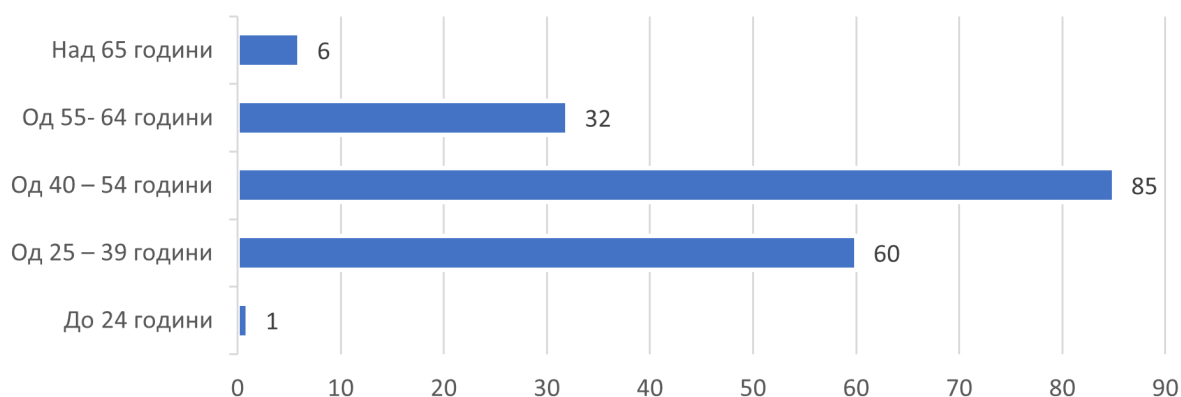
Првото прашање се однесуваше на идентификување на полот на членовите кои ја одговориле анкетата. Од вкупно 184 испитаници, 117 се мажи, 65 се жени, еден член одбил да го наведе својот пол, еден ја одбрал опцијата „друго“. Според тоа, бројот на испитаници кои се машки пол е речиси два пати поголем од бројот на испитаници од женски пол.



2. Возраст?

Второто прашање се однесуваше на идентификување на возраста на испитаниците. Испитаниците можеа да одговорат на ова прашање со избирање на една од петте возрасни категории. Најбројни биле испитаниците кои се наоѓаат на возраст од 40-54 години, додека втора најбројна категорија на испитаници се оние кои се наоѓаат на возраст од 25-39 години.

Возраст



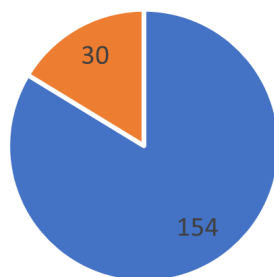
2. Возраст	МК	АЛ	ЗБИРНО
До 24 години	0	1	1
Од 25 – 39 години	37	23	60
Од 40 – 54 години	67	18	85
Од 55- 64 години	30	2	32
Над 65 години	4	2	6

3. Третото прашање е поврзано со **статусот на членството во ЗНМ**. Според Статутот на Здружението, членовите можат да бидат редовни или придружни. Според одговорите на ова прашање речиси сите членови кои одговориле на анкетата се редовни членови во ЗНМ.



4. Четвртото прашање од анкетата го мери статусот на вработеност на испитаниците. Поголемиот дел од испитаниците одговориле дека се вработени, но речиси 20% од испитаниците одговориле дека се повремено ангажирани и/или работат како фриленсери.

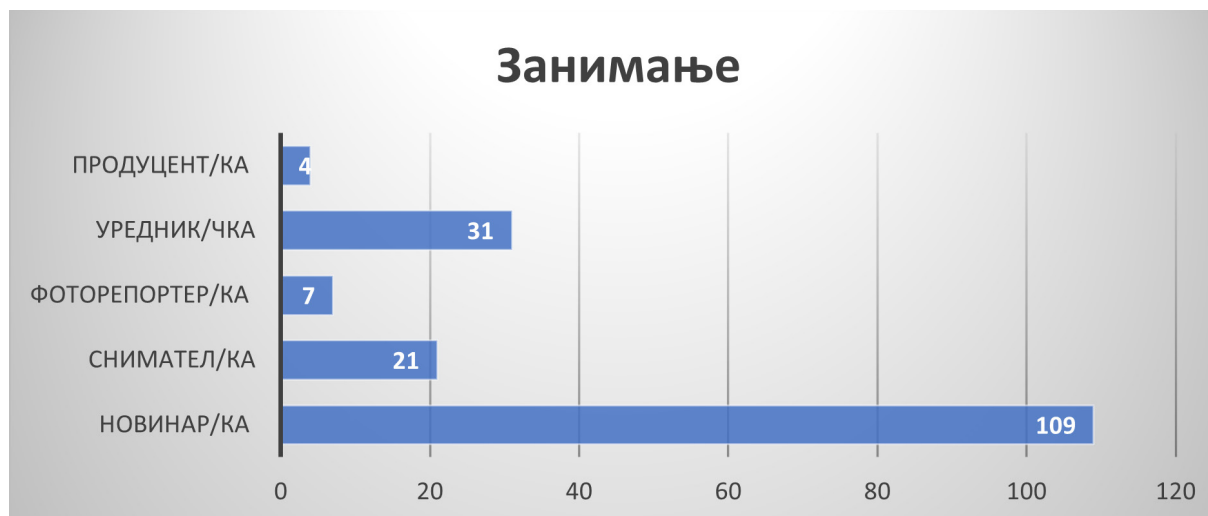
Статус на вработеност



■ Вработен ■ Повремено ангажиран / фриленсер

4. Во моментот / тековно сум:	МК	АЛ	ЗБИРНО
Редовно вработен/а	115	39	154
Повремено ангажиран/а како фриленсер/ка	23	7	30

5. Петтото прашање во оваа анкета се однесува на одредување на **работната позиција** на испитаниците. Најголем дел од испитаниците се изјасниле дека работат како новинари, додека втори по бројност се испитаниците кои навеле дека работат како уредници.



6. Шестото прашање служеше за да се утврди **во кој регион** во С. Македонија **работат испитаниците**. Најголем дел од испитаниците одговориле дека работат во Скопје, додека втори и трети по бројност се испитаниците од Тетово и Битола.

Регион во кој работат



7. Седмото прашање се однесува на **вид на медиумот** во кој работат испитаниците. Целта беше да се утврди дали испитаниците работат во државен, приватен или пак непрофитен медиум.

Медиумот во кој работите е



Поголемиот дел од испитаниците одговориле дека работат во приватни медиуми, втори по бројност се оние кои работат во државни медиуми и трети по бројност се новинарите и медиумските работници кои работат во непрофитни медиуми.

8. Осмото прашање во анкетата служи за да се добие информација за тоа **во каков тип на медиум работат испитаниците**. Најголем дел од испитаниците одговориле дека работат во телевизија, додека втори по бројност се вработените во онлајн медиумите.

Тип на медиумот во кој работите



9. Деветтото прашање од анкетата практично ја мери **информираноста на членовите за услугите на Здружението на новинарите на Македонија**. Согласно одговорите на испитаниците, дури 70% од нив одговориле дека се целосно или во голема мера информирани за услугите на Здружението. Околу 27% одговориле дека се делумно информирани и само 3 испитаници одговориле дека воопшто не се информирани.



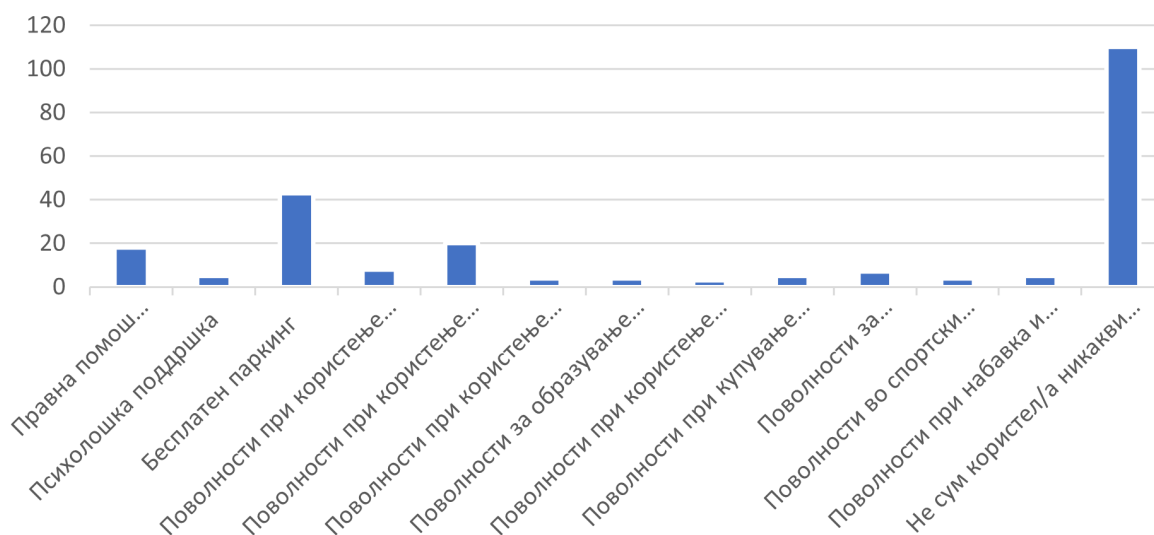
10. Ова прашање имаше за цел да одреди **на кој начин се информираат членовите за услугите на ЗНМ**. Според одговорите на испитаниците, најголем дел од нив се информираат од пораките кои ги добиваат од Здружението на нивната електронска пошта. Речиси е еднаков бројот на испитаници кои одговориле дека се информираат преку социјалните медиуми на ЗНМ или преку официјалната веб страница. Дел од испитаниците одговориле дека се информираат за активностите со посети на извршната канцеларија или преку известувања пренесени од други медиуми. Има и испитаници кои одговориле дека најчесто добиваат информации од координаторите на секциите, членовите на УО на ЗНМ или пак од некој од регионалните координатори.



11. Ова прашање имаше за цел да открие **која од поволностите кои ги нуди членството во ЗНМ е најмногу користена од страна на членовите**. Според испитаниците, услугата за бесплатен паркинг и правната помош која ја нуди Здружението за своите членови се двете најкористени услуги во последните 12 месеци. Сепак, голем е и бројот на испитаниците кои одговориле дека во последните 12 месеци воопшто не користеле ниту една од бенефициите кои ги нуди членувањето во ЗНМ. Помеѓу коментарите на испитаниците имаше забелешки кои укажуваат на недоволен број на бенефиции и

поволности за новинарите од помалите региони, а имаше и коментари кои укажуваат дека дел од бенефициите не се повеќе активни и треба да се возобнови соработката со соодветните бизниси и претпријатија.

Кои услуги и поволности за членовите овозможени од страна на Здружението ги користевте во последните 12 месеци ?



11. Кои услуги и поволности за членовите овозможени од страна на Здружението ги користевте во последните 12 месеци ? (можност за повеќе одговори)	МК	АЛ	ЗБИРНО
Правна помош (застапување пред суд, правни совети)	15	3	18
Психолошка поддршка	2	3	5
Бесплатен паркинг	26	17	43
Поволности при користење услуги во спортски објекти (Скопје)	6	2	8
Поволности при користење јавен транспорт (ЈСП Скопје, Руле Турс)	18	2	20
Поволности при користење здравствени услуги (поликлиника Интермед-Арт, Скопје; Кул Вижн, Тетово)	2	2	4
Поволности за образување (АЕУ – ФОН, Универзитетот „Гоце Делчев“ – Штип; Лингва Линк, Скопје; Бреинстер)	2	2	4
Поволности при користење угостителски и туристички услуги (Тренд, Скопје; Кантина, Скопје, Македонија Травел)	3	0	3
Поволности при купување книги и материјали (KupiKniga.mk, Академска Книга, Офис Плус)	5	0	5

Поволности за осигурување (АМСМ)	7	0	7
Поволности во спортски центар Борис Трајковски	4	0	4
Поволности при набавка и одржување на велосипеди (Баик Маркет Скопје)	2	3	5
Други поволности за членовите (наведете кои)	4	0	4
Не сум користел/а никакви услуги од Здружението во последните 12 месеци	83	27	110
Друго	9	0	9

12. Ова прашање имаше за цел да го измери **задоволството на членовите од горенаведените услуги и бенефиции**. Голем дел од испитаниците на ова прашање одговориле дека немаат мислење, додека од останатите испитаници кои одговориле на прашањето може да се заклучи дека преовладува позитивната оценка.



13. Ова прашање имаше за цел да идентификува идеи и препораки од членовите кои ја пополниле анкетата во однос на тоа **какви дополнителни бенефиции би сакале** тие да обезбеди Здружението на новинарите на Македонија. Ова беше отворено прашање каде што испитаниците ги имаа наведено своите идеи. Помеѓу идеите, односно препораките од испитаниците, можеа да се најдат следните предлози:

Попусти при купување на авио билети

Попусти при престојување во хотели низ државата

Попусти при набавка на ИТ опрема

Попусти кај меѓу-градските превозници

Бесплатен јавен превоз

Попусти во здравствените установи и лабораториите

Обезбедување на психолошка поддршка

Обезбедување на бесплатни видео-курсеви и обуки за професионален развој

Попусти во културните и спортските установи

Поволност за паркирање на паркинзите на Град Скопје

Обезбедување на поволности за спортско рекреативни активности

Обезбедување на заштитна опрема за новинари

Помеѓу коментарите најчеста забелешка беше дека потребно е да има повеќе бенефиции за новинарите од помалите градови. Освен тоа, голем дел од испитаниците бараат бенефиции поврзани со транспортот.

14. Ова прашање имаше за цел да измери **дали членовите на ЗНМ се доволно информирани за активностите на Здружението**. Според одговорите на испитаниците, поголемиот дел одговориле дека се целосно или во голема мера информирани за активностите на ЗНМ. Тоа говори дека Здружението на новинарите на Македонија работи на прилично транспарентен начин и успева да ги информира своите членови за тековните активности.



15. Ова прашање имаше за цел да открие **на кој начин се информираат членовите за активностите на ЗНМ**. И на ова прашање може да се забележи трендот дека членовите најчесто се информираат за активностите со помош на дигиталните средства за комуникација (електронска пошта, социјални мрежи, официјалната веб страница на ЗНМ).

На кој начин се информирате за активностите на ЗНМ?



16. Преку ова прашање Здружението на новинарите на Македонија сакаше да дознае **која од активностите на ЗНМ е најмногу вреднувана од страна на членството**. Според резултатите, испитаниците најмногу ги вреднуваат застапувањето за промени на законските решенија поврзани со медиумските права и слободи и јавните реакции на Здружението за случаи на повреда на правата и загрозување на безбедноста на новинарите и медиумските работници.

16. Кои активности на Здружението најмногу ги вреднувате? (можност за повеќе одговори, најмногу 3)	МК	АЛ	ЗБИРНО
Застапување за промени на законските решенија поврзани со медиумските права и слободи	89	17	106
Следење и анализи на состојбите од важност за правата на новинарите и медиумските слободи	41	17	58
Јавни реакции за случаи на повреда на правата и загрозување на безбедноста на новинарите и медиумските работници	93	21	114
Јавни реакции за случаи на повреда на медиумските слободи	47	17	64
Едукативни можности (обуки, семинари, летни кампови, конференции во земјата и во странство)	46	15	61
Активности на ЗНМ за поттикнување јавна дебата и информирање на пошироката јавност (протестни маршеви, кампањи, членување во регионални и меѓународни новинарски мрежи, и слично)	12	6	18

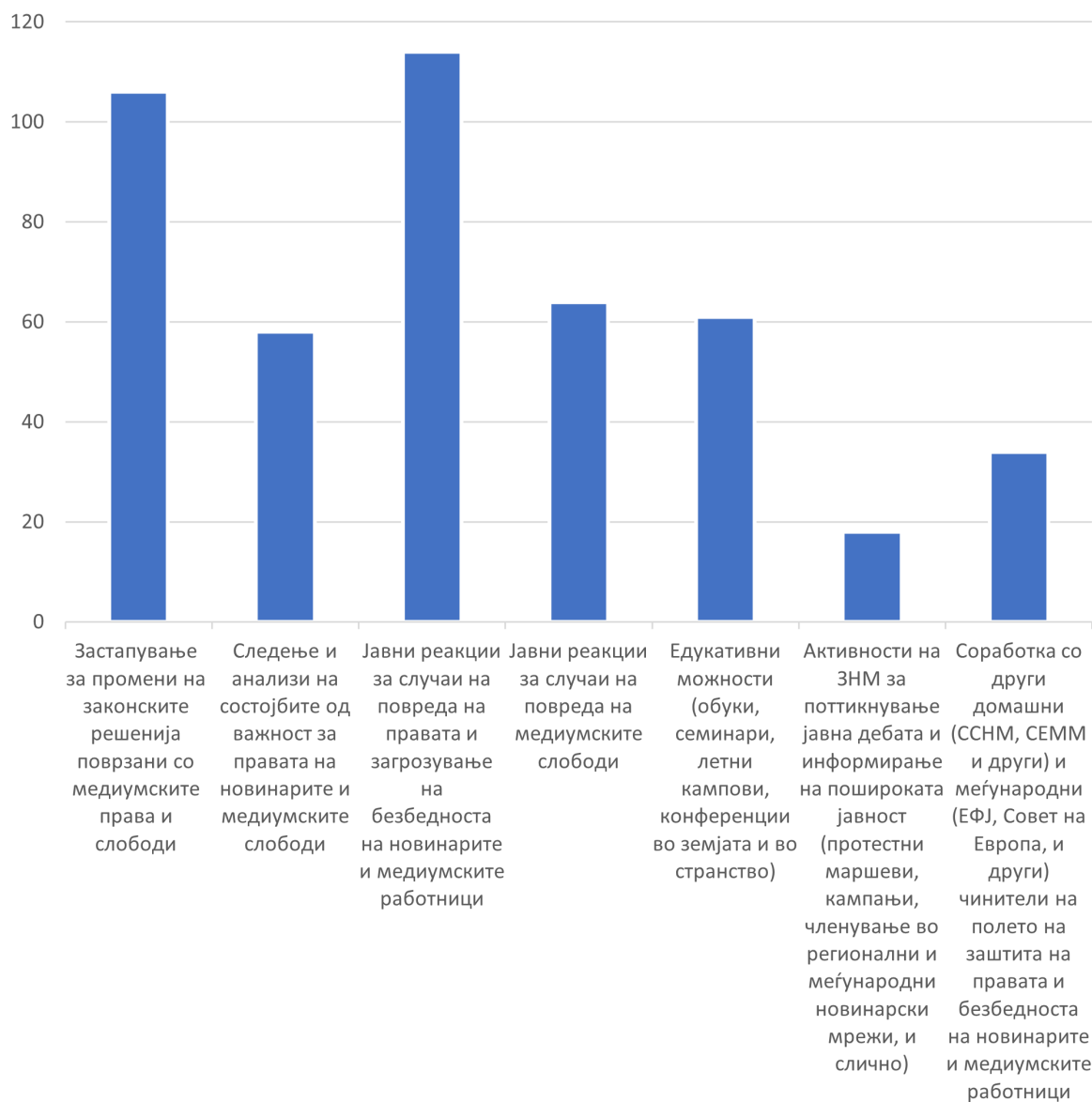
Соработка со други домашни (ССНМ, СЕММ и други) и меѓународни (ЕФЈ, Совет на Европа, и други) чинители на полето на заштита на правата и безбедноста на новинарите и медиумските работници

29

5

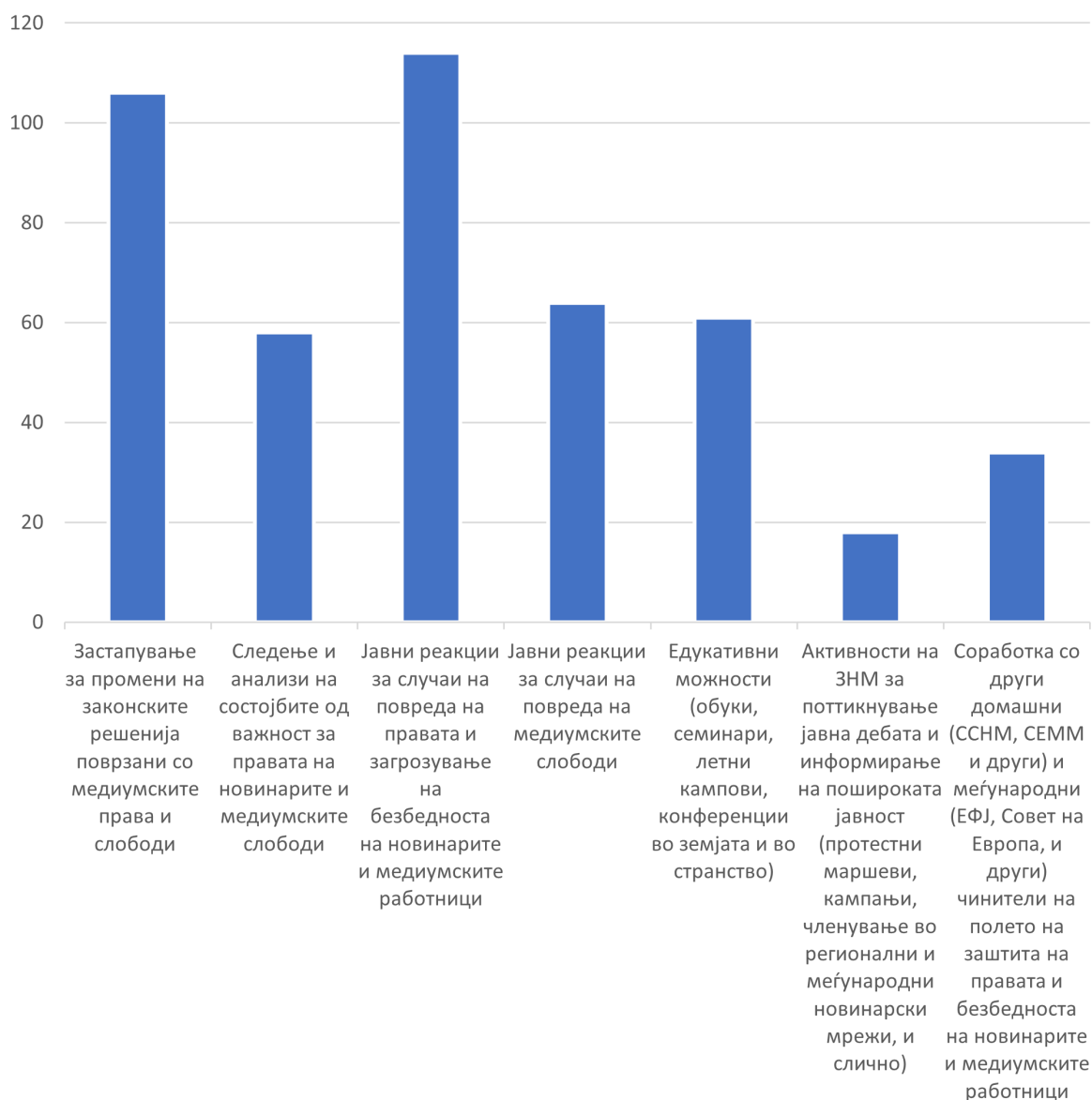
34

Кои активности на Здружението најмногу ги вреднувате?



17. Ова прашање имаше за цел да открие во која од следниве **тематски области** според испитаниците Здружението **има постигнато најголем успех**. Според резултатите, испитаниците сметаат дека ЗНМ најголем успех има постигнато во подобрување на безбедноста на новинарите и медиумските работници, како и во учество во процесот на измени на законските решенија за системска заштита на медиумските слободи и правата на новинарите и медиумските работници.

Кои активности на Здружението најмногу ги вреднувате?



17. Во која од следниве тематски области според Вас Здружението има постигнато најголем успех? (можност за повеќе одговори, најмногу 3)	МК	АЛ	ЗБИРНО
Зголемена соработка со и транспарентност на јавните институции кон новинарите и медиумите (Судство и обвинителство, Државен завод за ревизија, Лекарска комора, МВР и други)	57	18	75
Измени на законски решенија за системска заштита на медиумските слободи и правата на новинарите и медиумските работници	66	17	83
Безбедност на новинарите и медиумските работници	65	19	84
Саморегулација	19	8	27

Етика и професионалност во новинарството	30	11	41
Институционална и уредничка автономија на Јавниот сервис	2	2	4
Принципиелно залагање за подобри социјални и економски права на новинарите	30	7	37
Друго (наведете)	10	2	12

18. Во ова прашање, од испитаниците беше побарано да посочат **кои треба да бидат приоритетите на ЗНМ во однос на заштита на правата на новинарите и медиумските работници**. Испитаниците може да изберат една од трите опции: Авторски права на новинарите и медиумите работници, безбедност на новинарите и медиумските работници, професионалните права на новинарите и медиумските работници (интегритет, автоцензура, цензура, клевета). Според испитаниците, сите три опции имаа приближно ист број на гласови.



19. Целта на ова прашање беше **да се одредат приоритетите на ЗНМ за наредните неколку години кога станува збор за застапување заради подобрување на правната и институционалната рамка и за новинарите и за медиумите и медиумските слободи**. На испитаниците им беше оставена можност да одберат повеќе одговори (најмногу три). Од добиените одговори, се наметнува дека **клучните приоритет некако може да се групираат во три целини**. Првата целина на приоритети (според голем дел од испитаниците) треба да бидат: поголемата соработка со и транспарентност на јавните институции кон новинарите и медиумите (22%), како и барањето на одговорност за сторителите на напади врз новинарите и медиумските работници (21%). Втората целина на приоритети ги вклучува залагањата за измени на законски решенија за системска заштита на правата и безбедноста на новинарите и медиумските работници (17%), формирањето на фондот за медиуми (13%), како и принципиелното залагање за подобри социјални и економски права на новинарите (13%). Третата целина на приоритети треба да бидат залагања за институционална и уредничка автономија на Јавниот сервис (9%) и Подобрување на механизмите за безбедност на новинарите и медиумските работници во редакциите (5%). Испитаниците под опцијата „друго“ предложија да се

зголеми фокусот кон прашања поврзани за заштита на децата од медиумска неписменост, потоа да се размислува за иницијатива за побрзо основање на посебен факултет за новинарство за да се овозможи едукација на кадри за вести (News), новинари, менаџери, сниматели, фото-репортери, монтажери, камермани; дупката од непостоење на ефикасно високо образование за новинари е се поочигледна и се појавува недостаток на кадри, а од друга страна знаењето на искусни колеги новинари не се користи за подобрување на високо-образовниот процес; потоа поголема заложба за дописниците во внатрешноста, како и регулација на порталите.

Кога станува збор за застапување заради подобрување на правната и институционалната рамка и за новинарите и за медиумите и медиумските слободи, кои треба да бидат приоритетите на Здружението во наредните години?



20. Ова прашање беше од отворен тип, каде што испитаниците требаше да одговорат што сметаат дека им е најпотребно во однос на **приоритетните теми за едукација односно доедукација**. Од бројните одговори на ова прашање може да забележиме дека испитаниците би сакале да посетат обуки и работилници на следните теми:

Обуки за видео монтажа и дигитални алатки во новинарството

Обуки за сторителинг

Обуки за мобилно новинарство

Дата новинарство и истражувачко новинарство

Обуки за етика во новинарството и саморегулација

Едукација за известување за теми во врска со ранливите категории, известување при елементарни непогоди, едукација за отстранување на стереотипите и предрасудите во новинарското известување

Обуки за заштита на авторските права

Обуки за користење на вештачка интелигенција во новинарството

Обуки за сниматели

Обуки за користење на социјални медиуми

Обуки за борба против дезинформации

21. Ова прашање имаше за цел да открие како новинарите и медиумските работници гледаат на **солидарноста**. Од трите понудени одговори, испитаниците доминантно ја избраа следната дефиниција: „Поддршка што произлегува од заеднички одговорности и интереси, како меѓу членовите на група така и меѓу групи со слични цели и интереси“.



22. Во ова прашање беше побарано од испитаниците да дадат свои идеи за тоа **како да се зајакне солидарноста помеѓу членовите на ЗНМ**. Освен тоа, беше побарано и да наведат конкретен пример за солидарност. Ова прашање беше од отворен тип и новинарите беа слободни да го искажат своето мислење. Од добиените одговори, според сличности, може да се групираат во предлози за:

Создавање на солидарен фонд

Почесто организирање на средби меѓу членовите во форма на работилници, обуки, тркалезни маси, дебати и слично

Организирање на протести за поддршка во случаи кога има нападнати новинари

Организирање на заеднички акции

Едногласна осуда на сите видови насилства врз новинарите и медиумските работници

Поголемо и поредовно вклучување на новинарите од внатрешноста во активностите на ЗНМ и одржување на редовни средби и состаноци

Споделување на материјали помеѓу медиумите

Медиумите да не објавуваат платени пропагандни соопштенија од бизнис центри со кои се дискредитира работата на одреден медиум или новинар

23. Со последното прашање од оваа анкета на испитаниците им беше оставен простор да постават **прашање, или** пак да остават свој **коментар за тема поврзана со работата на Здружението на новинарите на Македонија**. Од бројните одговори на испитаниците би ги издвоиле следните предлози, коментари и прашања:

Почесто организирање на онлајн дружби. Почести средби со дописниците/новинарите од внатрешноста

Да се регулира преземањето на фотографиите

Да има поголема транспарентност при организација на обуки и работилници.

Повисока соработка со институциите и владините служби во однос на спроведувањето на настаните од технички аспект.

Поголема вклученост на регионалните центри во активностите на ЗНМ.

Измена на критериумите за доделување на награда на локалните новинари и дописници.

Потреба за организирање општествено-одговорни акции од страна на ЗНМ (пошумување, донации, селекција на отпад.. и сл.).

Радува нагорната линија на работа на ЗНМ.

Прилог 1: Прашалник на македонски јазик

ВОВЕД

Зошто се прави анкетата?

Оваа куса анкета која е наменета за членовите на ЗНМ, е со цел подобро разбирање на видувањата на членовите за работата на Здружението, но исто така за давање насоки на што да се фокусираат идните активности на ЗНМ. Од добиените одговори ќе се изработи анализа која ќе биде од корист при изработка на новиот Стратешки план на здружението за периодот 2023-2026.

Овој прашалник е анонимен. Индивидуалните одговори нема да се објавуваат и ќе служат исклучиво за потребите на оваа анализа.

Вашето време и интерес ќе биде од исклучително значење не само за покривање на изработка на оваа анализа туку и за подобро дефинирање на теми и прашања кои се од интерес на членовите, но и на новинарите и медиумските работници во нашето општество.

Благодариме однапред,
Извршна канцеларија на ЗНМ

На кој јазик сакате да го одговарате прашалникот:

- Македонски
- Албански

ОПШТИ ПРАШАЊА

1. Пол
☐ машки ☐ женски ☐ друго или не сакам да наведам

2. Возраст

- До 24 години
- Од 25 – 39 години
- Од 40 – 54 години
- Од 55- 64 години
- Над 65 години

3. Статус на членство

- Редовен член
- Придружен член
- Не знам / Не сум сигурен/а

4. Во моментот / тековно сум:

- Редовно вработен/а
- Повремено ангажиран/а како фриленсер/ка

5. Моето занимање е:

- Новинар/ка
- Снимател/ка

- Фоторепортер/ка
- Уредник/чка
- Продуцент/ка
- Снимател/ка
- Друго (наведете што) _____

6. Во кој регион делувате?

- Скопје
- Регионален центар на ЗНМ во Куманово
- Регионален центар на ЗНМ во Струмица
- Регионален центар на ЗНМ во Штип
- Регионален центар на ЗНМ во Охрид
- Регионален центар на ЗНМ во Тетово
- Регионален центар на ЗНМ во Битола
- Странски медиум (надвор од Македонија)

7. Медиумот во кој работите/ сте ангажирани е:

- Јавен /државен
- Приватен медиум
- Непрофитен медиум
- Друго (објаснете): _____

8. Тип на медиумот во кој работите е:

- Телевизија
- Радио
- Дигитален/Онлајн медиум
- Печатен медиум
- Новинска агенција
- Друго (објаснете): _____

ДЕЛ А

9. Дали имате доволно информации за услугите на Здружението за членството?

- Целосно
- Во голема мерка
- Делумно
- Воопшто не
- Немам мислење

10. На кој начин се информирате за услугите на ЗНМ? (можност за повеќе одговори)

- Е-меил пораки
- При посети во извршната канцеларија на ЗНМ
- Преку социјалните медиуми на ЗНМ
- Преку официјалната веб страна на ЗНМ
- Преку известувања од други медиуми
- Телефонски (директна комуникација со вработените во извршната канцеларија на ЗНМ)
- Друго (објаснете): _____

11. Кои услуги и поволности за членовите овозможени од страна на Здружението ги користевте во последните 12 месеци ? (можност за повеќе одговори)

- Правна помош (застапување пред суд, правни совети)
- Психолошка поддршка
- Бесплатен паркинг
- Поволности при користење услуги во спортски објекти (Скопје)
- Поволности при користење јавен транспорт (ЈСП Скопје, Руле Турс)
- Поволности при користење здравствени услуги (поликлиника Интермед- Арт, Скопје; Кул Вижн, Тетово)
- Поволности за образување (АЕУ – ФОН, Универзитетот „Гоце Делчев“ – Штип; Лингва Линк, Скопје; Бреинстер)
- Поволности при користење угостителски и туристички услуги (Тренд, Скопје; Кантина, Скопје, Македонија Травел)
- Поволности при купување книги и материјали (KupiKniga.mk, Академска Книга, Офис Плус)
- Поволности за осигурување (АМСМ)
- Поволности во спортски центар Борис Трајковски
- Поволности при набавка и одржување на велосипеди (Баик Маркет Скопје)
- Други поволности за членовите (наведете кои) _____
- Не сум користел/а никакви услуги од Здружението во последните 12 месеци

12. Како го оценувате квалитетот на овие услуги?

- Одличен
- Многу добар
- Задоволителен/ Добар
- Низок /Треба подобро
- Немам мислење

13. Кои други / дополнителни услуги би ги предложило Здружението да ги обезбеди во иднина?

14. Дали имате доволно информации за активностите на Здружението?

- Целосно
- Во голема мерка
- Делумно
- Воопшто не
- Немам мислење

15. На кој начин се информирате за активностите на ЗНМ? (можност за по веќе одговори)

- Е-меил пораки
- При посети во извршната канцеларија на ЗНМ
- Преку социјалните медиуми на ЗНМ
- Преку официјалната веб страна на ЗНМ
- Преку известувања од други медиуми
- Телефонски (директна комуникација со вработените во извршната канцеларија на ЗНМ)
- Друго (објаснете): _____

16. Кои активности на Здружението најмногу ги вреднувате? (можност за повеќе одговори, најмногу 3)
- Застапување за промени на законските решенија поврзани со медиумските права и слободи
 - Следење и анализи на состојбите од важност за правата на новинарите и медиумските слободи
 - Јавни реакции за случаи на повреда на правата и загрозување на безбедноста на новинарите и медиумските работници
 - Јавни реакции за случаи на повреда на медиумските слободи
 - Едукативни можности (обуки, семинари, летни кампови, конференции во земјата и во странство)
 - Активности на ЗНМ за поттикнување јавна дебата и информирање на пошироката јавност (протестни маршеви, кампањи, членување во регионални и меѓународни новинарски мрежи, и слично)
 - Соработка со други домашни (ССНМ, СЕММ и други) и меѓународни (ЕФЈ, Совет на Европа, и други) чинители на полето на заштита на правата и безбедноста на новинарите и медиумските работници
17. Во која од следниве тематски области според Вас Здружението има постигнато најголем успех? (можност за повеќе одговори, најмногу 3)
- Зголемена соработка со и транспарентност на јавните институции кон новинарите и медиумите (Судство и обвинителство, Државен завод за ревизија, Лекарска комора, МВР и други)
 - Измени на законски решенија за системска заштита на медиумските слободи и правата на новинарите и медиумските работници
 - Безбедност на новинарите и медиумските работници
 - Саморегулација
 - Етика и професионалност во новинарството
 - Институционална и уредничка автономија на Јавниот сервис
 - Принципиелно залагање за подобри социјални и економски права на новинарите
 - Друго (наведете)
-
-

ДЕЛ Б

18. Во однос на заштита на правата на новинарите и медиумските работници, кои треба да бидат приоритетите на Здружението во наредните години? (можност за повеќе одговори)
- Авторски права на новинарите и медиумите работници
 - Безбедност на новинарите и медиумските работници
 - Професионалните права на новинарите и медиумските работници (интегритет, автоцензура, цензура, клевета)
 - Друго (наведете)
-
-
19. Кога станува збор за застапување заради подобрување на правната и институционалната рамка и за новинарите и за медиумите и медиумските слободи, кои треба да бидат приоритетите на Здружението во наредните години? (можност за повеќе одговори, најмногу 3)
- Поголема соработка со и транспарентност на јавните институции кон новинарите и медиумите

- Измени на законски решенија за системска заштита на правата и безбедноста на новинарите и медиумските работници
- Барање одговорност за сторителите на напади врз новинарите и медиумските работници
- Институционална и уредничка автономија на Јавниот сервис
- Принципиелно залагање за подобри социјални и економски права на новинарите
- Формирање на фондот за медиуми
- Подобрување на механизмите за безбедност на новинарите и медиумските работници во редакциите
- Друго (наведете)

20. Во однос на потребите за едукација, наведете кои се за Вас три приоритетни теми:

1. -----
2. -----
3. -----

21. Што е за вас солидарност? Доколку би требало да ја дефинирате, тоа би било:

- Взаемна поддршка во група
- Поддршка помеѓу групи што се заснова на заеднички интереси, цели и стандарди
- Единство меѓу поединци со заеднички интерес
- Поддршка што произлегува од заеднички одговорности и интереси, како меѓу членовите на група така и меѓу групи со слични цели и интереси
- Друго (наведете)

22. Како според Вас да се зајакне солидарноста помеѓу членството? Наведете пример за солидарност:

23. Доколку некои од прашањата кои ги сметате за релевантни за работата на Здружението не беа вклучени во претходните прашања, Ве молиме напишете ги овде за претставниците на Управниот одбор и другите тела на ЗНМ, и за Секретаријатот:

Прилог 2: Прашалник на албански јазик

HYRJE

Pse është bërë anketa?

Kjo anketë e shkurtër, e cila është dedikuar për anëtarët e SHGM-së, ka për qëllim që të kuptohen më mirë pikëpamjet e anëtarëve për punën e Shoqatës, por edhe për të dhënë udhëzime se ku duhet të fokusohen aktivitetet e ardhshme të SHGM-së. Nga përgjigjet e marra do të bëhet një analizë që do të jetë e dobishme në përgatitjen e Planit të ri Strategjik të Shoqatës për periudhën 2023-2026.

Ky pyetësor është anonim. Përgjigjet individuale nuk do të publikohen dhe do të shërbejnë ekskluzivisht për qëllimet e kësaj analize.

Koha dhe interesi juaj do të jetë jashtëzakonisht i rëndësishëm jo vetëm për një cilësi më të mirë të kësaj analize, por edhe për një përcaktim më të mirë të temave dhe çështjeve që janë me interes për anëtarët, gazetarët dhe punonjësit e medias në shoqërinë tonë.

Faleminderit paraprakisht,

Zyra Ekzekutive e SHGM-së

Në cilën gjuhë dëshironi t'i përgjigjeni pyetësorit:

- Maqedonase
- Shqipe

PYETJE TË PËRGJITHSHME

1. Gjinia

- ☐ Mashkullore ☐ Femërore ☐ Ndryshe ose nuk dua të deklaroj

2. Moshë

- Deri në 24 vjet
- Nga 25-39 vjet
- Nga 40-54 vjet
- Nga 55-64 vjet
- Mbi 65 vjet

3. Statusi i anëtarësimit

- Anëtar i rregullt
- Anëtar i asociuar
- Nuk e di / Nuk jam i/e sigurt

4. Për momentin / aktualisht jam:

- I/e punësuar rregullisht
- I/e angazhuar kohë pas kohe si i/e pavarur

5. Profesioni im është:

- Gazetar/e
- Kameraman/e Fotoreporter/e

- Redaktor/e
- Prodhues/e
- Tjetër (specifikoni çfarë) _____

6. Në cilin rajon veproni?

- Shkup
- Qendra rajonale e SHGM-së në Kumanovë
- Qendra rajonale e SHGM-së në Strumicë
- Qendra rajonale e SHGM-së në Shtip
- Qendra rajonale e SHGM-së në Ohër
- Qendra rajonale e SHGM-së në Tetovë
- Qendra rajonale e SHGM-së në Manastir
- Mediat e huaja (jashtë Maqedonisë)

7. Mediumi në të cilin punoni/je i angazhuar është:

- Publik/shtetëror
- Medium privat
- Medium joprofitabil
- Tjetër (sqaroni): _____

8. Lloji i mediumit në të cilin punoni është:

- Televizion
- Radio
- Media digjitale/online
- Medium i shkruar
- Agjenci e lajmeve
- Tjetër (sqaroni): _____

PJESA A

9. A keni informacion të mjaftueshëm për shërbimet e Shoqatës për anëtarësim?

- Plotësisht
- Në një masë të madhe
- Pjesërisht
- Aspak
- Nuk kam mendim

10. Në çfarë mënyre informoheni për shërbimet e SHGM-së? (mundësi për përgjigje të shumta)

- Mesazhet me e-mail
- Gjatë vizitave në zyrën ekzekutive të SHGM-së
- Përmes mediave sociale të SHGM-së
- Përmes faqes zyrtare të SHGM-së
- Përmes raportimeve të mediave të tjera
- Me telefon (komunikim direkt me punonjësit në zyrën ekzekutive të SHGM-së)
- Tjetër (sqaroni): _____

11. Cilat shërbime dhe përfitime të ofruara nga Shoqata për anëtarët i keni shfrytëzuar në 12 muajt e fundit?(mundësi për përgjigje të shumta)

- Ndhmë juridike (përfaqësim në gjykatë, këshilla juridike)
- Mbështetje psikologjike
- Parkim falas
- Përfitime gjatë përdorimit të shërbimeve në objektet sportive (Shkup)
- Përfitime gjatë përdorimit të transportit publik (JSP Shkup, Rule Tours)
- Përfitime gjatë përdorimit të shërbimeve shëndetësore (Poliklinika Intermed-Art, Shkup; Cool Vision, Tetovë)
- Përfitime për arsim (AEU - FON, Universiteti «Goce Delçev» - Shtip; Lingua Link, Shkup; Brainster)
- Përfitimet gjatë përdorimit të shërbimeve hotelierike dhe turistike (Trend, Shkup; Mensa, Shkup, Makedonia Travel)
- Përfitime gjatë blerjes së librave dhe materialeve (KupiKniga.mk, Libri Akademik, Office Plus)
- Përfitimet e sigurimit (AMSM)
- Përfitimet në qendrën sportive Boris Trajkovski
- Përfitimet gjatë blerjes dhe mirëmbajtjes së biçikletave (Bike Market Shkup)
- Përfitimet e tjera të anëtarëve (specifikoni cilat)_____
- Nuk kam shfrytëzuar asnjë shërbim nga shoqata në 12 muajt e fundit

12. Si e vlerësoni cilësinë e këtyre shërbimeve?

- Shkëlqyeshëm
- Shumë mirë
- E kënaqshme/mirë
- Ulët/ duhet më mirë
- Nuk kam mendim

13. Çfarë shërbimesh të tjera/shtesë do të sugjeroni që Shoqata të ofrojë në të ardhmen?

14. A keni mjaft informata për aktivitetet e Shoqatës?

- Plotësisht
- Në një masë të madhe
- Pjesërisht
- Aspak
- Nuk kam mendim

15. Në çfarë mënyre informoheni për aktivitetet e SHGM-së? (mundësi për përgjigje të shumta)

- Mesazhet me e-mail
- Gjatë vizitave në zyrën ekzekutive të SHGM-së
- Përmes mediave sociale të SHGM-së
- Përmes faqes zyrtare të SHGM-së
- Përmes raportimeve të mediave të tjera
- Me telefon (komunikim direkt me punonjësit në zyrën ekzekutive të SHGM-së)
- Tjetër (sqaroni): _____

16. Cilat aktivitete të SHGM-së i vlerësoni më shumë? (mundësi për përgjigje të shumta, jo më shumë se 3)

- Avokim për ndryshime në zgjidhjet ligjore në lidhje me të drejtat dhe liritë e medias
- Monitorimi dhe analiza e situatave me rëndësi për të drejtat e gazetarëve dhe liritë e medias
- Reagime publike për rastet e shkeljes së të drejtave dhe kërcënimeve të sigurisë së gazetarëve dhe punonjësve të medias
- Reagime publike për rastet e shkeljes së lirive mediatike
- Mundësi edukimi (trajnime, seminare, kampe verore, konferenca brenda dhe jashtë vendit)
- Aktivitetet e SHGM-së për nxitjen e debatit publik dhe informimit të opinionit të gjerë (marshime, proteste, fushata, anëtarësim në rrjete gazetareske rajonale dhe ndërkombëtare etj.)
- Bashkëpunim me organizata vendase (SPGPM, KEMM etj) dhe ndërkombëtare (FEG, Këshilli i Evropës etj.) në fushën e mbrojtjes të të drejtave dhe sigurisë së gazetarëve dhe punonjësve të medias.

17. Në cilën nga fushat e mëposhtme tematike mendoni se Shoqata ka arritur suksesin më të madh? (mundësi për përgjigje të shumta, jo më shumë se 3)

- Rritja e bashkëpunimit dhe transparencës së institucioneve publike ndaj gazetarëve dhe mediave (Gjyqësori dhe Prokuroria, Enti Shtetëror për Revizion, Oda e Mjekësisë, Ministria e Punëve të Brendshme dhe të tjera)
 - Ndryshimet në zgjidhjet ligjore për mbrojtjen sistematike të lirive të medias dhe të drejtave të gazetarëve dhe punonjësve të medias
 - Siguria e gazetarëve dhe punonjësve mediatik
 - Vetërregullimi
 - Etika dhe profesionalizmi në gazetari
 - Autonomia institucionale dhe editoriale e Servilit Publik
 - Avokimi parimor për të drejta më të mira sociale dhe ekonomike të gazetarëve
 - Tjetër (sqaroni)
-
-

PJESA B

18. Sa i përket mbrojtjes së të drejtave të gazetarëve dhe punonjësve të medias, cilat duhet të jenë prioritetet e Shoqatës në vitet në vijim? (mundësi për përgjigje të shumta)

- Të drejtat autoriale të gazetarëve dhe punonjësve të medias
 - Siguria e gazetarëve dhe punonjësve të medias
 - Të drejtat profesionale të gazetarëve dhe punonjësve të medias (integriteti, vetëcensurimi, censurimi, shpifja)
 - Tjetër (sqaroni)
-
-

19. Kur bëhet fjalë për avokimin për përmirësimin e kuadrit ligjor dhe institucional si për gazetarët, ashtu edhe për liritë e medias, cilat duhet të jenë prioritetet e Shoqatës në vitet e ardhshme? (mundësi për përgjigje të shumta, jo më shumë se 3)

- Bashkëpunim më i madh dhe transparencë e institucioneve publike ndaj gazetarëve dhe mediave
- Ndryshime në zgjidhjet ligjore për mbrojtjen sistematike të të drejtave dhe sigurisë së gazetarëve dhe punonjësve të medias

- Kërkimi i përgjegjësisë për autorët e sulmeve ndaj gazetarëve dhe punonjësve të medias
- Autonomia institucionale dhe editoriale e Servilit Publik
- Avokimi parimor për të drejta më të mira sociale dhe ekonomike të gazetarëve
- Formimi i fondit për media
- Përmirësimi i mekanizmave për sigurinë e gazetarëve dhe punonjësve të medias në redaksitë
- Tjetër (sqaroni)

20. Lidhur me nevojat për edukim, theksoni cilat janë tre temat prioritarë për ju:

1. -----
2. -----
3. -----

21. Çfarë paraqet për ju solidariteti? Nëse duhet ta definoni, kjo do të ishte:

- Mbështetja e ndërsjellë në grup
- Mbështetja ndërmjet grupeve që bazohet në interesa, qëllime dhe standarde të përbashkëta
- Uniteti mes individëve me interes të përbashkët
- Mbështetje që lind nga përgjegjësitë dhe interesat e përbashkëta, si midis anëtarëve të grupit ashtu edhe midis grupeve me qëllime dhe interesa të ngjashme
- Tjetër (sqaroni)

22. Si mendoni se mund të forcohet solidariteti ndërmjet anëtarëve? Jepni një shembull për solidaritet:

23. Nëse disa nga pyetjet që i konsideroni të rëndësishme për punën e Shoqatës nuk janë përfshirë në pyetjet e mëparshme, ju lutemi shkruani ato këtu për përfaqësuesit e Bordit Drejtues dhe organeve të tjera të SHGM-së dhe për Sekretariatit:

ANNEX V: NOTES FROM THE FOCUS GROUP DISCUSSIONS (FGD)

Summary of the main findings from the focus group discussions with women journalists

The focus group was organised before the strategic planning workshop in May 2023, to identify key problems for women journalists – members and non-members of the AJM. A total of seven journalists with different backgrounds, different job titles and different ages took part in a discussion. The following chapters summarise the main findings from the discussion.

Asked to give a photo robot of a woman in journalism in North Macedonia today, participants stated that it is a person 36-40 years old, a journalist, not an editor in chief and not an owner of media (adding that there is only one woman-media owner in NM today), adding that she earns at least a little bit less than her male colleague. Young people are not interested in working in traditional media, because technology has enabled the possibility to work as content producers and earn significantly more than average journalists. Producing public interest media content is hard one participant said – you need to sit for two or three hours to follow a meeting that will result in a very short news output.

Work-life balance is almost impossible to achieve participants said, adding that they are aware that their personal lives and families at times suffer because they have chosen a profession that does not have 'working hours'. The group added that women, in general, have very high expectations from themselves when it comes to work, yet the changing nature of journalists' work and demand from editors and owners to master new technical skills or produce more quality content in a shorter period of time – creates difficult working conditions.

Newsrooms are the first places where women are treated as unequal and usually, a field of struggle for women who do not feel that they can freely share what their problems are. Several participants said that they feel they always do additional work for their male colleagues who would praise their skills to fact-check or edit their texts in a short time. Participants said that this makes them feel they are valuable members of the newsroom, but they also understand that it comes with a lot of additional work for them – compared to their male colleagues.

The lack of sensitivity from male colleagues and editors is noticed in newsrooms dominated by the culture of machismo and chauvinism. Male colleagues would routinely refer to women with some sexual connotation, making fun of their appearance, their work, and their problems. Participants continuously stated that the lack of solidarity from their male colleagues is what hurts the most. Not the fact that they earn more, or more quickly advance in their careers.

When their stories are published, women are usually subject to an army of trolls on social networks criticising everything – from their looks to their work. It is also not uncommon for women journalists to face gender discrimination by public officials. During routine

questioning about the ongoing investigation of the corruption case, a police inspector kept on asking a female reporter if she was married, adding that it's a 'shame for such a pretty girl to work on these difficult topics', asking further if she did the investigation on her own or based upon editor in chief's instructions.

Asked if they report threats and comments made about them and their work on social networks (or in any other form), women said that they do not, and they are not sure where to report them. Several of them added that it would be of no value because none of these cases are processed adequately by the police or judiciary. Asked if they knew where to report rude, sexist comments or actions made by their colleagues, women said that they guess such things should be reported to human resource departments, but the majority of media outlets do not have them – or any other protocol to report problems one faces in the newsroom.

www.znm.org.mk

This document is made with the financial support of the European Union. Its contents are the sole responsibility of the Association of Journalists of Macedonia and do not necessarily reflect the views of the European Union.



Funded by the European Union