

Strategic plan for 2014-2019 of
Journalists for human rights

1. Introduction

The Strategic plan of CSO – Journalists for human rights (JHR), is a continuance to the previous. The new proposal for SP is a result of the participative process that included 80 percent of the members of the organization, involved in different programs, each according to interest.

The draft of the new strategic plan for the development of JHR covers the period from December 2014 until December 2019 and refers to five years of work to achieve the objectives of the Organization, which are crucial to its future.

JHR for 17 years actively participates in the work of the NGO sector in Macedonia and abroad, and gained experience that in a way requires changes in the structure of the organization, in terms of its expansion and following the new processes of civil movement. JHR from the beginning of its operation is an example of cooperation of the media and the NGO sector, in order to jointly witness to the mission of NGOs working in the field of human rights and environmental protection.

The draft strategy has been developed through a process of needs analysis and assessment of what has already been done within the past activities of the Organization. We aim through a new strategic plan to come to a state of self-preservation of the organization, which will enable us a better place in the NGO family in Macedonia, but also an open door to all our projects that will acquire self-financing.

Through the evaluation of our work we set the strategic priorities of the organization, and thus we determined the future goals and directions for the development of JHR. As a result of priorities, we have created a detailed operational plan for the implementation of programs and activities in accordance with stated objectives.

2. ID card of the organization

2.1. Description of the organization

Journalists for Human Rights exists since 1996. The NGO is non-governmental, non-partisan and non-profit organization, established in September 1996, initially as an informal group, and in 1999 became a legal entity registered under the then Law on Civil Associations and Foundations.

The overall objective of the organization is to achieve greater transparency and objectivity in reporting, building a value system that would respect the rights of children, gender equality, guaranteeing women's rights as human rights and eliminate discrimination against women in society and family, and guaranteeing the right to a clean environment. The aim is to associate the citizens of the Republic of Macedonia aiming to send information, to provoke debate and help

in respect of cultural and moral values in the country, regardless of religion, language, sex.

The NGO started working as an informal group of citizens which in 1998 establishes its first shelter for street children and mothers. During the 2 year project more than 30 children and their mothers were cared for in the shelter, where each target group was organized in a special program. While children are dealt with curriculum, with the mothers was worked on their socialization based on various forms of action. Mothers were hired to work on families dealing with domestic handicraft or leisure activities, meaning painting, writing, composing music, and training for work with computers...

Taking into account the results we achieved on this plan, we shyly started to work on the project: Macedonia - trove of traditional values, which implied the preparation of local handicrafts of women members of the association, handicrafts prepared for presentation on exhibitions, but also for economic empowerment of women.

In the past period we worked on the campaign for voluntary disarmament of civilians. We actively involved in setting the IANSA (International action network against small arms) and through it took part in the first UN conference on illegal trade in small arms and light weapons in 2001 in New York.

After this the first phase of the campaign Stop the weapons started, lasting from March 2001 to February 2003. In this period a media campaign was realized, and were made two studies on the use of small arms and light weapons among civilians in Macedonia and the position of women on the issue.

In this period BANSAs was established, making our NGO a leader of activities of this Balkan network.

From February 2003 with the opening of the Information and press center for voluntary disarmament began the second phase of the project FOR LIFE WITHOUT WEAPONS. At this stage parallel ran three campaigns:

- Books for weapons (designed for children to give their toy guns in return for getting books. In this campaign we had two promoters - Lila Filipovska and Visar Viska and over 1,000 plastic guns were returned and given more than 1500 books in return)

- FOR LIFE WITHOUT WEAPONS - campaign for young that begins now (has a song, information material and spot)

- WEAPONS AGAINST WOMEN - round tables where women voted for voluntary disarmament.

Since October 9, 2003, part of the members of the NGO involved in the global campaign CONTROL ARMS of IANSA, Amnesty International and OXFAM.

In parallel the NGO is working on education of journalists and obtaining a license for training to establish and maintain public relations, as well as trainings for journalists in the field of women's and children's rights, environmental protection, health care and peace journalism.

Since April 2011 the name of our organization gets a new abbreviated title - Journalists for Human Rights.

Meanwhile we have become part of the expert team of the UNECE office on the Protocol on Water and Health, of the UNECE group on the Aarhus Convention on Access to Information, Public Participation in Decision-making and Access to Justice in matters related to the environment, the group in UNECE office for transport and the UNCCD for forest protection.

2.2. Mission

The mission of JHR is to inform the public and to practice respect of human rights by:

- a) Sensitization of the local community for peaceful resolution of conflicts;
- b) Development and implementation of a program for environmental protection;
- c) Integration of the poor and marginalized in the local community;
- d) Mediation, advocacy, initiate and perform continuous social actions;
- e) Youth education in environmental protection and thus preparing them for active participation in projects related to the environment;
- f) Training of young journalists in peace journalism, which is a fundamental tool in communication;

2.3. Vision

Our vision is a strong civil society which fosters participatory relations of all stakeholders in the community. And it looks viable only through the link: Information - Communication – Education

2.4. Values

- Peace and Reconciliation

JHR supports and stands for resolving all kinds of conflicts in a non-violent manner;

- Respect of human rights;

JHR respects the dignity of each individual and supports underprivileged persons and community in the commitment to fight for justice for their own human rights and dignified future for everyone;

- Poverty reduction

JHR believes that poverty means more than lack of material goods. Poverty is a result of the state of mind in which vision on possible solutions is missing as well as structure that provides new opportunities and/or more choices;

- Equal opportunities

JHR provides equal opportunities for all people respecting their diversity;

- Participation and promotion of socially responsible behavior

JHR believes that the development of a stable and solidary society is the result of inclusive and participatory processes;

- Professionalism and transparency

JHR keeps the level of its services on the highest real viable level by proper rational allocation and utilization of available resources. With it go the highest quality standards, flexibility and openness in the work of the Organization;

- Custom image

JHR in its ten years of existence built a recognizable image, which managed to impose in the NGO sector, in the country and beyond. Especially characteristic is our PR through which we became recognizable.

2.5. Objectives

- Exchange of information
- Work in network
- Creation of favorable conditions for (sustainable) development
- Work on a joint project with other national and international organizations

2.6. Target group

- Reporters that cover topics of respect for human rights and traditional values
- Women victims of any type of violence
- Marginalized groups of children and women

2.7. Tasks of JHR

- Organizing a system of concrete measures to respect human rights
- Providing economic security of women
- Supporting all kinds of actions related to the protection of women against any kind of violence
- Organizing trainings for environmental journalists and public relations

2.8. Methods of implementation of the objectives

- Information
- Communication
- Interventions and training
- Research
- Preventive and media campaigns
- National and international projects

- Collaboration and partnerships with national and international organizations and NGOs

2.9. Part of:

WECF, ICAN, IANSA, BANSO, CONTROL ARMS CAMPAIGN, CRIN, MEDECOMEDIA, BALKAN COALITION FOR PROTECTION OF CHILDREN RIGHTS, IFEJ, GREENACCORD

3. Analysis of the environment

3.1. Socio - economic context

Macedonia has just over two million inhabitants, based on official data inhabited by 6 different nations, more than 20 different religious communities and speaking 6 different languages.

Macedonia in 2001 was involved in an armed conflict, and greatly felt the consequences of these developments, primarily in terms of a number of internally displaced persons and also as an attack on the economic sovereignty of the state. The result today is high unemployment, a large percentage of employees on black, a large number of street children, marginalized people and no adequate mechanism for environmental protection.

3.2. Political and legal context

Macedonia can be safely said is one of the states in the region with the highest number of officially registered NGOs, around 6000. But the development of civil society in Macedonia in recent months is in anticipation of new legislation which will more specifically draw the work of NGOs. In the name of truth, a number of NGOs are working great today and have membership/activists and volunteers who have long-term vision of their place in society, which greatly affects the democratic changes in the country. But unfortunately there are those who are like an extended hand of certain political parties or groups of influence.

The new law on NGOs work which is expected to come into force, will give a clear indication that the state is ready to accept civil society. Moreover, a necessary factor for developing true partnership and support of the amendment to the public and civil sector is also the maturation of the political scene in Macedonia, ie transcending the "Daily politics." As long as this situation does not change and until the NGOs have little power to influence the government to change its policy, especially within the social issues and through lobbying, there will be no changes in terms of the credibility of civil society.

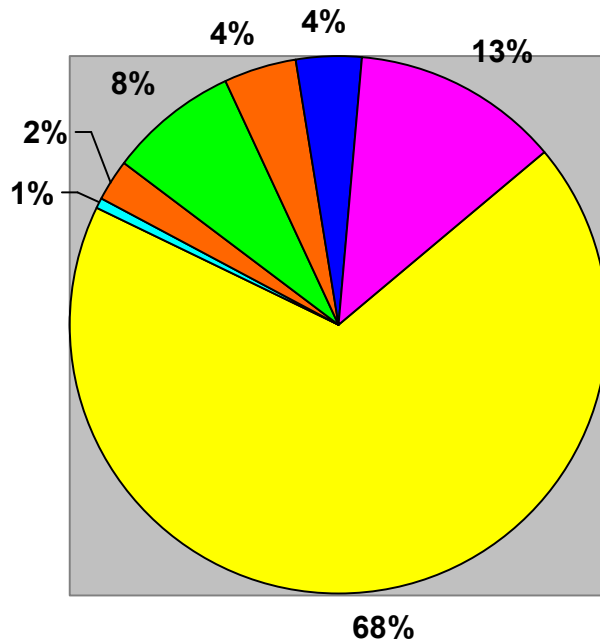
3.3. JHR within its own environment

JHR in its environment is recognized as an NGO which is the first to start educating young journalists on issues related to human rights, and promote a new group of journalists in the world known and recognized as environmental journalists. Back in the mid 1990s, when it became clear that the state has no strength and capabilities to care sufficiently for the socially vulnerable, JHR with several projects taking care of street children, the disadvantaged and victims of juvenile prostitution, opened issues that were previously taboo. Parallel to this, we worked with the young journalists that in the race to prove, often wandered in writing the stories going into sensationalism, and thus abandoning the principle of objective information.

JHR today has a reputation of NGO organization dealing with a broader range of social problems. We further continue the pioneering role in finding creative answers to social problems and environmental protection, encouraging other NGOs to survive on their way, because a number of projects of JHR served as a model of good practice.

3.4. Diversity of financial sources

JHR in its existence has more permanent sources of finance, but in our opinion insufficiently diversified, which over time can cause certain monopolistic situation by one of the financiers. On the other hand, the current picture of funding the organization complies with our program activities and based on that satisfies our needs for the implementation of ongoing projects.



The financial diversity in JHR last year looked like this:

68% UN

13% EU

8% SIDA

4% Business Community

4% Local Government

2% Self-financing

1% Friends JHR

3.5. In the context of environmental protection

JHR under the protection of the environment persists as a versatile career and aims to take care of the promotion of environmental standards, raising public awareness about this issue, but also to respond to the misuse of the environment and when there is endangerment of the health of citizens as a result of misuse of the environment.

Considering climate change that equally threaten us all, reduction of natural resources, reducing the water level ... JHR through its members will develop an information system on this issue, which besides informative character will have educational, scientific and interactive character that is of great importance for the future of the country and protection of the environment.

3.6. Interested groups for JHR

In the work of JHR largest resource has always been a large number of volunteers who always gladly engage in new initiatives and which through their activities encourage ordinary citizens to help the disadvantaged in their community. The local community and the business sector are also involved in social projects of JHR.

When it comes to cooperation within the NGO sector, unfortunately, there is still no quality exchange of experiences and mutual communication. In view of the withdrawal of foreign donors, which is especially noticeable in recent years, JHR sees the need for networking and joint action of non-governmental organizations that would strive to more successful application and obtaining funds for implementing various projects through shared experience, through contacts lobbying for the adoption of modern laws relating to the work of NGOs.

The most important stakeholder group of JHR is its users. Through direct assistance and meeting basic needs, education, public advocacy, participation and other types of support JHR aims to encourage users and together with them relying on their numbers, visibility and motivation to continue working on reducing poverty and on development of civil society,

fighting for respect of human rights and against all forms of social prejudice, marginalization and discrimination.

SWOT Analysis

Taking into account analysis that we made in the process of self-assessment, the team of JHR, based on the assessment for our work easier recognizes shortcomings and needs of the Organization, as well as our stronger sides. As a result of what we have obtained as evaluation of the process of self-assessment, the group working on preparation of the draft of SP prepared a SWOT analysis.

We made the SWOT analysis in order to determine the strengths and weaknesses of the organization, and the opportunities and threats.

In the next chart our analysis is shown, and it represents our guide.

<p>Strengths</p> <ul style="list-style-type: none"> - Existence of PR - The existence of a strong relationship with journalists and lobby among them - Transparency in the work - Open communication between members in the organization - Possession of technical equipment (computers, laptop, projector, car, ...) - Structure of the organization that works perfectly - Availability of human resources with different education and training - Cooperation with a number of NGOs in the country and abroad - Membership in a number of renowned networks for human rights and environmental protection; - A number of volunteers 	<p>Weaknesses</p> <ul style="list-style-type: none"> -The Strategic Plan has not been revised; - No strategy for diversification of funding sources; - No policy for management of human resources; - No fundamental operating budget; - No system for keeping time; - Programs of 1-3 years no longer; - Lack of individual sectors / departments - Absence of an amortization schedule for the equipment; - No procedure for monitoring results
<p>Opportunities</p> <ul style="list-style-type: none"> -Participation in numerous international conferences, trainings, workshops; - Gaining experience and exchanging ideas; - Finding new partners in the business sector; - Cooperation with national foundations and using their funds; - Networking with similar organizations 	<p>Threats</p> <ul style="list-style-type: none"> -New criteria with applications for grants, which requires greater participation of NGOs; - Lesser number of donors; - Lack of desire with other organizations for networking; - Reduction of the interest for volunteerism; - Visa regime that prevents participation of a large number of workshops; - The lack of diversity in finance may reflect in existence of a monopoly over the organization

Based on the SWOT analysis and based on our perception of the organization's future in the next three years, with particular emphasis on the first year when we laid down statutory changes in the organization, our strategic plan would look like this:

Operational plan

Strategic goal 1: Strengthening the capacity of the organization

Strategic direction 1.1.	Activities	Indicators of success	Responsible person
Statutory changes of the NGO	Organizing meetings to discuss the work of the office	Constructive talks successful work	Natasha Dokovska/ Aleksandra Radevska
	Elaboration of policy for management of human resources	Adoption of Rules	Natasha Dokovska / Filip Spirovski
	Introducing a system for keeping time	Existence of a list of presence	Aleksandra Radevska / Filip Spirovski
	Establish a procedure for monitoring the results	Evaluation report	Natasha Dokovska/ Aleksandra Radevska
	Printing leaflet for the NGO	Leaflet that will contain the changes	Filip Spirovski
Strategic direction 1.2.	Activities	Indicators of success	Responsible person

<i>Ethical Code of JHR that will regulate relations within the organization and on five levels</i>	Relation to the organization and tasks	Rulebook	Filip Spirovski
	Relations between staff	Rulebook	Aleksandra Radevska
	Systematization of jobs with job descriptions	Rulebook	Aleksandra Radevska
	Procedures for receiving and sharing of humanitarian aid	Rulebook	Aleksandra Radevska
	Procedures in communication within JHR	Rulebook	Stojan Spirovski
	Procedures and criteria for selection of employees, volunteers and users of our services	Rulebook	Stojan Spirovski / Aleksandra Nakova

Strategic goal 2: Setting and strengthening of programs within the organization

Strategic guidance for action in terms of goal no. 2:

Establishment and strengthening of programs in the organization by setting up six new programs:

1. Program for informal education of young environmental journalists

This program is planned to educate young environmental journalists in four sessions, each lasting one month. Each session is planned to have one lecturer from abroad recognized in his work as an environmental journalist.

The school will equally involve journalists from written and print media. Active is also the News Environmental Agency (NEA).

2. Program for gender equality

The program incorporates the office treating gender equality rights, promotion of projects related to women's rights, combating violence against women, and a special office on Resolution 1325, in the frame of this program.

3. Program for nonviolence and conflict resolution

JHR as national coordinators of the campaign Control Arms, plans to open a program for nonviolence and conflict resolution. This program will work with the support of WPP (Women Peacemakers Program), based in the Netherlands.

4. Program for development of alternative tourism

JHR within the changes it makes in terms of program placement, will open the program for development of alternative tourism, with particular emphasis on the development of alternative tourism in the Prespa region for which will be responsible our office in Resen. Education, training and workshops for citizens interested in developing alternative tourism will be our target group.

5. Program for women entrepreneurs

This program relates to the opening and maintenance of office for the education and training of women entrepreneurs, that encourages economic empowerment of women.

6. Program for the protection of marginalized children

Street children, children from socially vulnerable families and Roma children will be our target group - will directly be offered assistance.

7. Executive Office of JHR

The executive office of JHR will collect all the information from the programs and there will be located a database of all program activities.

In the executive office of JHR will be employed two persons who will take care of coordinating all programs and smooth operation of the executive office.

8. Program for Development of Electronic Media

The program predicts development of electronic media and setting up a portal foreshadowing EU.

9. Chemical safety in the Balkans

In collaboration with the partner organization WECF, an office will be open to work on establishing standards for chemically and environmentally appropriate products on the Macedonian market.

Strategic Goal 3: Strengthening the capacity of the office in Resen and in Geneva, Switzerland

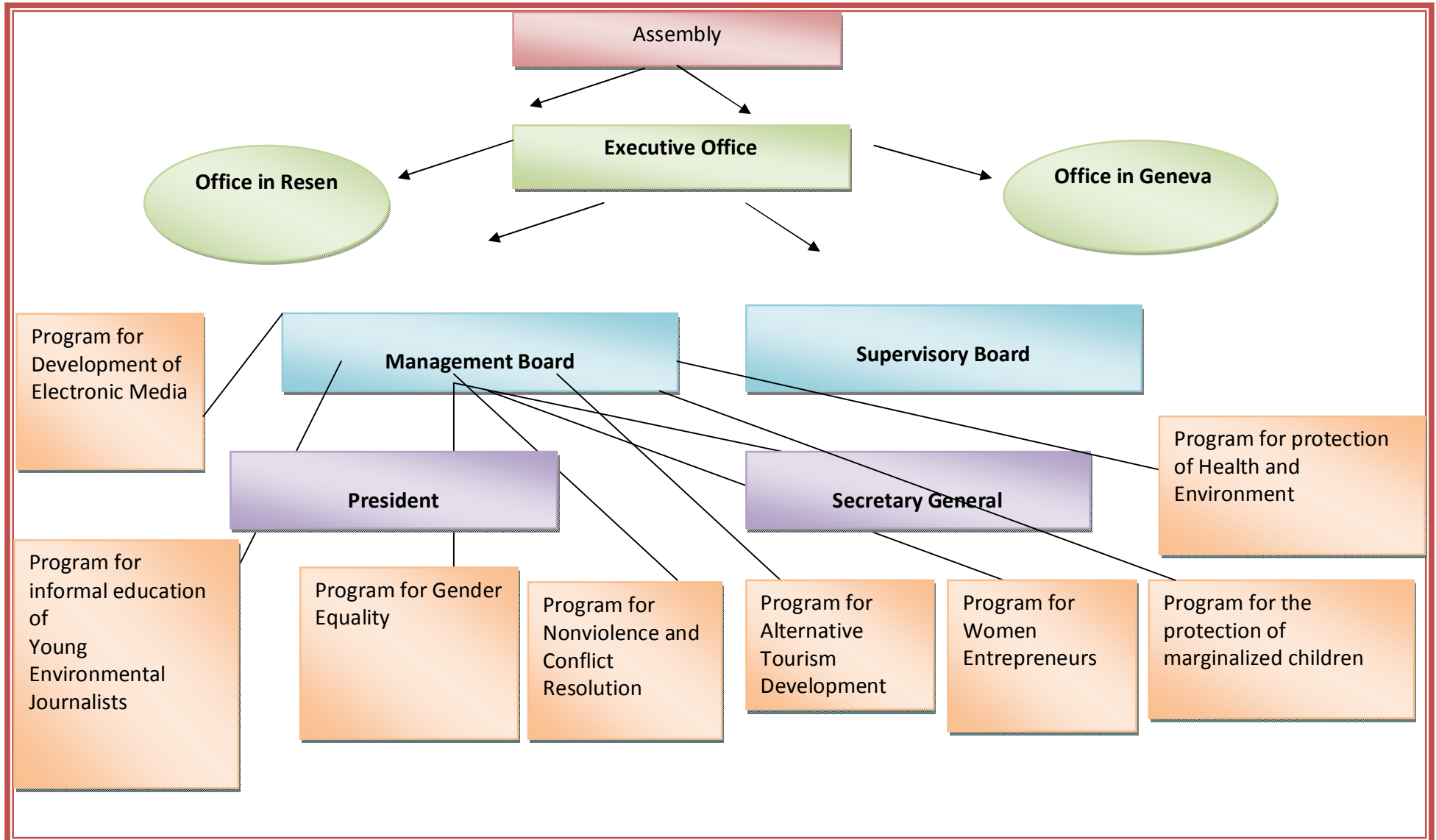
During the third strategic goal it is planned to strengthen the capacity of our two offices, one in Resen and the other in Geneva, Switzerland.

Within our office in Resen a Youth Information Centre is open, which operates within the EU Programme “Youth in Action”, a project which involves mobilization and working with volunteers.

For the realization of the work in the field of alternative tourism is envisaged primarily cooperation with the local government and local NGOs and signing of a memorandum of cooperation. Parallel to this the office in Resen is in charge of direct implementation of trainings related to the education of citizens for the development of alternative tourism.

Since December 2007, NGO office is open in Switzerland, based in Geneva, which should be our contact with Western Europe and the EU. As full members of CoNGO - Association of NGO beneficiaries of the UN this office is of great importance for our promotion and establishment of partnerships with the UN bodies.

Annex 1
Chart of the work structure of JHR



4. A plan for evaluating of the strategic plan

The objective for evaluating the strategic plan is to assess the progress of the organization in the program and organizational field of action, as well as its institutional development in relation to the defined plans.

The evaluation will monitor and assess the following main issues and points:

- * Programs and projects - planning and implementation of projects and results achieved

- * Available resources and their use

- * Relations and cooperation with the target group, beneficiaries, with partners and donors, confidence of donors and international organizations, relations with similar organizations, visibility and image of the organization

- * Systems and procedures, methodology of the monitoring and evaluation of projects

- * Human resources management

- * Structure and culture of the organization, participation of members in decision-making

- * Financial management, etc.

The main criteria of the evaluation is the strategic consistency between the context in which JHR acts as well as the three key areas for assessment of the organization:

1. Internal organization that includes vision, mission, strategy, structure and systems.

2. Relations of JHR with its stakeholders.

3. Results and impact of JHR, assessing the relevance, efficiency, effectiveness and sustainability of the work of JHR.

The evaluation will use the following instruments:

- * Analysis of the context / environment / ambiance

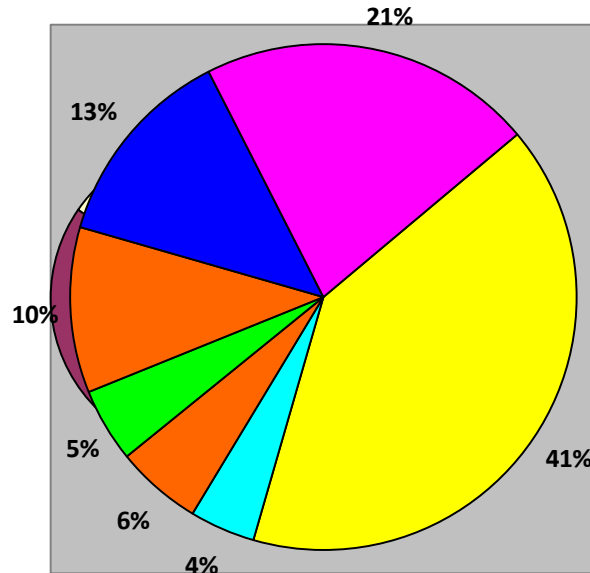
- * Analysis of internal documentation and various information

- * Questionnaires and individual and group interviews with all concerned groups.

In the first quarter of each calendar year will be conducted evaluation of the previous year, which will be part of the annual report of the organization.

The annual evaluation is conducted by a team of internal evaluators selected by the Management Board and their report will be an integral part of the annual report of the organization.

5. Diversity of resources



The financial diversity of JHR for the next period is planned to look like this:

41 % EU or increased funding from EU funds

21% UN means to reduce the inflow of funds from one side, in this case the UN

13% For 5% to increase holdings of funds from foreign programs, not just by

SIDA

10% The business community, to increase cooperation with them, especially as a result of the departure of a number of donors from the country

5 % Local government with one percent more to be included in the cooperation

6% Self-financing - in the following period we plan to increase the share of funding from own funds through providing services like courses, production of social marketing, publishing

4% Friends of JHR (the percentage of funds from friends of JHR to increase by 3%, and through lobbying, advocacy and good PR strategy)

Annex 2

Strategy for public relations (PR strategy)

The vision for public relations of JHR in the coming period is three-sided:

- Through building of the image of the organization, which incidentally will undergo some changes, to create public opinion for JHR which is in line with our work and values;
- Dissemination of reliable information about the organization that will reach to new concerned groups and all segments of society;
- Building good reputation, which for JHR will be helpful, but by clearly defined / determined PR methods and procedures.

JHR PR will strive to mobilize resources from various interest groups, as well as the local and foreign public, in order to meet our goals.