



## STRATEGIC PLAN 2018-2020

### BACKGROUND

<b>NAME</b>	Somaliland Journalist Association (SoLJA)	<b>TIME PERIOD OF STRATEGY</b>	2018-2020
<b>COUNTRY</b>	Republic of Somaliland	<b>TIME OF VALIDATION</b>	May 2018

#### **Overview**

Somaliland Journalist Association (SOLJA) is national independent, non-governmental, nonpolitical and nonprofit making organization based in Hargeisa Somaliland. Established in 2003, SoLJA stands to defend and promote the rights and freedoms of the media, expand the boundaries of freedom of speech and expression, and to empower member journalists through **professional development, representation, advocacy and protection**. Being the only association for journalists in Somaliland, SoLJA represents 900+ member journalists in both print and broadcasting media.

The newly elected Board of Directors (BoD) of SoLJA realized the importance to undergo a deep reflection and analysis of organization's aspiration and mode of operation and hence commissioned the development of a three year strategic plan (2018-2020) building on the previous strategy plan.

This three year strategic plan has been prepared with participation of key SoLJA stakeholders including the Board of Directors, management team, and resource persons from donors, CSO, Somaliland Parliament, Attorney General's office, and others. The process was externally facilitated by **Hamse A. Khaire**, local OD/Management Consultant. It is a bold and forward looking document which not only provides a sense of direction but which one which contributes to a Somaliland in which all persons and all media freely express their opinion without fear. This document presents SoLJA's strategic themes and approaches over the next three years. Inspired by SNC<sup>1</sup>, this document's format is concise, simple and handy for the Board of Directors and others working with the organization.

The Strategic plan was validated at a meeting with the Board of Directors in May 2018. (See attached names and signature

The below matrix summarizes the strengths, weaknesses, opportunities, and threats (SWOT) as discussed and agreed upon by the participants of the strategic planning workshop. The SWOT analysis, then guided, the development of strategies and overall goals for the coming three years.

		Helpful to achieving the objective	Harmful to achieving the objective
Internal (Attributes of SoLJA)	<b>Strengths</b>	<ul style="list-style-type: none"> <li>• The only Journalist association in existence</li> <li>• Impact oriented leadership</li> <li>• Strong Financial Management System</li> <li>• Good relations with Government (Judiciary and parliament)</li> <li>• Deep understanding of context</li> <li>• Strong and cohesive management team (High spirit de corps)</li> <li>• Reliable partners especially donors</li> <li>• Previous president donated plot of land</li> <li>•</li> </ul>	<b>Weaknesses</b>
	<b>Opportunities</b>	<ul style="list-style-type: none"> <li>• Democracy and political freedom in Somaliland (See freedom house report)</li> <li>• Opening of Journalism Faculty at the University of Hargeisa (Diploma and Degree programme)</li> <li>• Somaliland National Development Plan (NDP II) prioritize media legislation.</li> <li>• Presidential election successfully conducted/New government</li> <li>• Draft Comprehensive media bill ready for parliament submission</li> <li>• Mobile technology as a media platform</li> <li>• Social media</li> </ul>	<b>Threats</b>
External (attributes of the environment)			<ul style="list-style-type: none"> <li>• Member Expectations exceed capacity and resource</li> <li>• Low organizational skills (Performance Evaluation, PR, Planning, Project management and advocacy)</li> <li>• Understaffed,</li> <li>• Unapproved reviewed bylaws</li> <li>• Limited funding</li> <li>• No own office premises</li> <li>• Limited communication with members</li> <li>•</li> </ul>
			<ul style="list-style-type: none"> <li>• Threats, arbitrary arrests and detentions of journalists and others on the rise.</li> <li>• Weak public institutions</li> <li>• Ban on Private Radio stations by government</li> <li>• Criminalization of defamation</li> <li>• Non-compliance of press law 27/2004</li> <li>• Limited journalist skills and training</li> <li>• Female journalists' underrepresented in key leadership position</li> <li>• Hostile working environment for journalists</li> <li>• Poorly managed, under resourced media houses</li> <li>• Increased competition from Telcom companies</li> <li>• Poverty</li> <li>• Poor media infrastructure (electricity and equipment)</li> </ul>

Vision	Mission
A Somaliland in which all media and all persons can and will express themselves freely with absolutely no fear or threat of interference, reprisal or violation by any force.	SoLJA's mission is to advance the interest of its membership (journalists) through advocacy, protection, professional development and networking. In all its conduct/work, SoLJA will commit itself to highest standards and ethics of journalism.

VALUES
<i>In the overall mandate of SoLJA the following values underpins its work:</i>
<b>RESPECT   DEDICATION   ACCOUNTABILITY   INTEGRITY   TRUTH AND ACCURACY</b>
<p><b>Respect:</b> - SOLJA affirms treat all its members, partners and other stakeholders with equal respect and as potential contributors of freedom of expression and information</p> <p><b>Dedication:</b> - SOLJA dedicated obligation and effective commitment to serve the interest of its members a</p> <p><b>Accountability:</b> SOLJA's ability to hold itself accountable, we believe, is a sign of professionalism and responsible journalism.</p> <p><b>Integrity:</b> - With its expertise and technically know-how, SOLJA maintains to design, develop and implement integrated programmatic activities on its sector of operation.</p> <p><b>Truth and Accuracy:</b> SOLJA member journalists are committed to get the fact right,</p>

WHO WE SERVE				
Our Members	Professional Journalists	Academic/Students	Practitioners	Media houses
SoLJA Members by Industry- Radio   TV   Newspaper   Website				

THEMATIC AREAS
<p><b>During the life of this strategy, SoLJA seeks to achieve change in three broad areas:</b></p> <ol style="list-style-type: none"> <li><b>Media Policy and Regulation:</b> the existence of legal, policy and regulatory environment conducive for freedom of expression</li> </ol>

and information will be focused through advocacy and dialogue.

2. **Professional Development:** Our members' access to professional development and training (vocational and academic) is increased at all levels of their career.
3. **Efficient Media Sector Coordination:** the creation of sustainable, integrated sector-wide network for media work is of paramount importance and will strengthen work in the other two thematic areas

## OUTCOMES

Based on the thematic areas, specific desired change has been formulated as outcomes and outputs

**OUTCOME 1: Improved regulatory and policy environment conducive to for the protection and promotion of freedom of expression and information**

### 1. Outputs (13)

- 1.1 Strategic partnership with CSOs and other stakeholders strengthened by creating Media Sector Coordination Forum (MSCF) to influence media related and laws and policies
- 1.2 Decriminalization of defamation campaign continued
- 1.3 Law No 27/2004 Amendment Bill approved by parliament by December 2018
- 1.4 Access to Information Act developed and approved by parliament by 2020
- 1.5 Somaliland National Media Authority/Commission (NMC) formation assisted by 2019
- 1.6 Journalist's arrests, detentions and owner pressures and decreased by 70% by the end of 2020
- 1.7 Journalist Safety Mechanism developed by 2018
- 1.8 Private radio station establishment/licensing advocated and ban lifted by 2020
- 1.9 Politician's understanding of the role of media improved through media literacy training
- 1.10 Collaboration with the legislative and law enforcement agencies strengthened and improved through training and dialogue
- 1.11 Women journalists in print media increased by 20% by 2020
- 1.12 Women journalist in top media leadership increased by 10% by 2020
- 1.13 Journalist employment right's protected through dialogue with media houses
- 1.14 Dialogue between media and Telecommunication Companies on capitalizing the potential of mobile technology for audience engagement and news dissemination initiated.

**OUTCOME 2: Increased capacity for individual journalists, SoLJA and Media houses**

<p><b>2. Outputs (6)</b></p>	<p>2.1 Standard Journalism Curricula and certification/accreditation system across Somaliland adopted by 2019                  2.2 1500 (30% females) journalists are trained in basic journalism with emphasis on Peacebuilding, Human Rights and good governance by 2020                  2.3 Graduation of 60 journalists from UoH degree and diploma programmes accomplished by 2020                  2.4 Provision of media equipment and gadget supplied to 100 journalists by 2020                  2.5 Best Journalist Award and Annual Media Summit conducted every year                  2.6 10 Media house’s management trained in Somaliland Private Employment law, business and accounting by 2020</p>
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**OUTCOME 3: Media Sector Coordination and collective action enhanced**

<p><b>3. Outputs (6)</b></p>	<p>3.1 Media Sector Coordination Forum (MSCF) formed through the leadership, facilitation and assistance of SoLJA and other interested players in the industry.                  3.2 At least 6 quarterly sectoral meetings conducted by 2020                  3.3 Media Sector Strategy Framework developed and implemented by 2020                  3.4 Increased media development investment advocated                  3.5 At least 1 Media Consumer Survey conducted by 2020                  3.6 Publication of a quarterly Newsletter on media issues published by MSCF</p>
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**AREA IN NEED OF DEVELOPMENT TO BE “ FIT FOR PURPOSE”**

AREA OF NEEDED DEVELOPMENT	PROPOSED ACTION
<p><i>Leadership and Governance</i></p>	<ul style="list-style-type: none"> <li>• Formation of three Board Subcommittees : (1) Fundraising &amp; Membership subcommittee (2) Protection and Advocacy Subcommittee (3) Capacity Building &amp; Monitoring subcommittee</li> <li>• Approve draft SoLJA bylaws through extra-ordinary GA</li> <li>• Empower Regional Representative through effective coordination and training</li> <li>• Conduct targeted Board subcommittee trainings</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Develop SoLJA BoD Policy and Procedural manual</b></li> <li>• <b>Adopt SoLJA's new organizational structure</b></li> <li>• <b>Arrange at least 3 exposure visit to regional media organizations</b></li> </ul>
<i><b>Staff and Volunteer</b></i>	<ul style="list-style-type: none"> <li>• <b>Recruit at least 4 Volunteer</b></li> <li>• <b>Hire 2 Project Officers</b></li> <li>• <b>Hire 1 M &amp; E /OD Consultant</b></li> <li>• <b>Hire 1 Policy &amp; Advocacy Expert</b></li> <li>• <b>Improve programmed development, implementation and evaluation skill through regular staff training</b></li> <li>• </li> </ul>
<i><b>Systems and infrastructure</b></i>	<ul style="list-style-type: none"> <li>• <b>Complete land acquisition process</b></li> <li>• <b>Build SoLJA own office space</b></li> <li>• <b>Complete Online Membership Database with sms functionalities</b></li> <li>• <b>Full-fledged, well-equipped media monitoring center</b></li> <li>• <b>Implement Financial Management Policy, Admin &amp; HR Policies</b></li> <li>• <b>Re-design SoLJA Website</b></li> </ul>
<i><b>Marketing &amp; Public Relations</b></i>	<ul style="list-style-type: none"> <li>• <b>Promote SoLJA Puplic image through marketing campaigns</b></li> <li>• <b>Translate SoLJA Mission, Vision and Values and propagate</b></li> <li>• <b>Puplish Annual Performance and widely distribute</b></li> <li>• <b>Acquire at least 4 more donors</b></li> <li>• <b>Increase SoLJA membership by 30%</b></li> </ul>

## STRATEGY PROJECTED FUNDING

<p>Current Financing Status</p>	<table border="1" style="margin: 10px auto; border-collapse: collapse;"> <caption>SoLJA's Strategy Financing (2018-2020)</caption> <thead> <tr> <th>Year</th> <th>Funding Required</th> <th>Secured</th> <th>Funding Gap</th> </tr> </thead> <tbody> <tr> <td>2018</td> <td>339,348.80</td> <td>79,017.00</td> <td>260,331.80</td> </tr> <tr> <td>2019</td> <td>475,088.32</td> <td>57,083.00</td> <td>418,005.32</td> </tr> <tr> <td>2020</td> <td>760,141.31</td> <td>33,363.00</td> <td>726,778.31</td> </tr> </tbody> </table>	Year	Funding Required	Secured	Funding Gap	2018	339,348.80	79,017.00	260,331.80	2019	475,088.32	57,083.00	418,005.32	2020	760,141.31	33,363.00	726,778.31
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<p>Total projected funding for the strategy by 2020</p>	<p><b>USD 1,405,115.43</b></p>																
<p>Existing Donors</p>	<p><i>NED/UNESCO/FREEPRESS/COVEY INT/IMS/FORUM SYD/US EMBASSY, KENYA/VIKES/MEDIA INK/FOJO/IMS/SOMALILAND GOV/DAHABSHIL/SONSAF/APD/SSG/</i></p>																
<p>Key Fund Raising Strategies</p>	<ul style="list-style-type: none"> <li>Increase Corporate and Diaspora donations</li> <li>Acquire new INGO donors</li> <li>Introduce modest membership fees</li> <li>Increase Existing Donors' Contribution</li> </ul> <p>SoLJA's Membership and Fundraising BoD subcommittee are the main organ assigned to aggressive execute these strategies provided that they are committed and capacitated to carry out their responsibility.</p>																

## HOW TO MEASURE SUCCESS

Outcome Component	When to measure	How to measure
<b><i>Improved regulatory and policy environment conducive to for the protection and promotion</i></b>	Quarterly	Legislation and Policies Approved and implemented

<b>of freedom of expression and information</b>		No Meetings with judiciary/Attorney General/Police No of established private Radio stations No of Arrest/detention cases prevented No of female journalists supported No of consultative meetings and trainings % people access to media increased
<b>Increased capacity for individual journalists, and Media houses</b>	Quarterly	No of Journalists trained in basic journalism disaggregated by gender and training type Journalism Degree and diploma programme completion rate % No of Awards given Increased Journalism output quality increased Increased female journalists
<b>Media Sector Coordination and collective action enhanced</b>	Annual	Formation of Media Sector Coordination Forum (MSCF) No of player/media actors coordinated by MSCF No of meeting conducted Development of sector-wide media strategy framework Increased funding to media development

## MANAGEMENT PLAN

How components will be assessed	Frequency	Who will assess
Staff Meetings ( 156)	Weekly	Executive Director/Chairman
SoLJA Board of Directors Subcommittees Meeting (36)	Monthly	Board of Directors
SoLJA Board of Directors Meeting (12)	Bi-Annual	Board of Directors
Best Journalist(s) Award & Summit (3)	Yearly	Executive Director/Staff
Mid-term review (1)	June 2019	External consultant
End-term review(1)	December 2020	External consultant
General Assembly (1)	December 2021	



## PUBLICITY & COMMUNICATION PLAN FOR THE STRATEGY

<b>TARGET AUDIENCE</b>	<p><i>Local/Nation NGOs (Members and Non-Members)</i>  <i>International NGOs (Members and Non-Members)</i>  <i>UN Agencies</i>  <i>Somaliland Government</i>  <i>Somaliland Private Companies and Diaspora</i>  <i>Member Journalists</i>  <i>University of Hargeisa and other Education Institutions</i></p>
<b>BEST WAY TO REACH &amp; COMMUNICATE</b>	<p>Email, phone, website, published reports, regular meetings.          Local newspapers, forum and meetings, Outdoor banners, brochures, and IEC materials</p>
<b>HOW TO MEASURE MESSAGE REACH</b>	<p>SoLJA website visitors          Increased membership applications to SoLJA</p>

**ATTACHMENTS**

**CONTEXT ANALYSIS  
REVIEW REPORT FINDINGS  
SOLJA ACTION PLAN  
PARTICIPANT LIST/PHOTOS**