



Somaliland Journalist Association (SoLJA)

Strategic Plan

2015 -2018

9 March 2016

Approved By SoLJA BoD

Acknowledgements

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Thirdly and finally I would like to state the fact that listing all those who supported all along will be an endless task that a page or two will not be enough but the names of some deserve to be mentioned here for their extra-ordinary effort in assisting SoLJA in many different ways. Among them are:

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2. UN Education scientific and cultural Organization
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- 4.

Craxmaan Abib Elmi

SoLJA Executive Director

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Acronyms

SoLJA	Somaliland Journalists Association
WIJA	Women Journalist Association
M&E	Monitoring and Evaluation
MoH	Ministry of Health
(I)NGO	(International)Non-Governmental Organization
TOT	Training of Trainers
NED	National Endowment for Democracy

I Executive Summary

The Somaliland Journalist Association better known as “ SOLJA” has prepared the Strategic plan for the period 2015-2018 in order that it represent a direction towards the goals that we want to achieve in the upcoming three-year period. The main goals on which we will focus in our work are:

Goal 1. Improved regulatory and policy environment conducive to for pluralistic and diverse media work.

- *Strategic Objective 1.1: Advocate the development, review and amendment of media laws and policies*
- *Strategic Objective 1.2: Minimise the pressures on Journalists by government, media owners and others.*

Goal 2. Increased capacity for individual journalists and media houses

- *Strategic Objective 2.1 Programmes for academic and professional training and skill development for journalists.*
- *Strategic Objective 2.2 Programme for media business’ capacity building initiated*

Goal 3 Improved organisational systems for SoLJA

- *Strategic Objective 3.1: SoLJA’s Internal organizational Systems strengthened*
- *Strategic Objective 3.2 SoLJA’s external Partnerships and Public Image Improved*

Based on its experience, member’s commitment, and the thoughtful, determined and visionary leadership of its top management , SoLJA strongly believe in that it will attain the noble goals stated in this document and hence change the rather challenging media landscape in Somaliland for the better.

In that way, SoLJA will make its own contribution towards the development of the democratic processes in the Republic of Somaliland.

2 Introduction

2.1 Organisation

Somaliland Journalist Association (SOLJA) is national independent, non-governmental, non political and nonprofit making organization based in Hargeisa Somaliland. It was established on Feb 2003 to defend and promote the rights and freedoms of the media, and generally, to help expand the boundaries of freedom of speech and expression in Somaliland, and to empower member journalists and ensure high standards of journalism/reportage in Somaliland. It's legally registered with the Ministry of Information of Somaliland as "Somaliland Journalists Association" with the mandate to build up and foster the knowledge and skills of the journalists to make information on education, developmental activities and entertainment access to the public; and to defend and advocate the rights of the journalists.

SOLJA representing more than 28 media houses consists Radio stations, TV stations, Printed media and online outlets and 283 professionals' individual journalist members from all media houses in Somaliland. SOLJA has offices in all regions as well as representatives in Horn of Africa. The association has an adequate financial sound system (Quick book) and comprehensive procurement procedures

The association will carry out its activities throughout all the regions of Somaliland in partnership with NGOs, UN & International organizations, and the local journalists by promoting the serial needs of the target groups through build media institutional capacity.

Its forge links and network of co-operation & excellent relationship, information sharing, Transparency & accountability with the community, government, LNGOs, UN & international Organizations as well as donors of the international community so that its goals are accomplished.

Member journalists work across the whole industry as reporters, editors and sub-editors and photographers. Members work in broadcasting, newspapers, magazines, and in the new media (news websites). We are professionals who are proud of the work that we do. Our members come from many different regions and backgrounds. SOLJA oversees initiatives to ensure that the press' essential role in society is understood and respected.

2.2 Objectives of the strategic planning process

The objectives of the strategic planning process are to:

- Analyse and review the mission, vision, roles and responsibilities of the SOLJA; clearly identifying and building on complimentary, synergy and effective communication structure for both the Headquarter and possible regional offices in the near future.
- Undertake Institutional Capacity Assessment in systems, policies and human resources.
- Identify with areas the organization would like to focus on and at the same time develop a framework to support effective program implementation

2.3 Methodology

The strategy development was carried out in a participatory fashion whereby as many stakeholders as possible were invited to have their say. The overall work was broken down into pre-strategic planning workshop activities, strategic planning workshop, and post workshop activities. Each of these three phases will have sub activities;

Pre-strategic planning workshop activities (Surveys & Interviews)-21 days

- Strategic Planning readiness test of SOLJA (Quick assessment)
- Together with SOLJA management, come up with a list of workshop/FGD participants
- Review SOLJA's work (Both by the IMC Consultant and GGAC staff)
- Evaluate SOLJA's internal systems and structures (Membership policies, admin & Finance, HR, and etc) (IMC Consultant)
- Produce a comprehensive external evaluation report on SOLJA's internal systems and structures
- Workshop day-to-day work plan and agenda (SOLJA Administration)
- Strategic planning workshop activities (Group Discussions & Plenary sessions)-30 days:
 - Run 3 days strategic planning workshop/
 - Bring expert input providers through
 - Engage participants in working groups
 - Revise the SOLJA Strategic framework: vision, Values, Mission and Objectives.

- Action Planning
- Produce a 3 year strategic document for SOLJA (2014 to 2017)

Post-Strategic planning workshop activities (Group Discussions & Plenary sessions)-10 days:

- Revise SOLJA organizational structure in light with the new plan
- Together with SOLJA director, devise a change management plan
- Publish and distribute the new strategic plan document to concerned parties

3 Strategic Framework

3.1 Vision

SOLJA aspires to see an independent and sovereign Somaliland in which ALL media and ALL persons can and will ethically and responsibly freely express themselves freely with absolutely no fear or threat of interference, reprisal or violation by any force.

3.2 Mission

SOLJA, established in 2003, is a non-profit, non-partisan professional Association of media professionals and practitioners whose mission is to advance the interest of its membership (journalists) through advocacy, protection, capacity development and educational programmes. In all its conduct/work, SOLJA will commit itself to highest standards and ethics of journalism.

3.3 Values

The core values of SOLJA are:

- **Respect:** - SOLJA affirms treat all people with equal respect and as potential contributors of good governance, democracy participants and donors as wells.
- **Dedication:** - SOLJA dedicated obligation and effective commitment to serve promoting the women and children with disabilities' social welfare and human rights.
- **Accountability and Transparency:** - Transparency and accountability within the organization spheres and among the three domain of the state (the state, private sector and community) and International community as well.
- **Integrity:** - With its expertise and technically know-how, SOLJA will stick to highest level of professionalism and integrity in everything we do.
- **Safety:**

3.4 Strategic Goals

Contribute to measurable improvement in the advocacy, protection and education of xx media professionals and practitioners, the discipline of journalism and media environment in Somaliland by 2017.

3.5 Strategic Objectives

1. Improved media policy and regulatory framework in Somaliland

1.1. Advocate the development, review and amendment of media laws and policies

- 1.1.1. Advocate for the review, improvement/amendment and implementation of Press law 2004.
- 1.1.2. Conduct multi-stakeholder, assessment on media sector situation in Somaliland
- 1.1.3. Lobby for the development of 'Broadcasting Law' and the decriminalisation of defamation.
- 1.1.4. Lobby for the development 'Access to Information Act'
- 1.1.5. Lobbying and pressure of consistent implementation and compliance of media laws including, but not limited to, Somaliland Private Employment Act (Worker's rights)

1.2. Minimise the pressures on Journalists by government, media owners and others

- 1.2.1. Collaborate and lead the formation of an inclusive independent 'Media Sector Authority (MSA)', as well as a 'Common Code of Conduct'.
- 1.2.2. Assist the formation of Media Owners Council and partner SoLJA with it on matters related to working conditions.
- 1.2.3. Undertake a programme of training for police, judges and prosecutors for improvement of the court practice in processes against journalists
- 1.2.4. Create 'Legal Aid Fund' for journalists and mobilize sufficient resource for it.

2. Increased capacity for individual journalists, and media business

1.1. Programmes for academic and professional training and skill development for journalists

- 1.2.5. Standard Journalism Curricula and certification/accreditation system for basic, intermediate and advanced journalism adopted across Somaliland.
- 1.2.6. High quality training of trainers (ToT) programme initiated.
- 1.2.7. Establish SoLJA's own Centre for Journalist Training (CJT) through joint venture with local higher education institutions.
- 1.2.8. Academic and Professional training for journalists in both press and broadcasting sectors.
- 1.2.9. Developing minimum standard for professional and ethical journalism to be learned by ALL journalists

1.3. Programme for media business' capacity building initiated.

- 1.3.1. High quality training for media house managers
- 1.3.2. Developing the business systems of media outlet (HR system, Accounting System, IT System, marketing and distribution and other systems)
- 1.3.3. Media business trained in Audience Needs Research
- 1.3.4. Provision of equipment and accessories for media houses
- 1.3.5. Assessing investment opportunities in the media sector and attracting investors

3. Improved organizational systems for SoLJA

3.1 SoLJA's Internal organizational Systems strengthened

- 3.1.1** Improved system for donor engagement and resource acquisition and management
- 3.1.2** Programme of leadership and governance training for Board Members (BoD)
- 3.1.3** Comprehensive register/database for SoLJA members and journalists working in Somaliland
- 3.1.4** Staffing gaps filled by hiring 1 Organisation Development Expert, 3 programme officers, 1 lawyer, 1 Public relations Expert and at least 4 other administrative staff
- 3.1.5** Secure land and raise funds for SoLJA's own office premises
- 3.1.6** Acquire at least three vehicles for day to day operation.

3.2 SoLJA's external Partnerships and Communication Systems Developed

- 3.2.1** Strengthened external partnerships with government, CSO and business sector
- 3.2.2** Publication of a Quarterly newsletter covering key events shaping the media landscape.
- 3.2.3** Organise at least one national Journalist conference
- 3.2.4** Exposure visit to other countries by senior management
- 3.2.5** Set-up media monitoring and Research centre.
- 3.2.6** Promoting Professional and quality Journalism through Annual Awards

4 Appendices

4.1 Context

4.1.1 Country Background

On May 18, 2014, the Republic of Somaliland, a tiny break-away state in the horn of Africa with a population of 3.5 million, celebrated the 23rd anniversary of its declaration of independence. A former British colony, Somaliland previously enjoyed five days of recognized sovereign independence from June 26 – July 1, 1960 at which point it joined with a former Italian colony to form Somalia. For a variety of reasons, many question whether or not the union with Somalia was ever properly consummated. There is little doubt that the people of today's Somaliland suffered massive human rights violations at the hands of the Siad Barre regime. Hampered by an early political (including the lack of international recognition) and economic challenges, Somaliland has [since instituted] its own democratic government, police, force, army, financial system, relatively free press, and currency.

Somaliland borders with Ethiopia in the west, Djibouti in North West, Somalia in the East. It comprises of six regions : Sool, Sanaag, Togdheer, Maroodi-jeex, and Awdal. A 850 km long, a mountain range know as “ Gollis” that stretch from the border ethoipia and run through the country towards the eastern direction distinctively characterise the topography of the country. Demographically, 70% of the population under the age of 30 years. The population consists largely of pastoral or nomadic groups and agricultural communities, with significant number engaged in trade, businesses and fisheries along the coastal areas. The rate of urbanization is increasing rapidly, with groups migrating to the more developed areas in search of employment.

The Collapse of the Bare regime in 1991 was followed by a proliferation of the independent media in Somaliland, beginning with mimeographed newsletters in the major towns. Letterpress printers were installed in Hargeysa and Berbera in 1993, and the first broadsheet newspapers in Somaliland for nearly a quarter of a century gradually began to appear when offset printing presses were installed in Novernber 1999. Radio Hargeysa was rehabilitated in 1995 and private television introduced in 1997(APD, 2002). In the meantime there are at public television “Somaliland National Television” (SLNTV) and a number of private TV station and 4 privately owned televisions, namely “Space Channel”, “Bulsho”, “Horn Cable” and “Rayo” television based in Borama. Internet-based media outlets such as

websites had mushroomed too many to be counted. The media houses mainly are situated in Hargeisa, the capital city of Somaliland.

The destructive legacy of a long and protracted repressive regime and chaotic political/security situation in Somaliland remains a huge obstacle that hinders state and peace building efforts in general and frees press in particular. In Somaliland, intimidation, arbitrary arrest, closure of media outlets, and frequent threatening of journalist have become the rule rather than an exception.

4.1.2 Media Sector Environment

External Analysis- Political, Economic, Social, Legal and Tecnological aspects (PESTL)

Political	
Opportunities	Threats
<ul style="list-style-type: none"> - Somaliland has adopted democratic form of governance. - Freedom of expression and media guaranteed by the constitution of Somaliland. - People are constitutionally allowed to have participation in the political life. - Democratization process is seemingly progressing successfully. - Most of the newspaper in are published in Somali language even though there are weekly Arabic and English Editions. - - 	<ul style="list-style-type: none"> - 21 years of brutal dictatorial regime in which the state owned journal 'xidigta October' and radios were the only media shaped the attitude of the public. - Politics in Somaliland is still dominated by old politicians from the despotic era. - Closed bureaucracy characterised by of high secrecy of public information. - Media outlet's political interest undermines objectivity and impartiality. - Client-patron politics very common. - Somaliland is not yet recognized as an independent state by international community. - Political parties do not have clear borders of ideological differences. - Goverment institutions such as law enforcement, legislative and etc are very week - Politician do not understand the importance of plural and diverse media • Media in Somaliland is not trusted by

	<p>the public and is characterized by unprofessional biased reporting. This needs to be addressed urgently.</p> <ul style="list-style-type: none"> • Access to media by the poor and the marginalised is very limited. • The private media outlets, especially the print media and the radio, need to decentralize in covering all of Somaliland – both rural and urban areas. • Frequent arrests and threatening of journalists by high ranking government officials.
Legal	
Opportunities	Threats
<ul style="list-style-type: none"> • Existence of Press Law 2004 • The overall principles of the Press Law 2004 lay the basis for a plural media landscape where freedom of expression is respected and access to information as well as the rights and duties of all stakeholders are described, • The law does not include criminal sanctions and resorts to self-regulation regime based on the press code of conduct. 	<ul style="list-style-type: none"> • The only media regulation in place, Press Law 2004, remains controversial, and needs to be implemented; • Articles of Press Law 2004 leave sometimes space for interpretation as the implementation and monitoring are not in detail formulated. • Press law of 2004 doesn't cover broadcasters while the government of Somaliland, past and present,

<ul style="list-style-type: none"> • 	<p>denied the right to establish radio stations in Somaliland other than the state-owned “Radio Hargeisa”</p> <ul style="list-style-type: none"> • Access to information act or policy absent. • No broadcasting law in Somaliland • Absence of Code of Conduct • Criminalisation of defamation and insult. • Public Broadcasting services lack autonomy.
<p>Socio-Economic</p>	
<ul style="list-style-type: none"> • SOLJA, WIJA and other existing associations for media professionals. WIJA was established by women journalist for women journalists who face incredible challenges when compared to their male counterparts. • There are civil society organizations supporting the media sector in Somaliland. • Rapidly growing private-led economy in Somaliland. • Availability of retired senior Journalists in Hargeisa. Most of the big BBC names are now in Hargeisa. 	<ul style="list-style-type: none"> • The media in Somaliland operates in a tough economic environment where Telecomm companies directly compete with Journals, Radios, TVs for advertisements. • Low income per capita (< USD 400 per capita) • Low literacy rate • Envelope journalism (Qabax) became very prevalent and distorts the quality of reporting. • Even though there has been an upsurge in the number of universities and higher learning institution in

	<p>Somaliland over the last decade, Journalism programmes were rarely part of their course offerings.</p> <ul style="list-style-type: none"> • Like many other professions, Journalism in Somaliland lacks certification and is open to any who wishes to become one. Most of those who work as journalists are young males with relatively limited educational qualification and experience for the job. • Journalist are poorly paid and underemployed. Their rights are not well protected. • CSO support to media is fragmented and sporadic. • Media sector in Somaliland is underfunded.
Technology and Infrastructure	
Opportunities	Threats

<ul style="list-style-type: none">• Internet, especially social media and news portals, are quite common among younger generations in Somaliland.• Mobile telephone ownership is on the rise.• Cheap telephone and internet rates• Availability of computing accessories	<ul style="list-style-type: none">• Print Media subsector is challenged by the lack of modern printing press and a poor physical infrastructure in Somaliland.• Internet connectivity very low• Expensive media equipments.• Limited technological ability to regulate the internet.• Unlimited, unregulated, countless online news portals undermining professionalism and ethics
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4.2 Review

4.2.1 Programme

4.2.2 Organisation

Internal Analysis-Strengths and Weakness (SW)

Strengths	Weaknesses
<p>Governance and Leadership:</p> <ul style="list-style-type: none"> • Internal democracy: Elections of SoLJA Board members is democratic, transparent and timely. • Since its establishment SoLJA has been democratically electing its board of directors (Board). • SoLJA is registered with the attorney general's office and has a written governance document. • Compared to other similar associations in the country, SoLJA remains the most popular organisation, and the one with the highest membership. 	<ul style="list-style-type: none"> • Most of BoD members have never run an organisation and lack the necessary skills, qualification and experiences critical for the success of SoLJA • Lack of criteria for the election of members in the BoD • The Board has not received proper trainings to effectively assume their governance and leadership role • The organization does not have an officially approved governance/board manual • Members of SoLJA as well as the public do not see SoLJA as effective and representative. • the organization does not have its own income generation sources and largely depends on donor financing • does not have officially approved management policy manuals (HR, FM, Membership Policy etc.) • The organization does not • endeavour to join regional and international networks • The bylaws of SoLJA especially article 6 depict a confused organisational structure that does not show 'Board of Director/Trustees' which is very necessary for the proper governance of the association.

	<ul style="list-style-type: none">• The BoD organ and the Management Team of SOLJA seems to be inseparable which undermines the good Governance of the organisation.• The governance document or the bylaws of SOLJA emphasise as a body that represent professional rather than media institutions/businesses yet 9 out of the total 15 members of the elected body represent media institutions. This is a serious issue and misidentifies the whole enterprise. This an issue of membership too (Article 5).• The assessment also shows that information dissemination and communication mechanisms are weak and in most cases delayed response and feedback.• The mission and vision of SOLJA are written but isnot widely shared among members of the association and lacked clarity.• There are no promotional procedures in place to propagate the vision and mission of the organization. Organizational values remain vague, general and documented.• Female journalists are not adequately
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	<p>represented in the BoD (2 out of 15)</p>
<p>Membership and Human Resources Management:</p> <p>No strong point in the membership and human resource management component.</p>	<ul style="list-style-type: none"> - organizational structure is weak and that the linkages between different positions and units in the organization were not clearly defined. - SoLJA has no elaborate job descriptions for all its positions in the organization structure. - Procedures and policies for staff development, recruitment, training and appraisal in place but not implemented • SoLJA's current management team consists of the Executive director and Finance and Admin Officer. In addition to these two individuals, there is a security person and an office cleaner. • Training: The overall annual plans of the SoLJA (if they are crafted at all) do not include staff training because either not considered as priority or there are no specific funds available for staff training. • Personnel Files & Other information: SoLJA does not keep adequate information about its members and its not known who is a member and who is not • Internal Work Style: There is no spirit de corps in the SoLJA at all.

<p>.....</p> <p>Financial Management:</p> <ul style="list-style-type: none">• Unlike the Human Resource component, SoLJA has a number of strong points in this component. One key strength was that SoLJA had a budget for the limited funds donated to it for purposes of operating expenses.• The finance officer is also sufficiently qualified and experienced for the job. SoLJA also got a very comprehensive manual for managing its finances.• Supporting documents are adequately filed and collected.• cash safe box is in the office. Procedures for authorization and approval of payments, signatories of checks and etc are elaborated and are in place	<p>Furthermore, there are no regular monthly/weekly meetings for the organisation as well.</p> <ul style="list-style-type: none">• Other issues: None <p>.....</p> <ul style="list-style-type: none">• Budgeting & Planning: Budgeting procedures and calendar does not exist at all. Planning and budgeting are not integrated enough. No cash flow forecast is prepared at all.• Accounting System: Accounting books need to be improved and completed. Accounting System: No regular financial reporting schedule is in place while reporting formats also are minimal and complying with best practices.• Fixed Asset Management: No fixed asset management system is in place.• . No procurement and purchase policies and procedures in place.• Accounting procedures in the manual are fully implemented.• Limited training for the finance officer• The department of finance is understaffed.
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<p>.....</p> <p>Programming</p> <p>No strong point in the membership and human resource management component.</p> <p>.....</p> <p>External Partnerships</p> <ul style="list-style-type: none">• Enjoys warm relations with almost all journalists and media houses• At least is known by most people to be the legitimate voice of journalists <p>-</p>	<p>.....</p> <ul style="list-style-type: none">• Limited annual and strategic planning• Inadequate planning expertise• Limited project development, monitoring and evaluation exercise.• Limited internal reports have been observed during the assessment <p>.....</p> <ul style="list-style-type: none">• Limited expertise in promoting SoLJA's image• Non-diversified donor funding base. NED is the single donor who showed up since it was establishment.• SOLJA's relationship with the government especially with law enforcement agencies and the executive branch in general is strained due to the frequent arrest of journalist and media houses.• SoLJA has limited relationship with donors and other civil society groups
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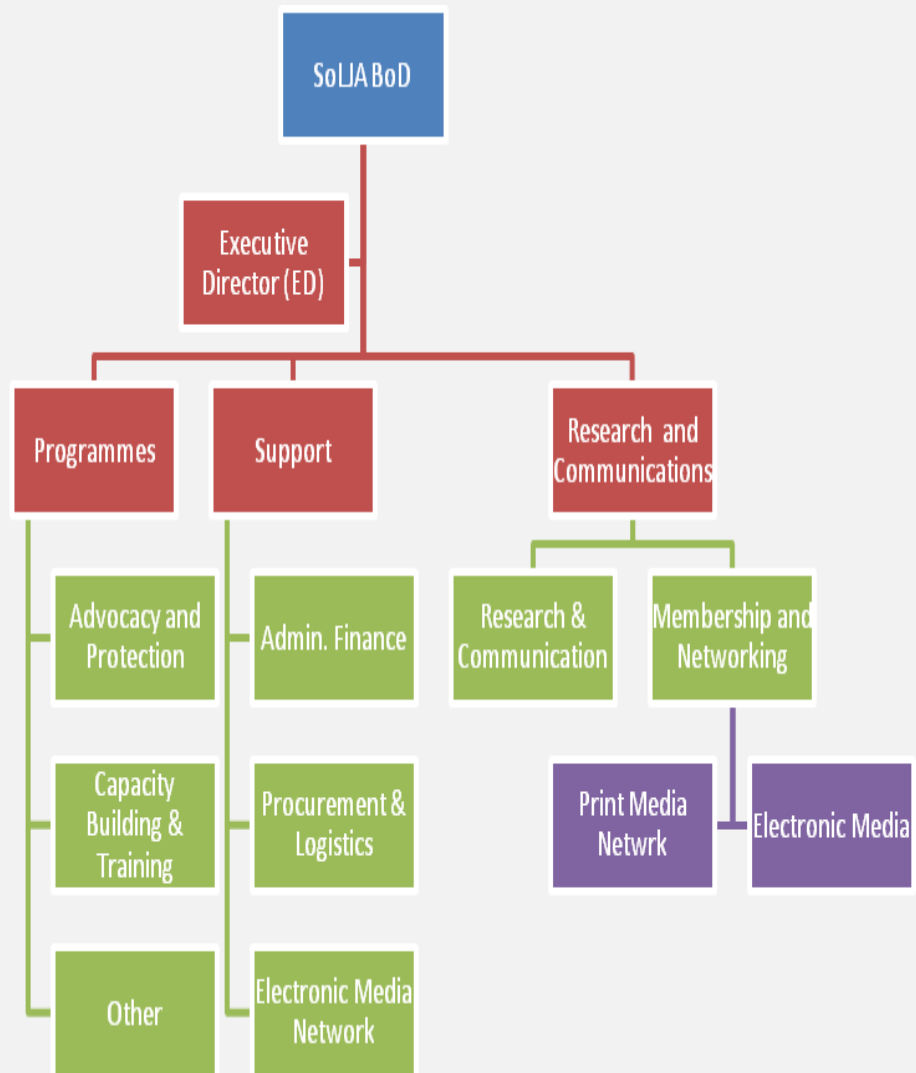
Sustainability

- This component is completely fragile and needs to be taken care of.

SVP Organizational Capacity Assessment Tool Summary



4.3 Proposed Organogram: Implications for the this strategy



4.4 Strategic Planning Readiness Test

Strategic Planning Readiness Test	
	Statement
1	SOLJA has a clear vision of what it wants to achieve and there is consensus around this vision.
2	Value issues are often discussed in the Association and there is agreement on the values base of SOLJA
3	The current mission statement of SOLJA reflects clearly what SOLJA does, for whom, and why it is important.
4	SOLJA regularly reflects on its strengths and weaknesses and on the opportunities and threats in the environment.
5	SOLJA has clear goals and objectives for what it wants to achieve – these goals are SMART .
6	SOLJA finds it easy to prioritise, making a distinction between what it must do, what it should do and what it would like to do.
7	
8	SOLJA has clear indicators by which it measures the impact of its work.
9	The way in which SOLJA is structured internally makes sense in terms of efficiency and effectiveness.
10	The work done by SOLJA fits together coherently – the different areas of work fit well with one another.
11	The external and internal contexts in which SOLJA operates are relatively stable and there have been no major changes in the past year.
	Score

1=Definitely

2=Maybe/Not Sure

3=Definitely not

Interpetation of the total Score

20 or Above

15 to 19

Under 15

R
B
N

4.5 Approval

This is to approve that we, SoLJA BoD whose names and signatures appear below, this defining strategic document of Somaliland Journalist Association (SoLJA) for the coming three years 2015 to 2017. we have unanimously approved its contents and thereof endorsed it as a roadmap and a guiding tool for the operations to be carried by SoLJA for the intended period

We, on behalf of the members of SoLJA BoD, are hereby supporting and urging the management team to put this strategic plan into practice effective from the date of approval.

No	Name of Board Member	Constituent region	Signature
1			
2			
3			
4			
5			
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10			
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12			
13			