



Strategic Intervention Plan - S I P [2020-2025]



Federation of Media Employees Trade Union - FMETU, Sri Lanka, No. 17, Barak street, Colombo 02, Sri Lanka

11th September 2020

ABSTRACT

The Federation of Media Employees Trade Union -FMETU, Sri Lanka was established in the year, 2000. This plan has been prepared by FMETU members with the support of International Federation of Journalists. This plan explains FMETU's strategic interventions that are planned for the next 3 years, starting from October 2020.

FACILITATORS

Rainbow Institute Lanka (www.rainbow.lk) together, with W.M.R . Wijekoon and Rangika Wickramage

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FMETU General Secretary's Message

The professional journalist (Male & Female) is a professional who mediates to speak about other people's problems and intervenes regularly to bring out solutions for their issues. The journalist is addressed and identified by special honorary names such as 'Watch dog' and 'Fourth Citizen' of the society.

The majority of the journalists (Male & Female) who are engaged and employed in the industry of journalism are not entitled to most of rights enjoyed by members of other professions. Journalists are a group of professionals who are not at least entitled to the 'Right to Organize' which is an accepted norm by the cultured world as part of human rights. You have thoroughly understood that the owners and heads of media institutions are not most often not prepared to present or authorize professional entitlement.

This strategic plan has been designed to formally organize mainstream Colombo based journalists and media workers and also those within the whole range of 25 districts from the print and electronic media. The regional journalists (Male & Female) are treated and acknowledged as the back bone of the media industry of Sri Lanka. We are committed to bringing together all journalists and media workers to work collectively, in unity under one flag.

As a media personal (Male & Female) you represent some organization already. Our strategic plan focuses on you purely, with a true mind of a journalist. We do not to look at the media industry by the angle of politicians, black marketers, vigorous social destroyers etc.

FMETU also wishes to shift your focus to the rights of a journalist, driven by the rights of the people. WE strive to prepare and activate journalists as leaders of an industry entering a new era of a 'Public service focused media', which is the modern trend in the media world, outside the traditional trade union model.

Finally, I take this opportunity to convey a special thank you to Rainbow Institute Lanka (Pvt) Ltd and resource persons, Mr, W.M.R . Wijekoon and Rangika Wickramage. I also wish to express my deep appreciation to the FMETU leadership and members who participated to develop this Strategic Intervention Plan (SIP).

Our special thanks go out to the International Federation of Journalists, (Asia Pacific), especially Ms Jane Worthington who has guided and supported us to make this project a success and continues to be our strength in every step we take.

Background of FMETU

Federation of Media Workers Trade Union (FMETU) herein after referred to as FMETU or Union in this document is a collective body of employee unions of media organizations / institutes represented by journalists and media workers of Sri Lanka.

The current membership of FMETU comprises the following:

#	Member Unions
1.	Lake House Employees Union
2.	Sri Lanka Lanka Broad Casters Union
3.	Sri Lanka Rupavahini Program Producers Union
4.	Independent Television Networks T O Union
5.	Polonnaruwa District Journalists Union
6.	Matara District Journalists Union
7.	Matale District Journalists Union
8.	Badulla District Journalists Union
9.	Kandy District Journalists Union
10.	Nuwera Eliya District Journalists Union
11.	Ratnapura District Journalists Union
12.	Kegalle District Journalists Union
13.	Galle District Journalists Union
14.	Hambantota District Journalists Union
15.	Moneragala District Journalists Union
16.	Kurunegala District Journalists Union
17.	Puttalam District Journalists Union
18.	Anuradhapura District Journalists Union
19.	Trincomalee District Journalists Union
20.	Batticaloa District Journalists Union

21.	Ampara District Journalists Union
22.	Jaffna District Journalists Union
23.	Vavuniya District Journalists Union
24.	Mannar District Journalists Union
25.	Kilinochchi District Journalists Union
26.	Mulathiv District Journalists Union
27.	Kalutara District Journalists Union
28.	Gampaha District Journalists Union
29.	Colombo District Journalists Union

The FMETU was established in the year 2000 and registered with the Registrar of Trade Unions as an affiliation of trade unions of journalists and the media workers within the Media Industry in Sri Lanka. It is the main trade union that represents and appears to safeguard the rights of journalists and media employees in general and always takes the lead to solve any issue of its memberships and protect their profession. FMETU is the first Sri Lankan media organization which obtained the full membership of the International Federation of Journalists, in the year 2000.

It was established in order to achieve followings;

- To mobilize and organize all employees attached to electronic and print media institutions and regional journalists' associations in Sri Lanka, under one federation
- To scrutinize, protect and improve the rights, benefits and entitlements of members.
- To uplift the economic status of members.
- To provide following benefits for members
 - Support against intimidation and harassment faced by members due to union actions or professional struggles to secure relief and employment rights
 - Provide legal assistance and advice for their employment related issues when required.
- To **strengthen formal relationships in** between the federation and other related groups and amongst members of the federation
- To represent members in professional disputes

- To intervene in matters of national importance affecting the media community.

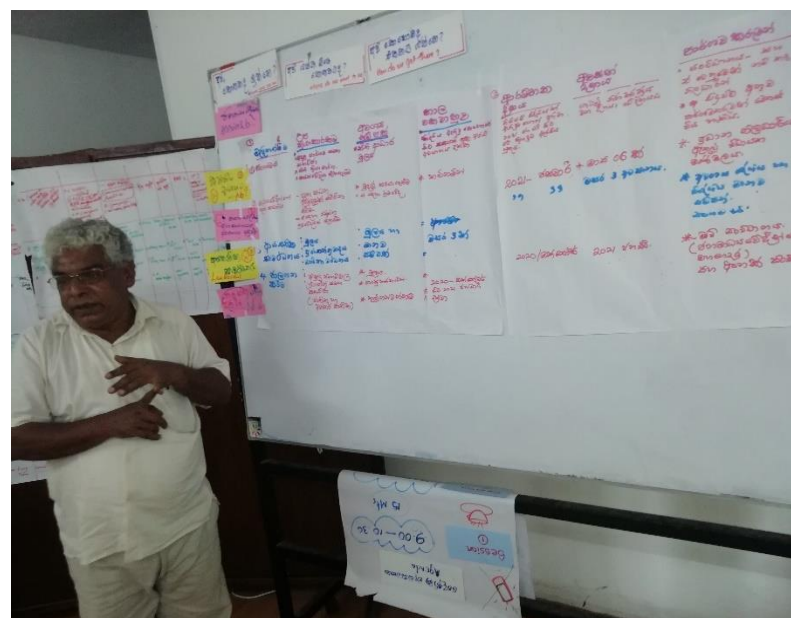
Purpose and process adopted for this - Strategic Intervention Plan (SIP)

- **Purpose:**

The Purpose of this strategic intervention plan (SIP) is to provide a guiding document for the management of FMETU with specific interventions to be implemented during the next 03 years, starting from Oct 2020, to Sep 2023, with the intention of strengthening FMETU as an organization to reach its next level of development by expanding its services to its' membership .

- **Process:**

1. Consultation with FMETU members : It was a prime prerequisite to consult members of the FMETU in developing this SIP to embed their views, ideas to buy- in this plan .Thus, an initial meeting was conducted with the General Secretary of the FMETU along with the Executive Director of Rainbow Institute¹ to get the initial insights of key needs .
2. Based on that, a one-day workshop was conducted at the Rainbow Institute premises in Colombo. 15 members of FMETU, representing a cross section of provinces and media. (List of participants is attached)



¹ Rainbow Institute Lanka (www.rainbow.lk) , a Sri Lankan Consultancy and Training Company, has been supporting and partnering FMETU in organizational development and projects since 2010.



The one-day workshop was segmented to four Sessions;

Session one: Individual and Group consensus building activity to understand and agree on **where are we now** as an organization

Session two: Group activity to build consensus and agree on **where we want to be**

Session three: Plenary presentations and collectively agreement on KEY areas of Strategic interventions

Session four: Group activity on **how do we get there?** Identify main actions (action planning)

3. The workshop was facilitated with adult friendly learning by engaging in exercises to get inputs from the members on an individual basis and then get validated as groups to build group consensus for the brainstormed ideas.

FMETU members were extremely enthusiastic and successfully identified key strategic interventions (SIs) to be implemented during October 2020 to September 2023 a three-year period. Seven Expected results to be achieved in the three-year period were identified by the FMETU. These seven expected results have been translated in to specific objectives as detailed below. Key Performance Indicators have been identified viz a viz the Objectives. These means of verifications will ensure the accomplishment of the interventions.

The process included the following elements

- Continuous Facilitation
- Individual and Group work
- Plenary group discussion/presentation

- Individual analysis/work

Vision and Mission of FMETU

The members of the FMETU put their heads together and came up with the following vision statement for the FMETU;

Vision: To be the Journalist’s ancestral home (haven) of Sri Lanka; It is accurately described in the Sinhala language as “Jana Madyawedinge Mahagedera” and in Tamil as “Oodagangalin Pughalidam”

Mission:

To build a strong independent media industry in Sri Lanka, by producing an independent group of employees with strong organizing ability within a secured profession within the media industry.

‘Organizing all the Journalists and media employees in the country under one flag, towards an ethical media practice, while ensuring professionalism, employee rights and welfare.

Prioritized Strategic Interventions - SIs

No	Strategic Interventions	Expected Result
1	Building and strengthening national and international Relations for FMETU	To improve the relationship with international journalist’s networks, International Federation of Journalists and other networks.
2	Identify and building national and International networks	
3	Uplifting the professional status of Journalists.	To facilitate the union members to work together towards professional improvement of members and non-member journalists and media workers in the industry.
4	Intervening on cases of gender-based	To establish a Gender policy and a mechanism to respond to

	violence/harassment against journalists (especially on women journalists)	gender-based violence/harassment against journalists
5	Intervening for policy matters related to media	To establish a functioning campaign mechanism implemented throughout the 03-year period on selected priority issues related to professional journalism in Sri Lanka
6	Intervening on labor and rights related issues/cases of journalists and Media workers	To intervene on labor related matters of members and non-member journalists and media workers in Sri Lanka.
7	Ensuring the welfare of Journalists and Media workers	To establish a welfare mechanism for members.
8	Institutional Development of FMETU	To establish an organizational development mechanism for FMETU

SWOT analysis of the FMETU

Strengths, Weaknesses, Opportunities and Threats analysis of the FMETU

<p>Strengths:</p> <ul style="list-style-type: none"> • International Relations/Relationship with IFJ. • Experience in working on media projects with international partners, IFJ, Internews, Institute of War and Peace Reporting and International Research and Exchange (IREX) • Experience and skills of member journalists • Existing national and regional network of journalists • Reputation of the Trade union movement in the country • Reputation of FMETU 	<p>Weaknesses:</p> <ul style="list-style-type: none"> • Lack of Financial resources • Lack of employee privileges and labour rights of journalists • Lack of job security of mainstream and provincial journalists • Inadequate welfare facilities for Members/Journalists • Absences of proper mechanism to address gender-based violence against journalists • Lack of commitment of members in making the membership payment • No Proper Fundraising mechanism in place • Journalists membership is scattered throughout Sri Lanka
<p>Opportunities:</p> <ul style="list-style-type: none"> • Union's recognition in the country • International support both technical and financial • Linkages with stakeholders including other media organizations and trade unions • Linkages with stakeholders of members • International training and exposures 	<p>Threats:</p> <ul style="list-style-type: none"> • Influence and interference for vested interests of Media owners • Influence and interference of Politicians • Government employees functioning as journalists • Safety and Security of Journalists • Difficulties in obtaining Press Identification Card for freelance/local Journalists

<ul style="list-style-type: none"> Wide spread of membership in all districts of Sri Lanka. 	
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Strategic Intervention Plan with time line and responsibilities

Implementation Timeline for the first year

No	Activity	Sub Activity	Timeline	1	2	3	4	5	6	7	8	9	10	11	12	
Objective 1.1: Union has a mechanism established for the improvement of National and international relations including relationship with International Federation of Journalists.																
1.1.1	Appointing a volunteer International Coordinator for the union	1.1.1.1 Appointing a Volunteer International Coordinator at the annual General Meeting	Long term to be appointed Immediately													
		1.1.1.2 Development of Terms of reference (ToR) for the International Coordinator	Long term to be carried out immediately													
		1.1.1.3 Sharing of monthly updates of International Coordinator with the Members/executive board	Long term													
		1.1.1.4 Releasing international announcements in the event of special incidents	Long term to be started at the 04 th month of the													

		(termination or suspension of Journalists, intimidation, harassment , injury)	implementat ion															
	1.1.2.Strengthening union’s links with National Stakeholders	1.1.2.1.starting discussions in relationship building with stakeholders and start a monthly dialogue mechanism with them	Long-term to be started from January 2021															
Objective 1.2: Union has minimum facilities to maintain international relations																		
1.2.1	Procurement/Obtainin g from a donor or allocating a personal Laptop for the use of International Coordinator	1.2.1.1 Executive Committee to decide in consultation with members at the Annual General Meeting	Mid-term, to be started immediately															
Objective 2.1: Union has a journalist’s professional development plan updated annually																		
2.1.1	Support members to uplift their status in the sector	2.1.1.1 Support members to obtain the International Press Card	Longer term, to be started in 2021															
		2.1.1.2 Union intervention to obtain the Press Identity card for journalists who do not have an identification from a media company/institute	Long term, to be started in 2021															
		2.1.1.3 Unions starts discussion with Media Minister, Director General, Government Information Department on burning issues experienced by	Long term, to be started in 2021															

		journalists																	
		2.1.1.4 Union initiates and continues discussions on obtaining employee privileges such as social security rights, such as EPF,ETF and Gratuity compensation etc. with Minister of Mass Media, Ministry of Labour Affairs and DG of Information Department	Long term, to be started in 2021																
		2.1.1.5 Plan and organize an e-campaign focusing on the above rights	Long term, to be started in the middle of 2021																
Objective 2.2: Union empowers at least 100 journalists with training or any other national or international capacity building opportunity																			
2.2.1	Creating Training opportunities for Journalists	2.2.1.1 Providing International Training opportunities for at least 04 journalists	Long term, on going																
		2.2.1.2 Conduct at least national 04 trainings targeting 120 journalists on important subjects such as professional responsibility and ethics, Investigative Journalism, anti corruption, media and	On going																

		democracy, gender sensitivity, data journalism, public service journalism, social media, national languages and English etc.																	
Objective 3.1: Gender Policy is prepared and in place for the union																			
3.1.1	Increasing women membership in the Executive committee by 30%	3.1.1.1 Appointing female representation of 30% for the Executive Committee at the 2020 AGM	Short term, to be completed by January 2021																
		3.1.1.2 Appointing A female member at least for 01 key position (President, Secretary or Treasurer)	Short term, to be completed by January 2021																
3.1.2	02 Educational programmes on increasing women participation	3.1.2.1 Conduct at least 02 educational programmes targeting 40 participants on the importance of increasing women participation for decision making	Mid-term																
Objective 3.2: Union has a 'standard operating Procedure' in responding or intervening for any Gender based violence/harassment incident against member or non-member journalists and media workers.																			
3.2.1	Development of a Standard Operating Procedure (SoP) on responding for GBV related issues	3.2.1.1 Drafting the Standard Operating Procedure (SoP) with support of an external consultant	Longer term, to be completed August 2021																

Objective 3.3: A GBV complain mechanism with a dedicated focal person is established														
3.3.1	A complaint mechanism is established within the union	3.3.1.1 A complaint mechanism on GBV issues on journalists is established	Longer term, to be started by September 2021											
		3.3.1.2 Appointing a dedicated volunteer GBV Focal person at the AGM	To be completed by January 2021											
		3.3.1.3 Awareness on GBV Complain mechanism for journalists (02 activities per annum)	Mid-term, to be started by September 2021											
		3.3.1.4 Establishment of a pool of lawyers committed to provide legal support on GBV related issues against women media workers and journalists	Short term to be started by august 2021											
Objective 4.1: Union has a tagline and a functioning campaign plan developed focusing related and timely important goals														
4.1.1	Formation of a campaign committee by the Executive committee	4.1.1 Calling for names from interested members	Short term to be started by February 2021											
		4.1.2 Finalizing the names and formation of the committee by the executive	Short term, to be completed											

		committee. The campaign committee is to comprise 10 members	by March 2021															
		4.1.3 Campaign Committee develops a campaign plan focusing on timely required issues/policies to be addressed	Short term, to be completed by March 2021															
		4.1.4 Preparation of a plan for the implementation of activities identified to be included in the 'Handbook'	Long term to be started from March 2021															
		4.1.5 Designing and dissemination of an International Newsletter	Mid-term to be started from 2021 May and to be printed quarterly															
Objective 4.2: Union to implement at least 04 major activities per annum focusing a timely important issue of the country related to journalists																		
4.2.1	Implementation of campaign activities	4.2.1.1. Implementation of at least 04 major activities identified in the campaign plan focusing a timely issue related to journalists	Mid-term, to be started May 2021															
		4.2.1.2 Review of the campaign plan and updating with new campaign activities	To be completed by January 2022															

Objective 5.1: Union is functioning with a response mechanism on labour issues against journalists to be working on complaint basis													
5.1	Establishing a complaint mechanism on for labour issues experienced by the journalists	5.1.1.1 Preparing a SoP and a mechanism for complaints on labour matters relevant to journalists with the support of an external resource person	Longer term to be started by end of 2021										
		5.1.2 E-awareness on complaint mechanism among the journalists	Longer term and to be started by December 2021										
		5.1.3 identify and list a pool of accessible and committed lawyers for legal support on labour matters	Short-term, to be started immediately										
Objective 6.1: A Welfare Fund developed and managed with support of members and well-wishers													
6.1.1	Initiating a welfare support mechanism for members	6.1.1 Development of a welfare policy approved by the Executive Committee on the eligibility, limits and other conditions etc	Long term to be started by May 2021										
		6.1.3 Support for members in need as approved in the welfare policy (at least 12 per annum)	Long term to be started preliminary activities by January 2021										
Objective 6.2: A fund raising system in place for the union													

6.2.1	Establishment of a welfare fund for the union	6.2.1.1 Establishment of a welfare fund with support of members, well-wishers and donors up to the limit of one million LKR by 2021	Long term to be started by January 2021															
Objective 7.1: Organization development plan is in place with prioritized activities																		
7.1.1	Development of an annual organizational development timeline	7.1.1.1 Preparing an annual organizational development timeline for the union	Long term, to be started by March 2021															
7.1.2	Establishment of a branch network in 25 districts for the union	7.1.2.1 Formation/reformation of branch unions in 25 districts	Long term to be started first phase by January 2021															
		7.1.2.2 Revise and update Facebook page for the branch network and members	Mid-term to be initiated by March 2021															
		7.1.2.3 Creation of a WhatsApp group for the executive committee	Short-term to be started by October 2020															
Objective 7.2: Union has a network of effectively functioning 25 branches all over the country																		
7.2.1	Formation/restructuring of 20 branch unions in districts	7.2.1.1 Formation/restructuring of 20 branch unions in district level	Long term to be started by June 2022 and to be completed by August 2023															

Monitoring AND Evaluation plan

Monitoring and Evaluation plan

Number	Expected result	Objectives	Indicators	Means of Verification	Frequency of measurement
1	To improve the relationship with international journalist's networks, International Federation of Journalists and other networks.	<p>1.1 Union has a mechanism established for the improvement of international relations including relationship with International Federation of Journalists.</p> <p>1.2 Union has minimum facilities to maintain international relationship</p>	<p>1.1.1 An International relations Coordinator is appointed by the executive board</p> <p>1.1.2 Four media announcements released internationally per year and increased in case of any relevant incident</p> <p>1.1.3 Union executive board is updated monthly by the International</p>	<p>1.1.1. Appointment letter of International Coordinator</p> <p>1.1.2 Copies of announcements</p> <p>1.1.3 Copy of monthly update</p> <p>1.2.1 Handing over letter of the Laptop and Internet facility</p>	<p>1.1.1. Annually</p> <p>1.1.2. Quarterly</p> <p>1.1.3. Quarterly</p> <p>1.2.1. First quarter</p>

			Coordinator on the status of managing international relations. 1.2.1 The international Coordinator is equipped with a Lap top Computer with internet access		
2	To enable the union to work the professional Improvement of member and non-member journalists	2.1 Union has a journalist's professional development plan updated annually 2.2 Union caters to at least 100 journalists with training or any other national or international capacity building opportunity	2.1.1 Annual professional development plan for journalists is prepared. 2.2.1.100 Journalists are benefitted annually by the union or by the opportunities created by the union	2.1.1 Copy of professional development plan 2.2.1 Training reports/Photo evidence	2.1.1 annually 2.2.1.Quarterly
3	To establish a Gender policy and a mechanism to respond for gender based violence/harassment	3.1 Gender Policy is prepared and in place for the union 3.2 Union has a 'standard operating	3.1.1 Gender Policy is approved by the Executive Board and distributed among members	3.1.1 Copy of approved gender policy	3.1.1.End of related quarter

	against journalists	<p>Procedure' in responding or intervening for any Gender based violence/harassment incident against member or non-member journalists</p> <p>3.3 A GBV complain mechanism with a dedicated focal person is established</p>	<p>3.2.1 Standard Operating Procedure (SoP) FOR Gender based violence/harassment is approved by the Executive Committee and in place</p> <p>3.3.1 A focal person for GBV in behalf of the organization is appointed</p> <p>3.3.2 A contact telephone number is shared among journalists</p> <p>3.3.3 GBV case response files are maintained throughout the year in a confidential manner.</p>	<p>3.2.1 Copy of approved SoP</p> <p>3.3.1 Appointment letter/committee decision of appointing a focal person</p> <p>3.3.2 Email evidence of a sharing of Contact Number</p> <p>3.3.3 Copies of front pages of the files</p>	<p>3.2.1.End of related quarter</p> <p>3.3.1.End of related quarter</p> <p>3.3.2 End of related quarter</p> <p>3.3.3.Quarterly</p>
4	To establish a functioning campaign mechanism implemented focusing policy	4.1 Union has a tagline and a functioning campaign plan developed focusing related and timely important goals	4.1.1 Advocacy campaign plan is prepared and updated annually	4.1.1 Approved advocacy campaign plan	4.1.1.Annually

	changes throughout the 03 year period on selected priority matters related to journalism in the country	4.2 Union is implements at least 04 major activities per annum focusing a timely important issues of the country related to journalists	4.2.1 Four major advocacy activities are completed per annum	4.2.1 Reports of advocacy activities with photos/screen shots	4.2.1 quarterly
5	To intervene on labour issues of the member and non-member journalists	5.1 Union is functioning with a response mechanism on labour issues against journalists to be working on complaint basis	5.1.1 a dedicated focal person for labour matters is appointed by the union 5.1.2 an addendum is made for the constitution in order to add the Standard Operating Procedure (SoP) for case response 5.1.3 at least one event is organized by union per annum in increasing the labour rights of journalists	5.1.1 Appointment letter of the focal person/copy of decision on recruitment 5.1.2 Copy of the addendum 5.1.3 Event report	5.1.1.End of related quarter 5.1.2.End of related quarter 5.1.3.Quarterly
6	To establish a welfare mechanism for member	6.1 A welfare fund is developed and managed with support	6.1.1 welfare limits, subjects and welfare policy is approved	6.1.1 Copy of approved policy	6.1.1.End of related quarter

	journalists	of members and well wishers 6.2 A fund raising system is in place for the union	by the Annual General Meeting 6.1.2 Union support for least 12 members per annum 6.2.1 Fund raising committee is appointed 6.2.2.Fund raising plan for the union is developed 6.2..3 at least one activity is implemented per annum on improving the fund	6.1.2 brief reports on the support approved by chairperson 6.2.1 Minutes of fund raising committee meeting 6.2.2 Copy of approved fund raising plan 6.2.3 Activity completion report	6.1.2.Quarterly 6.2.1.Monthly 6.2.2.End of related quarter 6.2.3.Annually
7	To establish an organizational development mechanism	1.1 Organization development plan is in place with prioritized activities 7.2.1 Union has functioning a network of 25 branches all over the country	7.1.1 OD plan is prepared and distributed among members 7.1.2 OD Plan is reviewed and updated annually 7.2.1 10 branches are functioning and active	7.1.1 Copy of approved OD plan 7.1.2 Updated OD plan 7.2.1 Report of monthly or quarterly meetings of branches	7.1.1.End of related quarter 7.1.2.Annually 7.2.1.Quarterly

Detailed Annual Budget 2020-2021

No	Activity	Sub Activity	Budget (LKR)	Budget (\$) Rate=185	Stakeholders	Responsibility
1.1.1	Appointing a volunteer International Coordinator for the union	1.1.1.1 Appointing a Volunteer International Coordinator in the annual General Meeting	4,000.00	22	Internal, IFJ	Executive Committee
		1.1.1.2 Development of a Terms of reference (ToR) for the International Coordinator	-		External Resource	Executive Committee
		1.1.1.3 Sharing monthly update of International Coordinator with the Members/executive board	12,000.00	65	Members	International Coordinator, Executive Committee
		1.1.1.4 Releasing international announcements In special incidents (termination or suspension of Journalists,	12,000.00	65	IFJ	International Coordinator, Executive Committee
		1.1.2.1 starting discussions in relationship building with stakeholders and start a monthly dialogue mechanism with	2,000,000.00	10,753		Executive Committee

		them(initial sensitization and monthly meetings)				
1.2.1	Procurement/Obtaining from a donor or allocating a personal Laptop for the use of International Coordinator	1.2.1.1 Executive Committee decides with the commitment of the members at the Annual General Meeting	150,000	806	Donors, Well wishers	Executive Committee
2.1.1	Support members to uplift their status in the sector	2.1.1.1 Support members to obtain the International Press Card	-		IFJ	Executive Committee
		2.1.1.2 Union intervenes to obtain the Identification card for journalists who do not have certification from a media company/institute	-		Ministry of Media, Director General of Information Department	Executive Committee
		2.1.1.3 Unions starts discussions with media Minister, DG-Information department on the issues experienced by journalists	-		Minister of Media, Director General of Information Department	Executive Committee
		2.1.1.4 Union initiate and continue discussions on obtaining employee	-		Unions in the media companies,	Executive Committee

		privileges such as EPF,ETF and compensation etc with Minister of Media, Ministry of Labour Affairs and DG-Information Department			Branch Unions	
		2.1.1.5 Plan and organize an e-campaign focusing the above rights	50,000	269	Skilled members of the Union	Executive Committee
2.2.1	Creating Training opportunity for Journalists	2.2.1.1 Providing opportunity of International Training opportunities for at least 04 journalists	-		IFJ, Civil Societies, International Organizations	Executive Committee, International Coordinator
		2.2.1.2 Conduct at least 04 trainings targeting 120 journalists	800,000.00	4301	External Resources, Internal Resource persons	Executive Committee
3.1.1	Increasing women membership in the executive committee by 30%	3.1.1.1 Appointing 30% for the Executive Committee at the 2020 AGM	-		-	Executive Committee
		3.1.1.2 Appointing A female member at least for 01 key position (Chair person, Secretary or Treasurer)	-		-	Executive Committee
3.1.2	02 Education programmes on	3.1.2.1Conduct at least 02 educational	200,000.00	1075	External Resource	Executive Committee

	increasing women participation	programmes targeting 60 participants on the importance of increasing women's participation for decision making			Persons, Civil Societies	
3.3.1	A complaint mechanism is established within the union	3.3.1.1 A complaint mechanism on GBV issues on journalists is established	20,000.00	108	Internal Resource persons	Executive Committee
		3.3.1.2 Appointing a dedicated volunteer GBV Focal person at the AGM	-		-	GBV Focal Person, Executive Committee
		3.3.1.3 Awareness on GBV Complain mechanism for journalists (02 activities per annum)	200,000.00	1075	External Resources	Executive Committee
4.1.1	Formation of a campaign committee by the Executive committee	4.1.1 Calling for names from interested members	-		Members	Executive Committee
		4.1.2 Finalizing the names and formation of the committee by the executive committee consisted with 10 members	-		Members	Executive Committee
		4.1.3 Campaign Committee develops a campaign plan focusing	10,000	54	Members	Executive Committee

		the timely required issues/policies to be addressed				
		4.1.4 Preparation of a plan for the implementation of activities identified in the 'Hand Book'	-		Members	Executive Committee
		4.1.5 Designing and dissemination of an International Newsletter (Quarterly)	800,000	4301		
4.2.1	Implementation of the campaign activities	4.2.1.1. Implementation of at least 04 major activities identified in the campaign plan focusing on timely issues related to journalists	1,200,000	6452	Members, Journalists, Other unions	Executive Committee
		5.1.3 identify and list a pool of accessible and committed lawyers for legal support in labour matters	-		Members, Committed Lawyers	Executive Committee
6.1.1	Initiating a welfare support mechanism for members	6.1.1 Development of a welfare policy approved by the Executive Committee on the eligibility, limits and other conditions etc	-		Members, External resource person	Executive Committee
		6.1.3 Support for	-		Welfare	Executive

		members in need as approved in the welfare policy (at least 12 per annum)			Committee	Committee
6.2.1	Establishment of a welfare fund for the union	6.2.1.1 Establishment of a welfare fund with support of members, well-wishers and donors up to the limit of one million LKR by 2021	500,000.00	2688	Civil Societies, Donors, Members	Executive Committee
7.1.1	Development of an annual organizational development timeline	7.1.1.1 Preparing of an annual organizational development timeline for the union	-		Members	Executive Committee
7.1.2	Establishment of a branch network in 25 districts for union	7.1.2.1 Formation/reformation of branch unions in 05 districts	125,000.00	672	Members in Districts	Executive Committee
		7.1.2.2 Creation and maintenance of a FB page for the branch network and members	10,000.00	54	Skilled Members	Executive Committee
		7.1.2.3 Creation of a WhatsApp group for the executive committee	-		-	Executive Committee
			6,084,000.00	32,709		

Limitation/Challenges and Concluding remarks,

1. Need professional third-party support to implement and facilitate implementation process for at least 6 months to one year
2. Mobilization and training support /for skills upgrading of the members and fund-raising opportunities
3. Maintaining cohesion among the members needs additional support
4. There was a challenge in gathering participants for the planning meeting as they are scattered all over the country
5. With the given one-day time duration due to the budget limitations, it was challenging in having participation and agreement for each and every sub activity level with a detailed budget.
6. Further the time allocation to make the participants aware on the developed objectives and Key performance indicators was less.
7. This is a strategic intervention plan and not been named as a comprehensive strategic plan which was prepared in a very limited time.