

**Independent Journalists' Association of Vojvodina**



**IJAV Strategy for 2020-2025  
with Action Plan for 2020**

Novi Sad, January 2020

## 1. Introduction

The Independent Journalists' Association of Vojvodina (IJAV) is an organisation that has been operating for thirty years in a very turbulent transition period which Serbian society has been going through. Established as a professional association with an aim to improve the profession of journalism and protect journalists from the repressive regime, IJAV has always been an uncompromising fighter for the values of civil society, which has always sided this organisation with those out of favour with those in power. This fact has reflected differently and with different intensity in various periods on the work of the Association, more or less always making its work difficult. The great motivation among its members and management has enabled IJAV, despite the pressures and hardship, to become the leader when it comes to providing information for ethnic minority groups, as well as in the field of unwavering struggle to protect the rights of journalists and media workers. Through its educational programs and the establishment of civil society media, the Association has widened the scope of free journalism, which has been exposed to great challenges and pressures since IJAV was established.

The strategic planning<sup>1</sup> process has been conducted by IJAV through wide and inclusive consultations with the members, partners, decision-makers in the society, as well as with media and other organisations. The strategy is the direction in which IJAV will be going in the years to come, with an ambition to include young journalists in its processes, projects and new sustainability models, thus creating a space where they could work and implement their innovative ideas, with the Association providing support along the way.

Within the scope of the comprehensive process of strategic planning, IJAV has analysed its work so far, as well as the environment in which it is operating. Based on the conclusions and analyses, the organisation has adopted the following strategic document, which will facilitate the way the organisation is managed and its efforts to achieve the set objectives.

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<sup>1</sup> Annex 1. Overview of the methodology of creating strategy at IJAV.

## 1.1 Brief history and results of the Independent Journalists' Association of Vojvodina

The Independent Journalists' Association of Vojvodina (IJAV) was established on January 17, 1990 in Novi Sad and it is the oldest independent journalists' association on the territory of former Yugoslavia. 270 journalists from almost all media in Vojvodina joined the association soon after it was established and today it boasts more than 600 members. The core is made up of 120 members, who actively take part in everyday operations of IJAV and contribute, to a smaller or larger extent. One third of them have been members of the association for more than 10 years. This is an indicator of stability of membership and it provides guidelines for the set of values that IJAV stands for. The smallest share of the membership structure belongs to those under 30 years of age, while the most dominant group are those older than 40, most of whom are from Novi Sad. In the forthcoming period, IJAV will use its capacity to rejuvenate its membership, provide opportunities and attract young journalists, as well as to decentralise and establish committees around Vojvodina in order to get closer to its members and work more efficiently on empowering them.

**The members are the strength, need and the fulcrum of the association.** The necessity to create activities directed towards its members, animate the members from smaller communities, help young journalists and prospective journalists to find their feet while respecting the principles of the profession in the times most difficult for journalists is one of the most important tasks of IJAV.

Since its establishment, IJAV has undertaken various activities in order to affect the legislation in the field of information, as well as the respect of the rights to express opinion and the right to be informed.

During **the last decade of the previous century**, when the regime of Slobodan Milošević controlled all important electronic and print media that could have a significant impact on creating the public opinion, the organisation was actively working on empowering the independent media and journalists, as well as their influence. **Following the political changes that occurred in 2000**, IJAV passivized its work, but it soon became obvious that the political and social events were again developing in a way that was harmful to the profession. In order to continue impacting the environment and work to the benefit of journalism within the given frameworks, IJAV became one of the founders of a coalition of non-governmental organisation **Građanska Vojvodina (Civil Vojvodina)**, and it joined a regional coalition of civil society organisations **the Igman Initiative**, which advocates the normalisation of relations between countries in the Dayton quadrilateral. The association was also among the founders of the regional coalition **REKOM** tasked

with establishing the facts about all victims of war crimes in the last decade of the 20th century and it is also a member of the National Convention on the European Union, which monitors the process of Serbian accession into the European Union related to Chapters 23 and 24.

On the other hand, IJAV continued to act on the media scene by creating associations and partnerships with similar organisations. It is one of the founders of [the Association of Online Media](#), and part of [the Media Coalition](#), which gathers the most relevant journalists' and media associations in the country. IJAV is also the head of the informal network of civil society media in Serbia, while the representatives of IJAV are also part of the informal [regional Network of Journalists](#). IJAV is present in most expert teams, both in Serbia and the EU, tasked with creating media policies.

IJAV is recognised at the media scene as the publisher of the news internet site [Autonomija \(autonomija.info\)](#), its sub-site in the Hungarian language ([hu.autonomija.info](#)) and the [Vojvodina Investigative and Analytical Centre - VOICE \(voice.org.rs\)](#) portal. The readers are also involved in the work of these media through a modern system of providing donations ([donations.IJAV.org](#)), set up in 2019, while the members, associates and general public also receive services from the IJAV Media Hub, established at the end of 2019.

Through all these processes and provision of services and its work with the members, IJAV has also become a resource centre and a place of gathering for the media community. Apart from its regular activities, the Association also offers a range of other services, such as free legal assistance, expertise in the field of establishing civil society media, etc., so that it could have a constant impact on the environment in which journalists operate. In the forthcoming period, aided by this strategy, IJAV will invest even more effort to support the democratic development of the society through improving professional standards.

## **2. IJAV's operational context**

During the 30 years of its operation, IJAV has been using its expertise and wish to strengthen the freedom of journalists and media in order to create the media scene in Serbia and Vojvodina. Our experts have built their experience into both media strategies that have been adopted, as well as into laws and by-laws. When Serbia adopted a set of new media laws in 2014, which made journalists and media workers enthusiastic, IJAV provided support to institutions at all levels and worked with them to create conditions for good practice when it came to the application of those laws. Examples illustrating the dedication of IJAV to bringing order to the media scene are the endeavours that initiated the passing of action plans for the implementation of the media laws at the

local level and the management of processes aimed at improving the position of the profession.

IJAV still believes that the legislation in Serbia related to the media sector is mostly adequate, but that constant work is needed to improve it, since the media environment is among those that change the fastest. IJAV notes that the laws in Serbia provide a solid foundation for establishing fair and free media market, but until today, the political structures have expressed neither interest, nor will to implement them. It is especially important to immediately abolish the practice of exercising political power at public broadcasting services through financing the editorial content and by influencing the work of independent regulatory bodies, while, at the same time, it is vital to ensure the essential application of the laws related to this field.

In this context, IJAV has been forced over the years to take the role of a thorough critique of the system errors related to the sphere of media. Apart from criticising the poor implementation of laws, IJAV started noticing faults in other areas, such as privatisation of media, safety of journalists, censorship and economic drain of media companies. In their attempts to draw the attention to all those problems and reach out to the political elite in power, IJAV and other associations were branded in public as enemies of the society, instead of as professional organisations working to the benefit of citizens and public through building and strengthening the democratic capacity of Serbia. Our important role in society was used by political figures who prefer an unregulated media scene to create a clash with journalism and suppress media freedom, instead of using an opportunity to cooperate with professional organisations of civil society to build the spirit of media freedom.

It was through this retrograde process within the system itself that the journalists in Serbia became the target of attacks, labelling and open campaigns of hatred organised by a segment of the political elite. The institutions that do not have the necessary capacity to create conditions for a democratic society on their own due to a lack of the appropriate level of integrity and autonomy, hope to attract greater attention of the civil non-profit sector. Due to these processes, IJAV must again place the main focus on the protection of journalists from political pressure. IJAV needs to act prominently at the local level, where the pressures and problems are much stronger and apparent. It is our ambition to create new opportunities and habits, which would facilitate professional journalism in the most remote and smallest communities, so that all citizens would be informed appropriately. Such changes are possible only with systematic support to the development of journalistic ethics and professionalism.

When it comes to these processes, IJAV sees as its main partner<sup>2</sup> the journalists and media organisations in Serbia, as well as the international community, especially the

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<sup>2</sup> Annex 2. Interested parties.

European Union, which is an example of the values this society is striving toward. The international community is an inseparable part of the process, but it needs to be more actively involved in building a democratic society, because there is no democracy without free media. IJAV sees the international community as the key factor in the development of media freedom in Serbia, whose prominent role in improving the situation in media is necessary at the political, editorial and structural level.

The experts from IJAV will continue working in various bodies for as long as necessary, in order to give their best as a journalists' association when it comes to regulating the media scene in Serbia. The association believes that cooperation with institutions, especially those involved in creating media policies, as well as media practice, such as the government, relevant ministries and independent institutions (Regulatory Body for Electronic Media, Protector of Citizens (Ombudsman), Commissioner for Information of Public Importance, etc.) is an extremely important segment of work, but it will still insist on respecting the values the association represents, as well as on professional expertise accompanied by a partner relation.

IJAV will intensify its work in the field of informing and educating the citizens, because for fundamental democratic changes, it is of general public interest to have informed and media-literate citizens, who can use the information to make decisions that benefit the whole community.

It is a general conclusion that IJAV is operating in an institutionally non-functional environment, with negative social trends on the rise, which has led to media freedom being endangered and growing unprofessionalism in journalism. In this situation, IJAV remains and survives as a professional journalists' organisation, which perseveres in its struggle for free journalism and identifies social and professional anomalies.

### **3. Values and principles of the Independent Journalists' Association of Vojvodina**

#### ***RESPONSIBILITY***

The Independent Journalists' Association of Vojvodina is responsible for all implemented activities and achieved results to its members and partners.

The responsibility toward profession is exemplified by respecting the Serbian journalists' Code of Ethics, toward the citizens through truthful, comprehensive and timely provision of information, toward the society through developing the pluralism of thought and critical public and, finally, toward its members mostly through emphasising their safety and improving the professional standards of their work.

IJAV fully accepts responsibility for its attitudes and public appearances.

### ***INDEPENDENCE***

The Independent Journalists' Association of Vojvodina works towards achieving the set goals independent from political, economic and other influences from the social environment.

### ***RESPECTING DIVERSITY***

The Independent Journalists' Association of Vojvodina respects all diversities and advocated equality and tolerance, thus contributing to creating a better society. Diversity is the riches of both the society and the organisation itself. The association believes in the motto "Everyone different – everyone equal", in the sense that it accepts all forms of diversity and advocates equal right for everyone, regardless of the nature of diversity.

### ***PROFESSIONALISM***

The Independent Journalists' Association of Vojvodina conducts its activities and treats all interested parties professionally, promotes professionalism within the scope of its profession by respecting the Code of Ethics, in accordance with the public interest.

### ***SOLIDARITY***

By publicly reacting in a timely manner to various social anomalies and supporting its members and encouraging them to act publicly, the Independent Journalists' Association of Vojvodina promotes the principle of solidary in the whole society, especially in the media community.

### ***TRANSPARENCY***

The Independent Journalists' Association of Vojvodina makes the information about its operation available to its members and it is persistent in the endeavours to make the notion of transparency accepted as a necessary aspect of public activities.

### ***FREEDOM OF ACTION, ORGANISING, SPEECH AND THOUGHT***

The Independent Journalists' Association of Vojvodina supports and promotes the freedom of action, organising and thought as an important aspect of the democratic process, emphasising the role of media and journalists.

## 4. Defining the strategy

Taking into account the current situation, as well as the thoughts and attitudes of the management and members, IJAV has created its mission and vision as the starting points for defining the following strategic directions.

### **Statement on external vision:**

IJAV contributes to a society founded on democratic principles, which nurtures high standards of the freedom of media and journalism and which protects professional journalists.

### **Statement on internal vision:**

IJAV is a self-sustainable professional association of journalists and other media workers, with highly qualified employees, a media hub and active members, who contribute to the achievement of programme goals.

### **Statement on mission:**

By cherishing and improving the professional standards of journalism, IJAV empowers journalists to act as bearers of democratic changes and advocates institutional and regulatory systems that would enable journalists to do their job professionally.

## 5. Strategic framework

The activities of IJAV in 2020-2025 are divided into two directions. A strategic goal has been defined for each direction, respectively, and the same goals were the used to create more concrete specific goals. Finally, activities were defined (and partially used for the 2020 Action plan), which IJAV is planning to conduct in order to achieve its strategic goals.

The programme direction defines three main clusters (the environment, journalists and institutions), while the organisational direction encompasses self-sustainability, professionalization of the organisation and the employees and work with the members.

External vision - goals

IJAV contributes to a society founded on democratic principles, which nurtures high standards of the freedom of media and journalism and which protects professional journalists.

**PROGRAMME DIRECTION**

Strategic goal	#Strategic goal 1:	#Strategic goal 2:	#Strategic goal 3:
Specific goal	<p>Society founded on democratic values</p> <p>1.1. High level of media literacy in society is of public interest</p> <p>1.2. There is a high level of awareness in the society regarding the importance of free journalism and watchdog position of journalists</p>	<p>Journalists nurture professional standards</p> <p>2.1. Journalists have at their disposal educational and developmental programmes, with a special focus on multimedia knowledge</p> <p>2.2. There are available platforms that facilitate practice of professional journalism</p> <p>2.3. The media market is dominated by media content that is of public interest, with a special focus</p>	<p>Journalists and media are free and enjoy protection in society</p> <p>3.1. Improved mechanisms of reporting threats, pressures and attacks on journalists and of protection of journalists in institutions and the society.</p> <p>3.2. Improved media legislation, especially relating to the independence of regulatory bodies and self-regulation. The legislation also regulates financing of media contents.</p>

		on analytical and investigative features.	3.3. Expert non-governmental coalitions and groups react on the findings of free and professional journalists by creating public policies with an aim to support such efforts by the media.
Activities	<p>1.1.1. Education of young people on media literacy and the importance of quality journalism.</p> <p>1.1.2. Education of citizens on media literacy and quality journalism.</p> <p>1.1.3. Creating a hub for media literacy.</p> <p>1.2.1. Promotion of ethical journalism.</p> <p>1.2.2. Support to local, professional,</p>	<p>2.1.1. Education of journalists on various topics.</p> <p>2.2.1. Strengthening and promotion of the VOICE, Autonomija.info in Serbian and Hungarian platforms.</p> <p>2.3.1. Production of media content of public interest using our own and IJAV partner platforms.</p>	<p>3.1.1. Empowering the mechanisms and groups for safety of journalists.</p> <p>3.2.1. Strategic participation in bodies in charge of developing legislation and legal framework related to media sector.</p> <p>3.2.2. Strategic participation in self-regulatory and regulatory bodies in charge of media and journalists.</p> <p>3.3.1. Establishing strategic</p>

	journalists' initiatives.		cooperation with NGO and expert coalitions.
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### Internal vision – goals

IJAV is a self-sustainable professional association of journalists and other media workers, with highly qualified employees, a media hub and active members, who contribute to the achievement of programme goals.

### ORGANISATIONAL DIRECTION

Strategic goal	#Strategic goal 4:	#Strategic goal 5:	#Strategic goal 6:	#Strategic goal 7:
	IJAV is a self-sustainable organisation	IJAV is a professional association	IJAV boasts qualified employees and multi-functional media hub	IJAV has active members
Specific goal	<p>4.1. IJAV has provided diversification of income necessary for covering operational costs.</p> <p>4.2. Financial, programme and strategic sectors facilitate unobstructed work of IJAV.</p>	<p>5.1. IJAV makes decisions in a regulated and transparent way, in coordination with the financial, programme and strategic sectors.</p> <p>5.2. IJAV boasts advanced</p>	<p>6.1. IJAV optimises the utilisation of available human resources.</p> <p>6.2. The employees and associates of IJAV are provided access to additional qualification programmes.</p> <p>6.3. The Media</p>	<p>7.1. IJAV communicates actively with its members.</p> <p>7.2. IJAV boasts a well-organised network of members throughout Vojvodina, supported by local journalists.</p> <p>7.2. IJAV supports the</p>

		internal inter-sectoral communication .	Hub operates profitably, in accordance with the previously defined business plan.	implementation of ideas of its members, in line with the principles of the organisation.  7.3. IJAV includes young journalists in the work of the organisation.
Activities	<p>4.1.1. Providing professional and commercial services from the organisation's field of work.</p> <p>4.1.2. Project financing in accordance with the development plan.</p> <p>4.2.1. Operationalisation of the strategy through clearly defined sectors.</p>	<p>5.1.1. Creating and applying platforms for exchange of ideas and coordination of the decision making process.</p> <p>5.2.1. Creating and applying the plan of internal and external communication .</p>	<p>6.1.1. Reviewing and optimising human resources.</p> <p>6.2.1. Providing opportunities for professional development of the employees and members of the IJAV team.</p> <p>6.3.1. Coordination of Media Hub activities in line with the needs of IJAV and wider community.</p>	<p>7.1.1. Coordination of communication with members and improvement of communication mechanisms.</p> <p>7.2.1. Building a network and organising members at local level.</p> <p>7.2.2. Maintaining the network of IJAV contact points around Vojvodina.</p> <p>7.3.1. Including young</p>

				journalists in the work of the organisation in accordance with the organisation's needs.
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## 6. Strategy implementation plan

The action plan for the development of the Independent Journalists' Association of Vojvodina is an integral part of this Strategy and a starting point for its implementation. The action plan has been created for the period until 2025. The main reason for this approach is the dynamic environment in which IJAV operates, which leads to frequent changes of conditions, thus making plans for a longer period more or less unjustifiable. A new, one-year action plan will be made for each following year at the end of the previous one, which means that by the time this Strategy expires, IJAV will have had five action plans.

There are situations when the environmental factors can change so much that it is necessary to revise the whole Strategy. The interventions made to the Strategy will mostly depend on the importance of the impact of environmental factors.

The responsibility for realisation of the Strategy (in terms of goals) lies with the Managing Board, i.e. its President, while the responsibility for the realisation of activities in action plans of the Strategy shall be borne by the Executive Board of the Association. The teams organised around related groups of activities are envisaged as the direct executors of the activities stipulated in the action plan.

Since several members/individuals who are at same time officials of the Association are included in the realisation of the activities stipulated in the action plan, it is necessary to provide intensive communication and transparency of all activities, while avoiding the overlap of responsibilities in individual cases.

The fact is that the environment in which this Strategy and its action plan are implemented is extremely dynamic, which means minor or major deviations are possible when it comes to achieving the planned values of the set indicators, i.e. goals.

For this reason, the Strategy envisages an external evaluation of its implementation in 2022. The results obtained from this evaluation shall be used as the foundation for taking concrete measures, such as a change of values of the indicators, change of whole activities in the action plan or merely change of some activity parameters, such as partners, deadlines, indicators, financial sources and expenses.

The following table presents a rough plan of implementation of the development strategy of IJAV in 2020-2025:

<b>Year</b>	<b>Activities at the beginning of the period</b>	<b>Activities during and at the end of the period</b>
<b>2020.</b>	<ul style="list-style-type: none"> <li>• Adopting the Strategy</li> <li>• Implementation of action plan</li> </ul>	<ul style="list-style-type: none"> <li>• Creating action plan for 2021</li> <li>• Annual report on implementation</li> </ul>
<b>2021.</b>	<ul style="list-style-type: none"> <li>• Implementation of action plan</li> </ul>	<ul style="list-style-type: none"> <li>• Semi-annual report on implementation</li> <li>• Creating action plan for 2022</li> <li>• Annual report on implementation</li> </ul>
<b>2022.</b>	<ul style="list-style-type: none"> <li>• Implementation of action plan</li> <li>• Revision of Sector development plan (if necessary)</li> </ul>	<ul style="list-style-type: none"> <li>• Semi-annual report on implementation</li> <li>• Updating indicators related to goals (if necessary)</li> <li>• Creating action plan for 2023</li> <li>• Annual report on implementation</li> </ul>
<b>2023.</b>	<ul style="list-style-type: none"> <li>• Implementation of action plan</li> <li>• Revision of Sector development plan (if necessary)</li> </ul>	<ul style="list-style-type: none"> <li>• Semi-annual report on implementation</li> <li>• Updating indicators related to goals (if necessary)</li> <li>• Creating action plan for 2024</li> <li>• Annual report on implementation</li> </ul>
<b>2024.</b>	<ul style="list-style-type: none"> <li>• Implementation of action plan</li> <li>• Decision of creating a Strategy for the next planned period</li> </ul>	<ul style="list-style-type: none"> <li>• Semi-annual report on implementation</li> <li>• Creating action plan for 2025</li> <li>• Annual report on implementation</li> </ul>

<b>2025.</b>	<ul style="list-style-type: none"> <li>• Implementation of action plan</li> </ul>	<ul style="list-style-type: none"> <li>• Creating a Strategy for the next planned period</li> <li>• Semi-annual report on implementation</li> <li>• Adopting the new Strategy</li> <li>• Final report on the implementation of the Strategy</li> </ul>
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The realisation of the activities in the action plan of the Strategy requires certain financial resources. The financial resources will be provided from different sources, i.e. through donors, crowdfunding campaigns, sponsors, membership fee, etc.

A failure to provide financial resources is one of many threats to the implementation of this Strategy. In order to minimise this risk, we are planning to rely more on creating commercial services.

## 7. Monitoring and evaluation plan

One of the preconditions for successful implementation of a planned document is its adequate monitoring and evaluation. These activities are realised based on set indicators, which serve to establish how successful the implementation is.

Within the scope of the development directions and their priorities, the indicators are set at the level of activities, while the achievement of operational, i.e. strategic goals will be determined based on the achievements at the level of activities. The values of indicators at the level of activities are provided in the Action plan, for each individual activity.

Having conducted monitoring activities, we establish whether and to what extent the values of indicators from the Action plan have been achieved. After that, the process of evaluation is used to evaluate the achievement of operational, i.e. strategic goals.

The Strategy envisages that monitoring and evaluation activities should be conducted by the Executive Board, while the annual evaluation of the implementation of the Strategy should be conducted by the President of the Managing Board of the Association. In case a member of the Executive Board is included in the realisation of a particular activities, they cannot be included in its monitoring and evaluation.

As a result of monitoring and evaluation, a record is made of each activity monitored and evaluated, while a report on all activities within the scope of monitoring and

evaluation that included a member of the Executive Board is compiled later. All three, i.e. six reports on the conducted monitoring and evaluation are integrated into one and they thus become an integral part of the report (semi-annual or annual) on the implementation of the Strategy.

The report submitted to the Managing Board, along with the annual report on the implementation of the Strategy, is the result of the annual evaluation. The report includes, among other elements, the following:

- Qualitative evaluation of the achievement of operational and strategic goals, as well as
- Recommendations for the forthcoming period, which are discussed by the Managing Board and which, following their adoption, provide the guidelines to the Executive Board, i.e. the teams in charge of implementing the activities stipulated in the action plan of the Strategy.

## **Appendix 1 Overview of the methodology of creating IJAV Strategy**

The suggested methodological approach is based on the participatory approach, which encompasses participation of all relevant figures who are directly or indirectly included in the work of IJAV. Apart from the management, the employees at the office, the process of creating the Strategy included the members, as well as stakeholders (representatives of other organisations).

The key part, naturally, is the implementation of this Strategy and the participative approach facilitates identification, activation and coordination of involvement and possible partnerships, which are the foundation of future implementation of individual activities and projects.

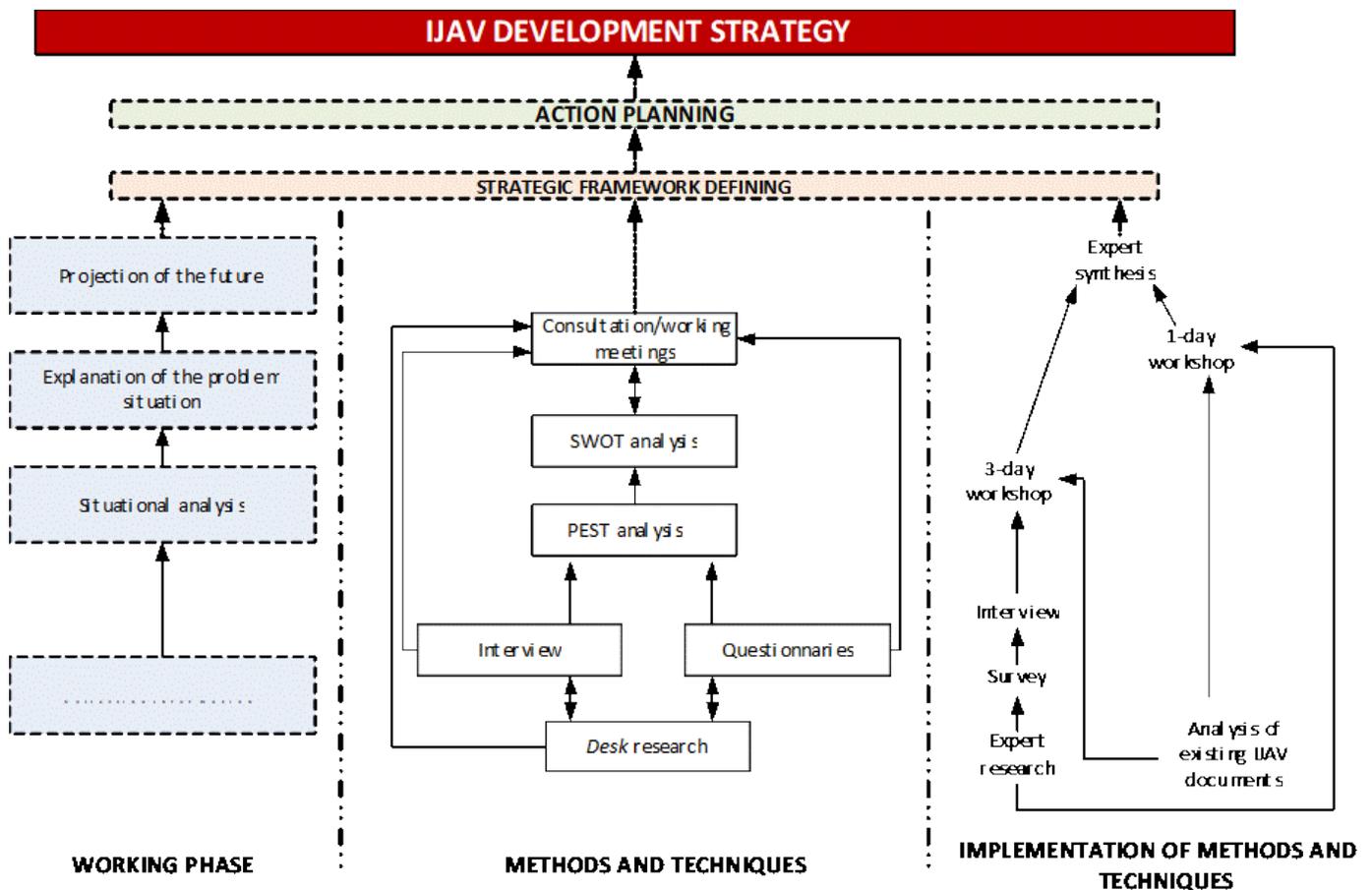
The process of strategic planning included the following techniques and methods:

- **Independent (desk) research by experts**, as a technique for collecting information. It is based on the research of the existing documents, databases and other print or electronic sources. These researches were used as the foundation for the analysis of the regulatory and institutional framework, as well as for the analysis of the media space.
- **Interviews** with the management and stakeholders were invaluable when it came to collecting thoughts and attitudes related to the crucial issues regarding the

current state of affairs in the organisation and the environment in which it operates, as well as the perception of IJAV by relevant figures.

- **Questionnaires** were used to measure the satisfaction among the members of the organisation and for obtaining suggestions regarding the future work. It is important to mention that the questionnaires were anonymous, so the obtained results were seen as reliable and truthful enough.
- **Workshops** (1 three-day and 4 one-day workshops) with the management and the employees were used to present the results obtained through interviews and questionnaires and to conduct PEST and SWOT analyses, which were crucial for the identification and elaboration on the activities included in the action plan. Furthermore, the workshops were used as an integrating factor for the new management.
- **SWOT analysis** is widely used as a technique in the process of strategic planning. With correct moderation of a highly-motivated and competent (focus) group, the achieved results were the deciding factors when it came to identifying the key factors of success, which were used as the foundation for creating the strategic framework. The SWOT analysis was conducted at the three-day workshop with the management.
- **Consultation/working meetings** of the management served the purpose of in-house brainstorming and selection of activities that were included in the Action plan. The input obtained at the meetings were discussed at length at one-day workshops, where they were given their final form.

The Strategy reached its final shape after expert synthesis.



*Graphic overview of the methodology used for creating the Strategy*

## Appendix 2 Stakeholders

Generally speaking, stakeholders are all organisations and individuals outside IJAV that are somehow connected with it, i.e. that have certain interaction with the Association. Among the organisations, the most important are other associations (of journalists and media), media, civil society organisation (CSO), as well as the institutions of the system. In terms of individuals, the stakeholders are all journalists outside IJAV, as well students and citizens, in terms of the public, but also the activism outside CSOs. All the interactions with the stakeholders actually define the position of IJAV in its environment, which is why they need to be give special attention.

[The associations of journalists and media](#) should represent a natural partner to IJAV. At the moment, the most efficient cooperation is with the Independent Journalists'

Association of Serbia (IJAS), but IJAV remains open for cooperation with all professional associations, especially those on the territory of the autonomous province of Vojvodina. The starting platform for both existing and future cooperation is the adherence to the Serbian journalists' Code of Ethics.

**Media** – apart from the media platform it creates and manages independently (Autonomija, hu.autonomija, VOICE), IJAV is currently cooperating with the Beta News Agency, KRIK, BIRN, CINS, o21 News Portal, as well as with N1 Media Company, “Vreme” weekly magazine and “Danas” daily newspaper.

**Civil society organisations** – in its struggle for a civil society, CSOs have found a natural partner in IJAV. IJAV cooperates with other organisations, as well, and offers its platform to help them make their voices heard and it provides a wide range of services that can help those organisations' sustainability. IJAV has become a resource centre for smaller and/or younger social organisations.

**The institutions of the system** are in some type of partnership with the IJAV experts, who invested their capacities in creating the legislation and media space in Serbia and Vojvodina. IJAV is part of the mechanism for quick response, established within the task force in charge of the safety of journalists (cooperation with the Ministry of Interior and the Prosecutor's Office), but there are apparent problems in the application of the legislation. There is also communication with the Commissioner for Information of Public Importance and Personal Data Protection, with the institution of the Commissioner for the Protection of Equality, ombudsmen/protectors of citizens at all levels and other institutions.

**Individuals** can be identified as stakeholders in the operation of IJAV among other journalists, students and citizens who do not belong to an CSO. As a promoter of free thought, research and quality information, IJAV has the pulling power for individuals from these categories. Since journalists are generally endangered psychologically, economically and physically, especially in smaller communities, IJAV is a “safe haven” for free journalists.