Vision
Our vision is a world in which all journalists are able to report the news safely and without fear of reprisal.

Mission
CPJ protects the free flow of news and commentary by taking action wherever journalists are under threat.

How We Work
CPJ’s work is based on three main pillars: Research and reporting; Advocacy; and Journalist Assistance. Through documenting cases of journalists under threat, by publishing information about those cases, through direct advocacy, and by providing assistance such as advice and emergency aid, CPJ aims to help all journalists work safely.

Strategic Priorities
This plan identifies five strategic priorities that will strengthen CPJ’s core departments that work to keep journalists working freely and safely around the world. The plan aims to boost the organization’s resilience, expand its emergency response capacity, broaden its geographic reach, and expand its network of partners.

1 - Increase Our Emergency Response and Practical Support Capacity
More journalists require more kinds of help than ever before. Our goal is to enhance the resilience of journalists under threat worldwide by providing more targeted and timely safety information and practical support to meet the growing number of requests for support. We will:

- Increase the number of staff providing safety information, support, and research.
- Seek increased funding to expand CPJ’s journalist assistance fund to meet the increasing demand for emergency financial assistance from at-risk journalists.
- Offer more research and information on safety trends to journalists, which will allow CPJ to provide more and more targeted information in a timely manner to journalists on emerging threats.
- Build a safety trends forecasting capability within CPJ.
- Update and regularly review CPJ’s crisis management plan. In addition to having plans in place to activate CPJ staff and resources across the organization, CPJ will work to identify ways to connect journalists to more organizations able to offer legal services, relocation, and other information.

2 - Invest More in Local Representation in Target Countries and Regions
Journalists face common global threats. However, the ways that each threat manifests itself varies greatly depending on the local environment. Understanding and being able to respond effectively with context-specific assistance requires local expertise. We will:
• Identify and review annually key regions and countries where journalism is under greatest threat and where CPJ has the ability to intervene most effectively.
• Invest in increased staff capacity in these regions and countries if it is safe for on-the-ground personnel.
• Create more defined regional-level roles to support journalist assistance work, research and editing and advocacy at the national and regional level.
• Invest more in professional development for staff at all levels of the organization.

3 - Refine and Enhance Targeted Content, Communications, and Campaigning Work
The growing threats to journalists have followed, and been enabled by, a decline in trust of and support for journalism globally. In addition to focusing on raising awareness about – and advocating for systemic solutions to – the threats to journalist safety, CPJ will put a renewed focus on making the case for press freedom and journalism in the public interest in ways that focus on reaching different audiences effectively. We will:

• Launch a strategic review of our communications functions that includes auditing the various needs of internal departments and external stakeholders, as well as the development and increasing of campaigning capacity.
• Define more clearly, and refine as needed, the various editorial, advocacy, and external communications outputs produced by CPJ.
• Create 3-4 advocacy campaigns on global issues that build on CPJ’s expertise, such as criminalization of journalists.
• Review reporting and advocacy around technology and other thematic issues including technology, surveillance, online harassment, and impunity cut across CPJ’s geography-based reporting structures.
• Use more storytelling formats including short video and audio for varied audiences, including journalists, thought leaders, policy makers and funders.
• Launch a global, multilingual public campaign to help build wider and stronger public support for journalists, with a particular emphasis on the role of local journalists.

4 - Build Effective Partnerships
We live in an increasingly connected yet fractured world. Just as the challenges facing democracy and human rights are intersectional, so too are those facing a free press. With an explicit and intentional focus on building effective partnerships in key areas, CPJ will ensure it is able to fully respond to the multitude of challenges facing journalists. We will:

• Develop and implement a strategy for use of the Press Freedom Center as a convening space for journalists and supporters, as well as other virtual tools.
• Grow our working relationships with organizations outside of the traditional press freedom sphere, including refugee and asylum organizations, media development organizations, human rights and social justice groups and others such as journalism schools and technology platforms.
• Audit current partnerships and develop clear protocols, processes, and practices for partnerships and relationship management.
5 - Improve Organizational Resilience

Our goal is to help at-risk journalists become more resilient to deal with current and emerging threats. This requires a staff and organization that are equally resilient, with the skills and training to respond effectively to the needs of those whom we support. We will:

- Enhance support for staff wellbeing, provide management and leadership training and career development for all staff, and revamp onboarding, offboarding, and orientation processes.
- Adopt a remote working and hiring policy that enables CPJ to hire individuals wherever they will be most effective in carrying out their role.
- Upgrade CPJ’s technology, data, and knowledge management systems and rationalize communications tools.
- Increase development and fundraising capacity by broadening existing funding base to ensure long-term financial sustainability and better spread risk, including development of fundraising capabilities outside the United States and refining major donor and low-dollar digital fundraising programs.
- Improve CPJ’s monitoring and evaluation mechanism and extend it beyond programs to all departments.
- Support board development and enhance board involvement in CPJ work.