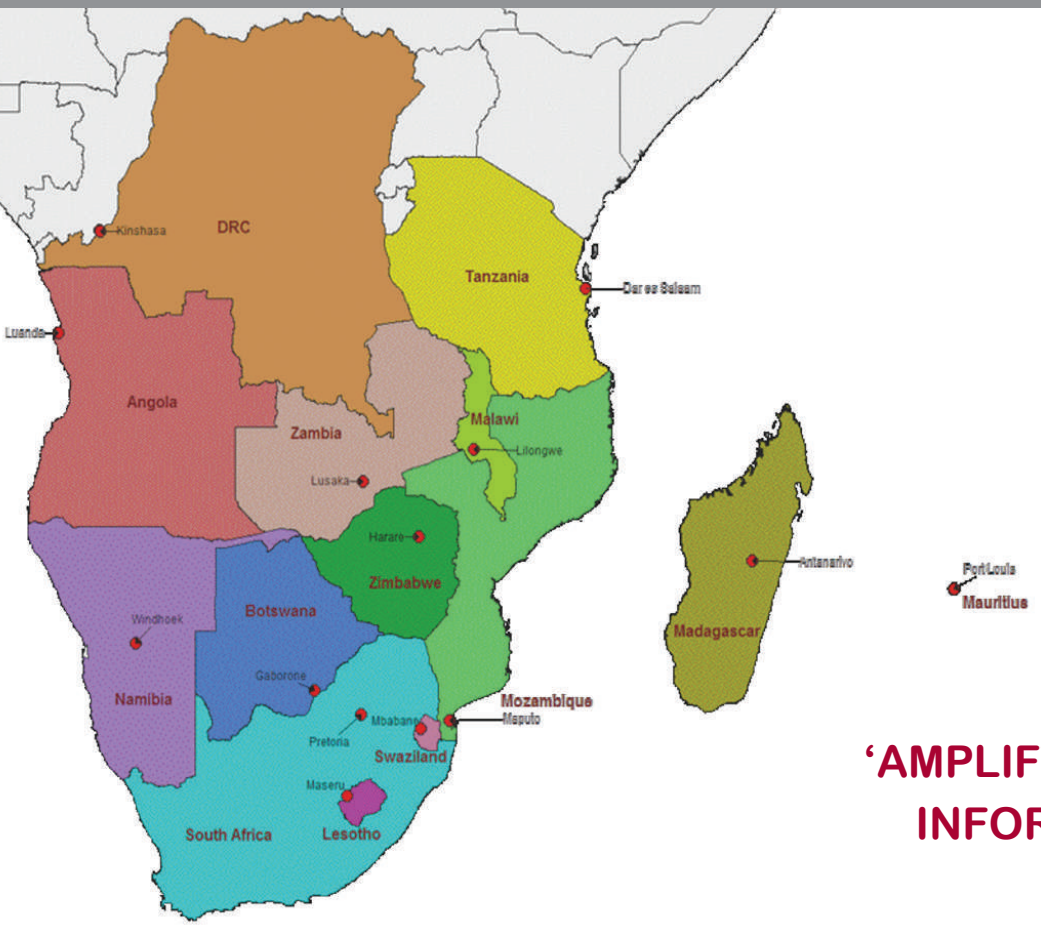

STRATEGIC PLAN

FOR 2012-2016

'AMPLIFYING VOICES TO ENSURE THAT INFORMATION IS EFFECTIVELY USED TO DRIVE DEVELOPMENT'

Panos Institute Southern Africa

STRATEGIC PLAN

FOR 2012-2016

‘AMPLIFYING VOICES TO ENSURE THAT INFORMATION IS EFFECTIVELY USED TO DRIVE DEVELOPMENT’

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FOREWORD

The information age is well and truly upon us. The proliferation of Information and Communication Technologies (ICTs) continues to provide platforms for alternative forms of expression and great potential for enhanced citizen knowledge and participation. While Southern Africa is still riddled with extreme poverty, weak governance systems, a weak response to environmental challenges, health challenges and rigid political frameworks which continue to hamper development efforts, the role of information in fostering positive change cannot be overlooked. Amidst the multiplicity of development challenges, there are also multiple opportunities in looking ahead. There have been marked improvements in media policy reforms and community media platforms are rising to challenge the top down approaches that characterise the mainstream media. However, the challenge of inadequate media capacity in handling development issues is still a relevant issue requiring interventions. The poor and the marginalised populations still lack effective platforms for dialogue where their voices can be heard and considered in development initiatives.

The region remains the epicentre of the HIV and AIDS epidemic. There is still more to be done to reduce new infections and care for those already infected. Other equally challenging health issues such as Maternal and Child Health as well as Sexual and Reproductive Health are also significant public health challenges facing the region. The need for integrating HIV and AIDS into broader sexual reproductive health rights (SRHR) approach creates a need for more advocacy and awareness-raising. Significant changes in global climatic conditions also continue to pose serious challenges in the region. Poor and marginalised communities continue to struggle to respond to growing food insecurity due to climate change.

While Southern Africa faces a range of developmental challenges, development discourse has shifted towards internally driven processes as opposed to exogenous development. PSAf believes that empowering communities to drive their own development agenda is more sustainable than externally driven interventions. It is therefore the aim of this strategic plan to guide PSAf in pursuing our vision of a 'Southern African Community that drives its own development.'

Having successfully implemented our five-year Strategic Plan (2007-2011), we can bear witness to the power of communication in development interventions. PSAf has seen lives being transformed, governance systems being questioned and local citizens participating in development processes. Communication and information dissemination have proved very powerful tool for empowerment of marginalised and poor communities.

During the five years of our first strategic plan, PSAf also uncovered greater need for increased communication and dialogue between development actors and local communities in order to enhance the development interventions that are relevant and responsive to the needs of the communities that are affected. Due to the continued exclusion of marginalised citizens from development processes, most development initiatives have been less successful. In view of this, PSAf is reasserting itself as a regional leader in communication for development and this Strategic Plan espouses the vision and approaches to be pursued in the next five years. This is where PSAf asserts itself to use communication interventions to maximise inclusion of most affected populations in the development, implementation and monitoring and evaluation of interventions.

This Strategic Plan recognises efforts of other development actors and intends to harness partnership opportunities for improved efficiency. It is only through partnerships that we have been able to achieve greater impact from our efforts.

We hope that we will make a successful ride from 2012 to 2016 building on the successes and achievements of the previous Strategic Plan (2007-2011) and call on all our partners and stakeholder to continue supporting us.

Edward Chitsulo
PSAf Board Chair

H.E Dr Kenneth David Kaunda
Patron

ACKNOWLEDGEMENTS

The Board of Directors, management and staff of Panos Institute Southern Africa (PSAf) are greatly indebted to the invaluable support received from various partners and stakeholders during the process of reviewing our last Strategic Plan and formulating the new Strategic Plan for the period 2012-2016.

PSAf is also greatly indebted to all the cooperating partners for the financial support throughout the 2007-2011 period as well as for the development of this Strategic Plan. We are also most grateful to the various communities who allowed us to work with them to tackle development issues affecting them. We look forward to continued support as we advance the goal and objectives of our new Strategic Plan.

This document is an abridged version of our Strategic Plan. The full document can be obtained from our secretariat through the contact details below:

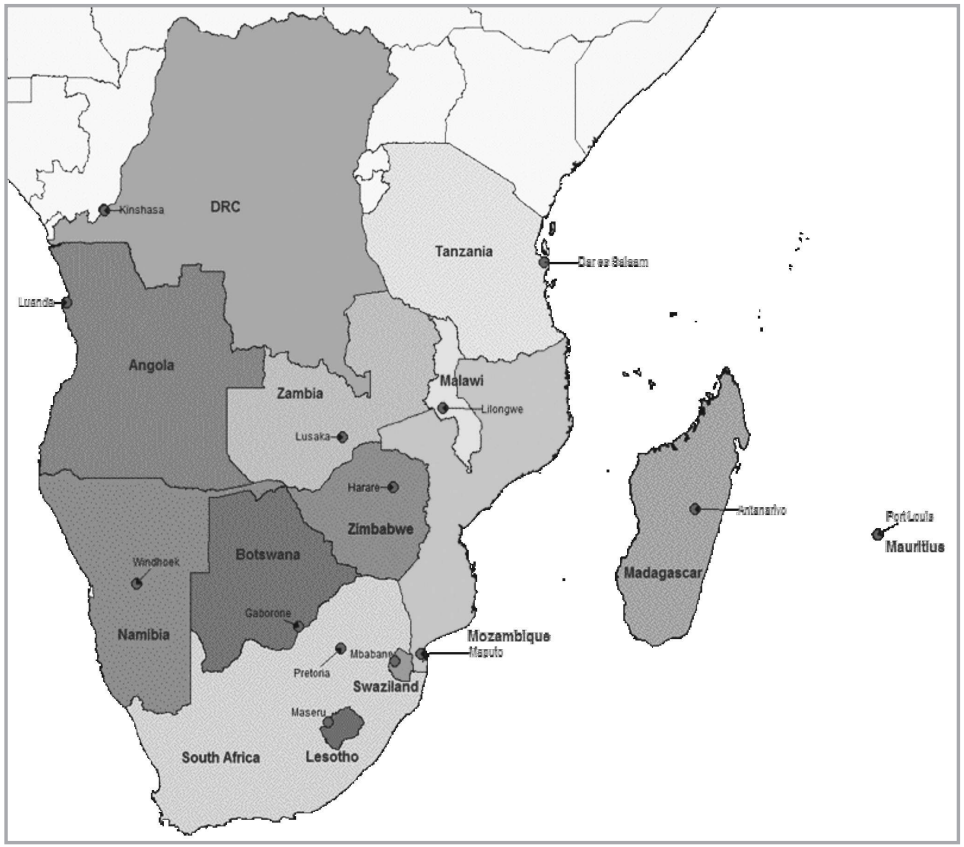
Panos Institute Southern Africa
9028 Buluwe Road, Woodlands
P.O. Box 39163
Lusaka, Zambia

DEFINITION OF KEY TERMS

Term	Definition
Goal	A goal refers to the purpose toward which an undertaking is directed. Is provides a broad framework from which all strategies and activities can be derived.
Impact	Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.
Integration	Combining or coordinating separate elements so as to provide a harmonious, interrelated whole. Integration is more than just adding or bundling separate elements together.
Mission	A mission is a precise statement of purpose outlining why an organization exists. It is short and sharply focused. It is also clear and easily understood. It further defines why an institution does what it does and provides direction for doing the right things
Monitoring	A continuing function that uses systematic collection of data on specified indicators to provide management and staff with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds.
Strategic Planning	Strategic Planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it, with a focus on the future.
Vision	A vision is a compelling description of the state and function of the organization once it has implemented the Strategic Plan. It is a mental image of the successful accomplishment of the mission, and thus the purpose of the organization

1.0 BACKGROUND

Geographical Context



PSAf operates in Southern Africa covering 12 countries of the SADC Region. These are: Angola, Botswana, Lesotho, Madagascar Malawi, Mauritius Mozambique, Namibia, South Africa, Swaziland, Zambia and Zimbabwe.

1.1 Introduction

This Strategic Plan outlines the organisational direction to be pursued by Panos Institute Southern Africa (PSAf) between 2012 and 2016. It presents the background to Panos globally and in Southern Africa, as well as the background to the Strategic Plan. It further provides a rationale for developing a Strategic Plan while outlining the underlying vision, mission, values and guiding principles. The Strategic Plan is guided by a comprehensive environmental analysis for various PSAf programme components and it further includes an organisational SWOT analysis to determine if current institutional arrangements can support successful strategy implementation. The strategic plan further provides key objectives and activities for each of Panos programme components.

1.2 Panos Background

History and Profile

Panos was founded in 1986 with offices in London, Paris and Washington. Prior to 1986, Panos existed as Earthscan working mainly with the United Nations Environment Programme (UNEP) to develop information and produce features on the environment. In the mid-1990s a strategic decision was made for Panos to become a Southern-led and Southern-governed organisation given that most of its work was carried out in the "South". As a result, Panos London (PL) established Panos South Asia (PSA); Panos Institute Southern Africa (PSAf) and Panos Eastern Africa (PEA). Panos Paris (IPP) set up Panos West Africa (PIWA), Panos Washington (PW) became Panos Caribbean (PK) and Panos Canada was formed in 2005. Presently, there are eight autonomous Panos Institutes conjoined through the Panos Foundation Network.

a. Mission

The Panos Institutes work to ensure that information is effectively used to foster public debate, pluralism and democracy. Globally and within nations, Panos works with media and other information actors to enable developing countries to shape and communicate their own development agendas through informed public debate. We particularly focus on amplifying the voices of the poor and marginalised.

b. Shared Governance Structure and Programmes

Panos Institutes are currently sharing the following common governance structure:

i. Panos Council

The Council was formed to ensure the core values of Panos are preserved throughout the Panos network. The Council is charged with the task of developing and implementing methods by which Panos Institutes work together effectively. Its functions include promoting collaboration in fundraising, guaranteeing and monitoring the flow of information and acting as an arbiter in case of conflict arising among the Institutes. The Council has set up a secretariat in New Delhi, India to implement its functions.

ii. Panos Foundation Network

The Panos Foundation Network was formed to bring together all the autonomous Panos Institutes. The Panos Council is the top decision-making body of the Network comprising two members from each Institute. The Network has a joint Mission Statement and has agreed to a common Constitution and Code of Conduct. The Network was established in Netherlands in April 2006. The Executive Committee of the Panos Council oversees the work of the

Secretariat. The Committee comprises one board member and the Executive Director from each Panos Institute.

iii. Panos Institute Southern Africa

Panos Institute Southern Africa (PSAf) was founded in 1996. Between1996 and 2005, PSAf was programmed and governed by Panos London. In 2005, PSAf gained autonomy as an independent institute.

1) Governance

PSAf is registered as a non-profit regional company l imited by guarantee. It is registered under Trustees Incorporation Act (1962) in Zambia. PSAf has country offices in Mozambique and South Africa.

The governance of PSAf is discharged by a multi-disciplinary board of directors with members having expertise in media and communications, law, business administration and civil society leadership. PSAf also has a management structure that is comprised of programme heads, the Executive Director and the Finance and Administration Manager.

2) Programming

Since gaining autonomy from Panos London in 2005, PSAf has been leading its own independent programming and fundraising systems, responding to and addressing the relevant challenges of the region. To spearhead this process, PSAf develops and manages its own regional specific systems and procedures as well as its first strategic and annual plans. PSAf's first strategic plan covered the period 2007 to 2011 which was developed in 2006. Having successfully completed the implementation of its first Strategic Plan (2007-2011), PSAf reviewed its strategic plan and developed this Strategic Plan for the period 2012-2016. This strategic plan defines PSAf's priorities and areas of focus for 2012 to 2016.

2.0 RATIONALE FOR THE STRATEGIC PLAN (2012 TO 2016)

2.1 This Strategic Plan has been necessitated by:

- The need for a tool that clearly defines PSAf goals and strategic objectives for the period 2012-2016
- The need for a tool that provides a clear understanding of what PSAf needs to do to achieve its goals from 2012 to 2016;
- The need for a tool that will guide PSAf in prioritising and deciding most effective course of action for this period;
- The need for a tool that will guide PSAf in resource mobilisation and resource allocation on activities with the highest impact;
- The need for a tool that will keep PSAf in touch with the local, national, regional and global context;
- The need for a tool to coherently communicate PSAf's intentions to stakeholders;
- The need for a coherent day-to-day implementation guide

In addition to the issues outlined above, the strategic plan builds on the previous plan (2007-2011).

2.2 Building on the previous Strategic Plan (2007-2011)

This Strategic Plan builds on the previous PSAf Strategic Plan (2007-2011) and ensures continuity of programming and sustenance of impact. The mid-term review of the 2007-2011 Strategic Plan provided a critical evidence base in the development of this strategic plan. It provided key insights into what worked and what did not work well with an overall view of scaling up what worked while offering alternatives for addressing identified gaps. This strategic plan reviews the key successes, achievements, lessons and challenges of the previous strategic plan. It also scales up some activities from the last strategic plan while coming up with new strategies that are responsive to the current operating environment. From 2007 to 2011, PSAf worked towards empowering local communities in Southern Africa to drive their development agenda. Using communication and information, PSAf saw a number of communities advancing their needs, interacting with policy makers and/or engaging in policy and programming debates to inform development priorities of their respective countries and communities.

2.3 Internal SWOT Analysis

PSAf will leverage on its comparative advantage and work towards addressing its weaknesses and identify partners that compliment the Institute. This will be informed by the SWOT analysis that was performed to identify key strengths, weaknesses, opportunities and threats as presented below:

STRENGTHS

Institutional

- Regional and international visibility as an independent institute and as part of the Panos Global Network;
- Proven track record backed by over two decades of implementation experience;

Technical

- The Institute has the right mix of technical competence and programming experience;
- PSAf has strong media networks.

Financial

- A high level of goodwill and trust among donors;

WEAKNESSES

Institutional

- Limited regional presence (lack of representation in some countries);
- Concentration in Zambia (both in terms of programming and staffing);

Technical

- Limited technical facilities for the implementation of some activities, resulting in the organisation having to rely on consultants for other activities;
- Limited monitoring and evaluation of programmes

Financial

- Donor dependency
- Weak fundraising strategy/ capacity

OPPORTUNITIES

Institutional

- The Institute has a wide stakeholder network;
- Establishment of PSAf structures in more countries and at grassroots level;
- Partnership with other players that do similar work;
- Capacity building;
- Proven delivery track record

Technical

- Influx of new information and communication technologies that can be incorporated into the work of PSAf;

Financial

- Increasing demand for PSAf services through consultancy work;
- New localised country specific funds for national projects.

THREATS

Institutional

- Changing political environment across the region;
- Instability in some of the countries – like Madagascar;
- Some governments are hostile towards civil society organisations;
- Shifting donor priorities;

Technical

- Low transmission levels especially in areas where PSAf intends to use methodologies related to television, radio and related ICTs;
- Limited reach of media products;

Financial

- Changing donor priorities, resulting in funding cuts;
- General decline in potential donors;
- Inflation within the region;
- Weak financial monitoring systems

3.0 PSAf STRATEGIC DIRECTION FOR 2012-2016

This section provides PSAf's vision, mission, values and guiding principles for 2012 to 2016. It further provides the broad framework within which the Institute will operate over the specified period. This is the basis upon which the strategic plan has been derived. The strategic plan will contribute towards achievement of the vision and mission while the values and guiding principles will guide how the vision and mission are achieved.

3.1 Context

The organisational mission for PSAf is based on the need to drive development especially focusing on reducing poverty and suffering by the poor and the marginalised populations. The region has some of the world's lowest human development growth with an estimated 70% of the population of SADC living below the US$2 per day poverty line. Furthermore, unemployment is extremely high, particularly among youth. Income inequality is a major challenge both between and within SADC member states. Notably, the majority of the SADC countries rank very low on the Human Development Index as illustrated by Table 1.

Table 1: Human Development Index

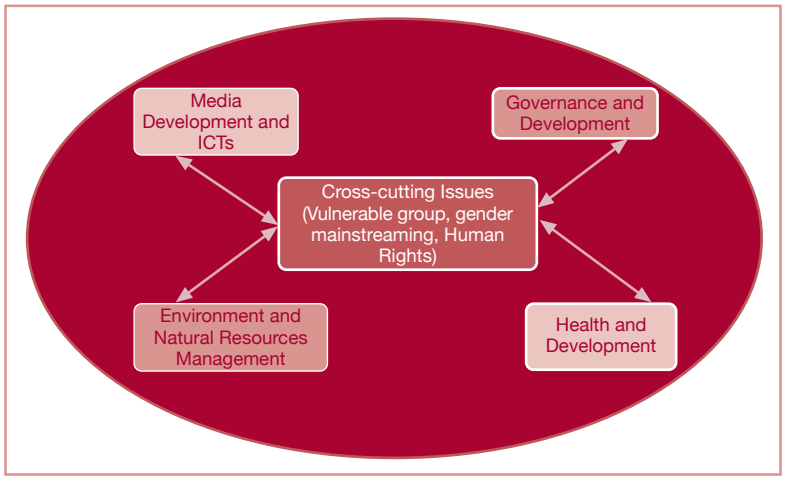
Country	Rank	Out of
Angola	146	169
Zimbabwe	169	169
Zambia	150	169
Malawi	153	169
Mozambique	165	169
Lesotho	141	169
Madagascar	135	169
Namibia	105	169
South Africa	110	169
Botswana	96	169
Mauritius	72	169
Swaziland	121	169

In order to address this poverty and other related developmental challenges in Southern Africa, PSAf will continue to focus on the following four thematic areas:

1. Media and ICTs development,
2. Governance and Development,
3. Health and Development (Includes HIV/AIDS Programming
4. Environment and Natural Resources Management.
5. Crosscutting Issues: Gender, Human rights, Vulnerable groups

PSAf believes that addressing these thematic issues will go a long way in tackling the poverty and developmental challenges of the region. Being a communication for development organisation, PSAf will employ various communication methodologies and empower communication actors to effectively foster development in the region.

Figure : VISUAL IMPRESSION OF CURRENT PSAF PROGRAMMES (2012 – 2016)



The visual presentation illustrates both the conceptual framework and PSAf's integrated approach towards programming. The thematic programmes are interrelated and crosscutting issues are mainstreamed into all programmes. The integrated approach allows more efficient resource use as well as facilitating delivery of a more holistic package of services.

3.2 PSAf Vision and Mission (2012 to 2016)

Vision:

'A Southern Africa community that drives its own development'

Mission:

'To amplify voices of the poor and marginalised to shape their own development'

3.3 PSAf Values

In its operations, PSAf will be guided by the following values:

Value	Indicator
Integrity	• We are consistent in our decisions and actions • We are responsible for our actions • We are accountable for resources and commitments • We are trustworthy – we do what we say we want to do
Dedication and self drive	• We put extra effort into our work • We meet our work targets • We work with minimal supervision • We add value to whatever we do
Team work	• We all play our part in the team • We complement each other's skills • We contribute to team development • We attend team meetings and contribute to discussions • We share information
Openness	• We share information and raise issues without fear • We listen to everyone's concern
Inclusivity	• We truthfully and honestly engage with all our stakeholders • We prioritise involvement of affected constituencies in priority setting and service delivery

4.0 STRATEGIC PROGRAMMES FOR 2012 to 2016

The strategic planning process engaged a situation analysis for each of the 2012-2016 programmes as identified above, in order to understand the current issues in the region. This process was motivated by the need to inform the strategic objectives of each thematic programme as presented below:

4.1 Media Development and ICTs

4.1.1 Situation Analysis and Rationale

A strong media and favourable information and communication environment are critical to the development and prosperity of poor nations in Southern Africa where poverty, ignorance and disease reign supreme.

Specifically, PSAf's interests for the period 2012 to 2016 are as follows:

- Policy and Regulatory Frameworks
- Media Capacity Building
- Media Ethics
- Transformation From State Broadcasting towards Public Service Broadcasting
- Access to Information held by Public Entities
- Community Media Development
- Broadcasting Digital Migration

4.1.2 Response Strategies for Media and ICTs Development Programmes

Strategic Goal: Increased access to development information by the poor and marginalised communities in Southern Africa.

STRATEGIC OBJECTIVES AND STRATEGIES

Strategic Objective 1: To increase media coverage of diverse development issues in Southern Africa by 2016

Strategies

1) Facilitate the development of media content on diverse development issues

PSAf will build on the previous Strategic Plan to facilitate production of development content on policies and concerns and interests of the poor and marginalised; and make it available to the media for dissemination. This will enhance dialogue between the poor and the marginalised communities and the policy makers.

Broad activities

- Production and dissemination of audio, visual and print features of varying and innovative formats relevant to the Southern African region
- Set up and run Radio Listening Clubs
- Award fellowships to selected journalists to cover development issues.
- Annual country media peer reviews
- Regional media peer reviews every two years
- Annual awards to encourage professionalism and promotion of development content that is responsive to poor and marginalized concerns

2) Enhance the capacity of journalists from mainstream and community media institutions in development support communication (DSC)

One of the strengths of PSAf has been developing media capacity to interact with and report on development issues in order to ensure that information is available to the poor and the marginalised and policy makers. PSAf will scale up on targeting mainstream and community media, journalists, and media training institutions for capacity building through the following activities:

Broad activities

- Train media practitioners on development communication support (DSC)
- Engage with journalism training institutions and curriculum development centres across the region on DSC
- Revise and develop training manuals and materials
- Periodic or regular audience and content analyses on development issues encompassing legal, ethics, technological and regulation concerns

3) Promote linkages between media and other development actors especially academic experts and researchers

PSAf will scale up on linking media and development actors to ensure that information produced by these is accessible to policy makers and end user, especially the poor and marginalised communities.

Broad activities

- Build development actors' capacity to engage with the media to disseminate research and their pro-poor development information
- Train print and radio media outlets and practitioners in reporting on development, science and technology
- Strengthen dialogue and networking between media and development actors
- Supporting fellowship, grants and commissioned reporting

Strategic Objective 2: To increase access to information and communication by the poor and marginalised communities using ICTs in Southern African region by 2016

Strategies

1) Advocate and lobby for conducive ICTs policy and regulatory frameworks

Development of ICTs especially in rural areas requires substantial resources. ICTs, however, can facilitate access of the rural communities to a wide range of development issues. PSAf will develop partnerships with other organisations developing ICTs for development

Broad activities

- Analyse the policy and regulatory environment for ICTs in the region
- Hold public policy dialogue on ICTs and their role in development, especially for rural areas
- Engage ICTs stakeholders and policy-makers including regulatory institutions in public awareness and participation projects

2) Support ICTs-aided content development and dissemination (especially among community media)

To better inform communities and help them convey their views to policy makers, PSAf will bridge the gap of regional and linguistic

barriers, and ensure programme content and dissemination flows from local stations to economic and political activity centres.

Broad activities

- Identify capacity gaps in ICT-aided reporting
- Develop a guide for training media on reporting development issues using ICTs
- Create web-based development content exchange mechanism for southern Africa
- Support access to ICTs by the rural poor. PSAf will carry out a feasibility study on the type of ICTs relevant to the poor in different countries and the support infrastructure required
- Enhance skills and knowledge of media practitioners in using ICTs for rural development

3) Increase public awareness and participation on Digital Broadcasting Migration (DBM)

The SADC Roadmap for Digital Broadcasting Migration (November 2010) states, in part, that it will seek to achieve harmonised policy and legal mechanisms to facilitate the migration, equal participation of all stakeholders and include consumer participation to the migration process. To this end, PSAf will carry out the following activities to contribute to this roadmap.

Broad activities

- Facilitate multi-stakeholders dialogues and debates on the migration and transition processes at all levels
- Monitor implementation of the road map and action plan by member states
- Facilitate advocacy interventions for compliance to the roadmap agreed upon by all member states
- Build the capacity of the media in SADC to understand and manage BDM

Strategic Objective 3: To support the development of the media sector in Southern African region by 2016

Strategies

1) Support the transformation of state broadcasters to Public Service Broadcasters (PSB)

The transformation of the state broadcasters to public service broadcasters provides a conducive environment for reporting on development issues. The public service broadcaster is responsible and responsive to the needs of the public. This transformation will enhance the accountability of the public service broadcaster.

Broad activities

- Analyse policy and regulatory environments and content produced by state broadcasters
- Hold stakeholder dialogue and debate on the performance of public service broadcasting
- Enhance the capacity of public service broadcasters
- Support provision of public interest content to public service broadcasters

2) Support the development of community media as alternative catalysts for community development

Capacity building and scaling up in whatever way remains a challenge for this class of media in the region. PSAf will pursue this strategy to ensure ethical and good journalists.

Broad activities

- Facilitate networking, collaboration and linkage between the relevant stakeholders

- Support improvement of policy environments for community media
- Build the capacity of community media, umbrella bodies and stakeholders to enhance their sustainability
- Provide content development support on various development issues to community media

4.2 Governance and Development

There is an inextricable link between governance, development and democracy. The lack of strong good governance systems in the region has an impact on processes of institutionalising democracy as well as facilitating citizen driven development. PSAf recognises that development takes place within the contexts of local, national and international policies and frameworks, where political and economic interests are always competing. PSAf focus areas for 2012 to 2016 will be the following:

- Economic Governance
- Democracy and Democratic processes
- Citizen Participation in Governance Processes
- Transparent and Accountable Public Institutions

4.2.2 Response Strategies For Governance and Development

Strategic Goal: Increased citizens' participation and empowerment to foster transparency and accountability in governance processes

STRATEGIC OBJECTIVES AND STRATEGIES

Strategic Objective 1: To enhance good economic governance systems and practices in Southern Africa by 2016

Strategies:

1. **Facilitating dialogue and debate around broadening domestic revenue base in Southern African countries through effective and sound taxation systems**

PSAf will use various communication methodologies to facilitate direct and indirect engagement between elected representatives and local citizens in order to ensure that both the government structures and local citizens value and work towards strengthening and broadening domestic revenue base through effective and accountable taxation systems and processes.

Broad activities:

1. Interactive radio programmes on promotion of domestic revenue base and sound taxation systems
2. Radio Listening Clubs around the role of citizens on enhancing domestic revenue base and accountability of the same
3. Documentaries on current practices, what is working and what can improve
4. Round table discussions

2. **Enhancing media capacity in promoting positive, transparent and accountable economic practices**

The power of the media in fostering good economic governance has been underplayed by limited capacity. PSAf plans to empower the media with knowledge and skills to foster accountability and transparency in economic processes.

Broad activities

1. Simplifying and repackaging economic governance instruments

such as national budgets strategic plans, government development plans and other relevant documents for media use
2. Media trainings on economic issues and linkage to governance and development
3. Media fellowships for investigative reporting on economic issues

Strategic Objective 2: To enhance relationships between elected representatives, appointed officials and citizens by 2016
Strategies:

3. Facilitating dialogue and debate between elected officials and citizens

PSAf will use various communication methodologies to facilitate direct and indirect engagement between elected representatives and local citizens in order to ensure that local citizens have a platform to participate in governance processes.

Broad activities:

5. Interactive Radio programmes
6. Radio Listening Clubs
7. Documentaries
8. Round table discussions

4. Empowering citizens to track governance processes

Local citizens are always interested in participating in governance process that affect them. PSAf plans to empower citizens with skills and platforms to foster accountability of the elected representatives.

Broad activities

1. Simplifying and repackaging governance instruments such as constitution, government development plans and other relevant documents
2. Community trainings on governance processes and roles of citizens
3. Creating platforms for dialogue

Strategic Objective 3: To support/promote citizen participation in democratic electoral processes by 2016
Strategies:

1. Enhancing the capacity of media institutions and professionals on democratic processes

PSAf believes that media is influencing public opinions. In order to ensure that the media influences positive opinion, PSAf will engage capacity building for the media on electoral and other good governance processes. The capacity building will ensure media ethics in reporting or covering electoral processes.

Broad activities

1. Media trainings on democratic processes and how they can effectively play a role
2. Media fellowships on investigative reporting around such key issues
3. Media briefs on democratic and governance instruments for media use

2. Raising community awareness of on democratic processes and the importance of community participation in all processes

Awareness is key in driving citizens' participation. PSAf notes that citizens cannot participate in activities which they do not understand or appreciate. Motivated by this understanding, PSAf will facilitate the following activities:

Broad activities:

1. Simplifying and repackaging electoral information for use by local communities
2. Community based round table debates/discussions
3. Interactive Radio programmes
4. Radio Listening Clubs
5. Facilitating community dialogue on electoral processes

Strategic Objective 4: To equip the media to play a leading role in preventing and mitigating conflict and advancing good governance by 2016

Strategies:

1. Media capacity building in fostering good governance;

Believing in the power of the media in influencing public opinion which then influences policy debates, PSAf aims to work closely with media to ensure that they do not sue their power negatively by instigating violence and negative reactions but positively to enhance good governance.

Broad activities

1. Conduct media content analysis of governance issues especially political governance, peace and security
2. Conduct media training needs assessment on governance processes
3. Conduct media training on various governance processes.

4.3 Health and Development Programme

It is a known fact that health status of any nation or society has a bearing on the development of that society just as much as the development level of a nation or society has a bearing on the health status of that society. Southern Africa has a lot of public health challenges that PSAf aims to respond to in this strategic plan including the following:

During 2012 to 2016, PSAf will take an integrated approach to SRHR addressing key reproductive health issues as follows:

- HIV and AIDS
- SRHR for Sexual Minority Groups and LGBTI Communities
- Maternal Health
- Nutrition and Food security
- Poor Health Delivery systems

4.3.2 Response Strategies for Health and Development programme

The Panos Public Health Programme will follow the objectives and strategies presented below:

Strategic Goal: To ensure that responses to health issues (Including HIV/AIDS) are shared and driven by those most affected

STRATEGIC OBJECTIVES AND STRATEGIES

Strategic Objective 1: To ensure effective communication for promotion of an equitable access to health services in Southern Africa by 2016

PSAf believes that equity in health is a human right. Governments make an effort but where things are not right, people in margins of society need a platform to speak up about their challenges so that they can have improved access, and better services. In advancing this objective, PSAf will use the following strategies:

Strategies:

1. Amplifying voices of the marginalised communities
Broad activities

1. Oral testimonies of people affected by inequity in health delivery to inform programming
2. Interactive Radio programmes on health programming, highlighting what is working and where the gaps are
3. Radio Listening Clubs around access to health services and challenges involved

2. Reviews of policy responses to ensure inclusivity

Broad activities:

1. Research of current policies and their operational plans
2. Development of policy briefs
3. Stimulating and facilitating policy dialogues and debates

Strategic Objective 2: Generating ground-breaking information on SRHR among high risk groups to influence policy responses and interventions by 2016

PSAf will lead the response to HIV/AIDS by generating ground-breaking information that informs and guides the direction of the interventions. While focusing on SRHR of specific high risk groups, PSAf plans to generate information that will inform policy and programming direction.

Strategies:

1. Research

PSAf will conduct research on various themes of SRHR while focusing on LGBTI communities, PMTCT, maternal health and reproductive health cancers and other areas in order to inform the direction of the response and support policy direction.

Broad activities

1. Research on current SHRH challenges
2. Research on public opinions with regards to the drivers as well as the responses
3. Reviewing national HIV/AIDS response policies and programmes for gap analyses
4. Research on the status of the media response

2. Dissemination of Research Results

Broad activities

1. Media Briefings
2. Radio Programmes
3. Policy Briefs
4. Policy Dialogue
5. Round Table Discussions

Strategic Objective 3: Enhancing media capacity in comprehensive and positive reporting of SRHR issues

PSAf values the role of the media as a key partner in driving good governance as well as influencing public opinion. PSAf aims to work with the media over this period to drive the report to SRHR. In order to ensure that responses to SRHR are shared and driven by those most affected, PSAf will enhance media capacity in amplifying voices of the most affected so that they can inform policy.

Strategies:

1. Media Training

PSAf will support media training at various levels. Support to media training institutes as well as support to individual journalists will be conducted

Broad activities

1. Media training needs assessment
2. Media sensitisation workshops
3. Material development for media training
4. Media briefs

2. Media fellowships

PSAf will facilitate media fellowships for deserving journalists to engage in investigative reporting.

Broad activities

1. Media content analysis
2. Granting media fellowships
3. Facilitating investigative reporting on key issues

Strategic Objective 3: To create platforms the most affected voices to be heard in fostering accountability and transparency by 2016

PSAf believes that people that are most affected by SRHR issues can best offer recommendations on how the interventions should be designed and/or improved. However, this can only be done if people have a platform for dialogue.

Strategies:

1. Creating platforms for amplifying voices of the most affected
i. Interactive Radio Programmes
ii. Radio Listening Clubs
iii. Oral Testimonies
iv. Documentaries

Strategic Objective 4: To promote open dialogue on emerging health issues in Southern Africa by 2016

PSAf believes that dialogue is important in formulating public opinion. When people engage in dialogue and challenge their own beliefs, they find answers and are more likely to adopt the new behaviour coming from their own analyses. PSAf aims to engage local dialogue on the six strategic issues identified above.

Strategies:

1. Mobilising communities to participate in community based health programmes

Broad activities

1. Radio Listening Clubs
2. Interactive radio Programmes
3. Community based Round table discussions on health programmes

2. Enhance media capacity in reporting health issues in a way that amplifies marginalised voices in Southern Africa

Broad activities:

1. Media content analysis of health issues
2. Media training assessment
3. Media trainings
4. Media fellowships

4.4 Environment and Natural Resources Management

In Southern Africa, natural resources and the environment form a basic source of agricultural livelihood for the majority. Significant proportions of the population sustain their livelihoods through practicing subsistence farming thereby worsening environmental degradation. Severe pollution and improper waste management characterises most of Southern Africa's residential and industrial areas. PSAf will specifically focus on the following issues:

(i) Climate change (including climate security, water resources management);
(ii) Extractive industries (focusing mostly on the commercial extraction of forests and minerals);
(iii) Land management (including pollution, waste management and desertification);
(iv) Community based natural resources management (focusing on conservation agriculture, livestock, wildlife and fisheries management, bee keeping, etc); and
(v) Biosafety and biotechnology (including genetic modification and bio fuels)

4.4.2 Response Strategies for the ENRM Programme

Strategic Goal: To promote sustainable environment and natural resources management practices and policies in Southern Africa

STRATEGIC OBJECTIVES AND STRATEGIES

Strategic Objective 1: To promote community participation in fostering sustainable and inclusive responses/interventions of environmental strategic issues (focus areas) in Southern Africa by 2016

Strategies:

1. Multilevel policy dialogues on climate change (facilitating climate change dialogue events at local, national, regional and international level).

PSAf believes that communication and dialogue at various levels allows for cross-pollination of various ideas that can inform development of effective responses to development issues such as environment. PSAf hopes that within this strategy, the Institute will achieve the objective of promoting community participation in fostering sustainable and inclusive responses of environmental issues in Southern Africa.

Broad activities

1. Interactive radio programmes
2. Community based roundtable discussion
3. Provincial round tables
4. Radio Listening Clubs
5. National levels round tables
6. Oral Testimonies

Strategic Objective 2: Raising the profile of environmental Issues in Southern Africa in order to influence policy and programming responses

Strategies:

1. **Generating information on environmental challenges and current responses and gaps.**

Broad activities:

1. Conducting research on various prevailing environmental issues
2. Conducting policy analyses on current response
3. Developing policy briefs
4. Documenting testimonies of people affected by environmental issues

2. **Building media capacity effective reporting of various environmental issues that need policy direction.**

Broad activities

1. Media content analysis on coverage of environment issues
2. Media training needs assessment in reporting on environment
3. Media trainings on specific environmental issues
4. Media networking on environment
5. Development of media support material (media briefs, toolkits) on environmental issues.

Strategic Objective 3: To empower communities to foster accountability and transparency in natural resources management issues especially extractive industries in Southern Africa by 2016

1. **Enhancing the capacity of local communities in fostering accountability in natural resource management processes esp. extractive Industries**

Broad activities

1. Raising awareness on extractive industries and related issues in Southern Africa;
2. Creating platforms for dialogue with policy makers and EI governance structures
3. Creating alternative accountability tracking methodologies for communities (score card, notice board among others)
4. Simplifying and repacking information around extractive industries for community use

2. **Enhancing media capacity to monitor the extraction of forests, minerals and other natural resources**

Broad activities:

1. Media training needs assessment
2. Media training on governance of extractive Industries
3. Media training of Resource tracking
4. Media fellowships

4.5 Cross Cutting Issues

Throughout strategy implementation, PSAf will take into consideration key issues that cut across all core programming elements. These will be included throughout. Careful consideration will be taken to mainstream crosscutting issues into the full spectrum of activities falling under the core of organisational programming. The strategic plan will consider the following crosscutting issues:

4.5.1 Gender: PSAf will ensure that across all programmes, gender issues will be mainstreamed. PSAf will ensure that through the implementation of its programmes, gender equality in terms of access to and control over resources is enhanced and that no particular group is disadvantaged in the process. PSAf will pay specific attention to issues of women and children to ensure that their participation is promoted and that their needs are taken on board.

4.5.2 Human rights: PSAf will ensure a rights-based approach to all its interventions. PSAf will ensure that human rights are mainstreamed and protected throughout the implementation of this Strategic Plan. Deliberate efforts will be taken to protect human rights defenders and ensure that marginalised communities or populations have space t participate.

4.5.3 Vulnerable groups: PSAf will ensure a specific focus on vulnerable groups. In the context of this strategic plan, the vulnerable groups means persons with disabilities, children, (specifically orphan, children living with HIV, children with disabilities), sexual minority groups, people living with HIV and other marginalised groups.

5.0 GOVERNANCE, MANAGEMENT, AND COORDINATION

This aspect of the PSAf aims at ensuring effective management and coordination of the various programmes. This aspect also ensures a shared vision. Specifically, this section will ensure:

(i) Effective knowledge management systems are critical for strategic organisational management
(ii) Procedures and policies are effective when there are mechanisms for monitoring timely compliance

STRATEGIC GOAL: An effective and efficient PSAf with a strengthened regional offices, strengthened country offices and strengthened country focal persons

Strategic Objective: To strengthen current country offices and partnerships with focal points by 2016

Strategic Objective: To strengthen governance and leadership structures (Board, Secretariat and National Offices) by 2016

Strategic Objective: To finalise and operationalise PSAf management and control systems at regional and country office level by 2012

Strategic Objective: To strengthen, maintain and monitor effective and efficient financial, administrative and IT systems and controls by 2013

Strategic Objective: To promote a rights based approach to programming in all of PSAf regional and country programmes by 2016

Strategic Objective: To promote gender mainstreaming in PSAf organisational structures and programmes by 2016

6.0 SUSTAINABILITY AND RESOURCE MOBILISATION

The key to the effective and successful implementation of this Strategic Plan is the availability of financial, material and human resources. The assumption is made that major partners will continue to provide appropriate levels of financial resources to PSAf while new funding partners and funding sources will be secured. The dual focus of this strategic plan is on both donor retention and new donor attraction.

6.1 STRATEGIES

6.1.1 Donor Retention and Management

PSAf will manage the existing donors and maintain a good relationship with each one of them by adhering to donor guidelines and requirements.

6.1.2 Donor Identification and Attraction

PSAf will work towards identifying new donors and selling the PSAf model for partnerships. PSAf will use the unique approach to development as presented in this strategic document for this purpose

6.1.3 Consultancies

PSAf will strengthen the consultancy function of the institution with the aim of generating extra resources for sustaining its core functions.

7.0 MONITORING AND EVALUATION (M&E)

Monitoring and Evaluation (M & E) will be critical in:-

- Establishing performance incentives for the Strategic Plan implementers;
- Detecting and addressing challenges so that programme redesign and strengthening become standard operating procedure;
- Providing evidence of programme effectiveness and efficiency.

The Monitoring and Evaluation for this Strategic Plan will guided by an M & E operational plan presented in the full version of the document.

8.0 BUDGET SUMMARY

2012 to 2016 BUDGET FOR PSAf	
Media And ICTs For Development Programme	8,745,000
Governance And Development Programme	6,500,000
Health And Development Programme	7,200,000
Environment and Natural Resources management programme	6,500,000
Governance, Management and Coordination	1,450,000
GRAND TOTAL	**30,395,000**

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Panos Institute Southern Africa

Communication for Empowerment

Vision: A southern African community that drives its own development