

MISA Strategic Partnership Programme (SPP 2)

(April 2005 to March 2010)



Chapter 1

Executive Summary

The Media Institute of Southern Africa (MISA) is a non-governmental organization that aims to promote a free, independent, pluralistic and sustainable media environment in southern Africa. This document constitutes MISA's draft **Strategic Partnership Programme (SPP)** for April 2005 to March 2010, which will form the basis for all its activities in the region in those five years. It is also intended as a funding document for donors who would like to enter into a strategic partnership with MISA.

This document comprises eleven chapters. Chapter 2 gives a brief regional situational analysis and the current media challenges in the eleven countries of southern Africa in which MISA operates. Some statistics of the mainstream media is also provided.

Chapter 3 provides a brief introduction to MISA's background, its mission, vision and principles / values. The mission of MISA is to play a leading role in creating an environment of media freedom that promotes independence, pluralism and diversity of views and opinions in the region. MISA's vision is a southern African region in which the people enjoy freedom of expression and opinion expressed through any medium of their choice. The mission and vision of MISA is founded on its principles and values, which include equality, human dignity, non-discrimination, participatory democracy, transparency and accountability.

Chapter 3 also relates the principles underlying the concept of strategic partnership, outlines the content of MISA's Programme areas and describes the assumptions that underpin the strategic choices made.

Chapters 4 to 8 detail the core programme areas describing the situation and challenges, programme goals and strategic objectives, and planned activities. Indicators with which to monitor progress and the means of verification are included. All the five programme areas have a common tread of placing **advocacy** as the main thrust of MISA as indicated by the members during the external evaluation / review undertaken by COWI and Media Consult during 2001.

Details of the **Freedom of Expression programme area A** are given in chapter 4. In this programme area, MISA intends to campaign for citizens to embrace their right to be informed through unhindered access to information. Laws and policies that militate against these rights will be challenged and grassroots campaigns on the concept of information as a basic right will be carried out. The basis of this programme area is founded on the principle that informed citizens will make the best decisions for their well-being and in so doing empower themselves. This will ensure that they can hold their governments accountable and in so doing lead to the reduction of poverty and disease.

In chapter 5, the **Media Monitoring programme area B** seeks to continue the work MISA is renowned for: monitoring and reporting media freedom violations in the region. Through this programme, reports of incidents of media freedom violations, mostly by state authorities are made and the plan is to intensify campaigns against such violations. Further planned activities in this programme area include the continuation of the SADC Journalists Under Fire campaign that seeks to assist victims of media freedom violations which was started in 2003.

The **Broadcasting Diversity and ICTs programme C**, which is the subject of chapter 6 gives details of this programme area. Since 1995, MISA has laid a policy foundation for the role of broadcasting in the region to enable this major source of news and opinions to operate. The three-tier system of public, commercial and community broadcasting, if operated in the correct manner, can provide services that assist in the development and maintenance of democracy. In 2001, MISA co-

organised a media conference to mark the 10th Anniversary of the Windhoek Declaration that resulted in the adoption of the African Charter on Broadcasting which is now a rallying point for broadcasting advocacy work. The adoption of the African Commission on Human and Peoples' Rights Declaration on Freedom of Expression in Africa in October 2002 has helped in galvanizing advocacy in this programme area.

In chapter 7, **Media Support programme area D** deals with planned activities to enhance Media Accountability and Professionalism, advocacy work on HIV/AIDS in the media, and some media training initiatives. In the area of media accountability and professionalism, MISA seeks to assist the media in ensuring that media products are professionally provided and the media is accountable to the general citizenry and consumers of media products. It is the aim of this programme area to ensure that code of ethics and a self-regulatory system are established for each of the eleven countries in which MISA operates. MISA also seeks to influence media houses to establish workplace policies on HIV/AIDS to ensure that media practitioners are also assisted to deal with this issue at a personal level rather than just for media coverage and reportage.

In chapter 8, the **Legal Support programme area E** is the subject of assistance MISA plans to continue to give to media houses and practitioners who may need to defend themselves in criminal law courts due to their work. While legal assistance to media is an established part of this programme, MISA also plans to establish networks of media lawyers who can be relied upon to attend to detained media practitioners.

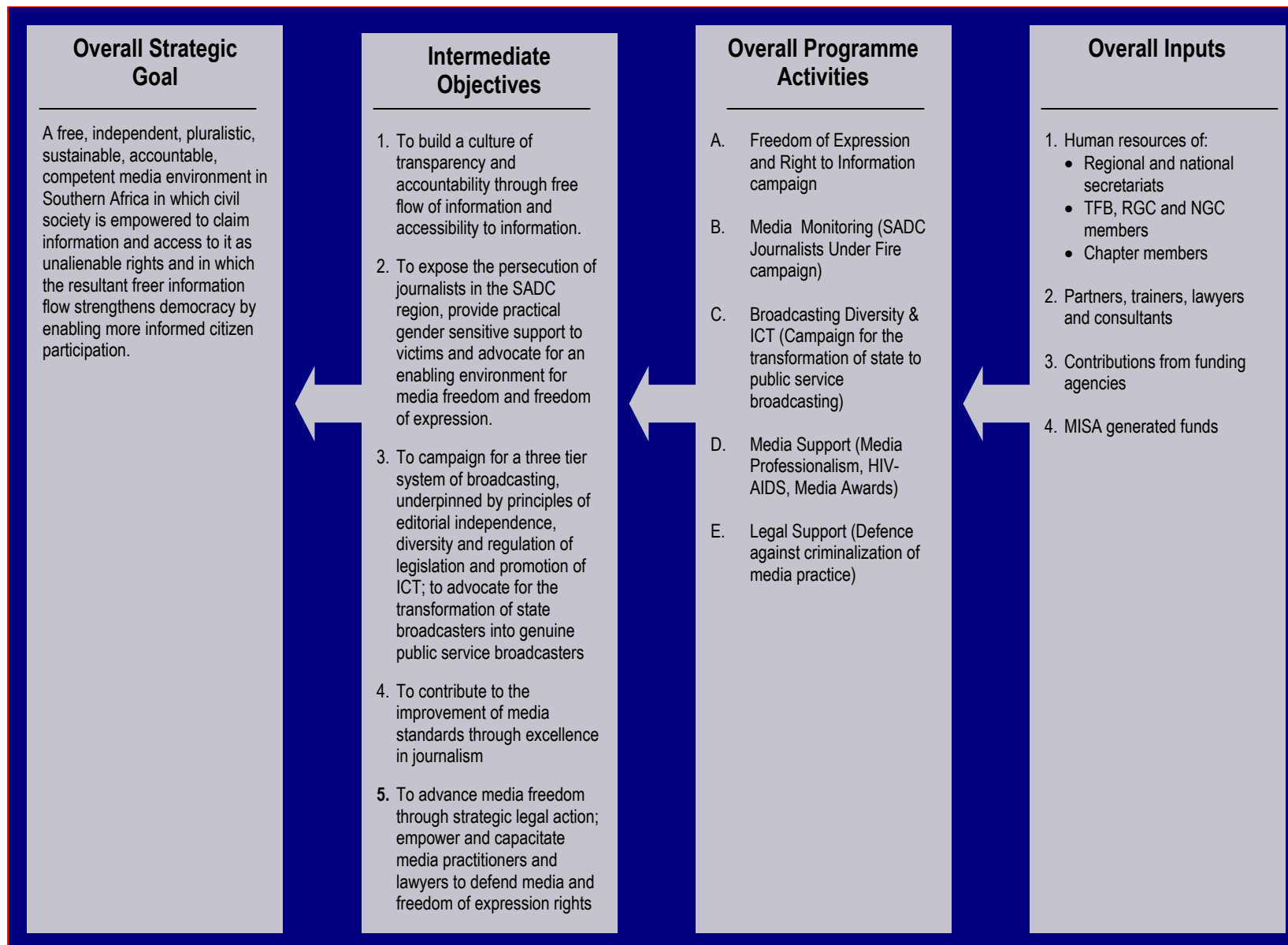
Chapter 9 provides the MISA **Communication, Dissemination and Publications Strategy** by which MISA hopes to engage internal and external stakeholders as it implements each of the five programme areas.

Chapter 10 identifies the challenges MISA faced in the implementation of its first SPP during the last three years, and how it seeks to improve by addressing some of these during the implementation of this SPP. Of importance is the need for MISA to improve the implementation process to ensure close cooperation and collaboration between the MISA Regional Secretariat and the 11 National Chapters where most of the advocacy campaigns are expected to take place.

Chapter 10 also provides information on MISA's membership and governance structures. These are the policy-making bodies and the operating arms of this membership based organization.

Chapter 11 comprises the budget summary by country and programme area. These summaries are prepared from detailed budgets submitted by the 11 national chapters and the Regional Secretariat. This SPP estimates that MISA will need around USD 18 million over the next five years to carry out all the strategic interventions it considers necessary in the deepening of democracy in southern Africa.

Overview of MISA's Strategic Partnership Programme for 2005 – 2010 (SPP 2)



Chapter 2:

Southern Africa media environment

2.0 Situational Analysis - Media Environmental Analysis

The early 1990's saw a major change in the political landscape of southern Africa with the various countries changing their political ideologies to embrace multi-party democracy which hitherto had only been consistently enjoyed in Botswana. The other independent countries either had a legislated or defacto one party state political system. Such changes took place in Zambia, Malawi and Mozambique, which also saw a return to peace and electoral democracy. The democratization process was reinforced by the independence of Namibia in 1990 and the change to democracy in South Africa in 1994. Angola also saw some signs of peaceful transition in 1992, though this did not last as civil war resumed a few months later. Since then, electoral democracy has taken root in the region with most SADC countries now having held elections consistently over the last ten years.

The change in the political sphere were also mirrored in the media environment as private media started to sprout in some of the SADC countries which had largely been dominated by state media. In some countries like Mozambique and South Africa, state controlled media was transformed into public media, through changes in legislation providing for their editorial and management independence. This enabled media to play their role as watchdog to political and economic power, while also entertaining, educating and informing their audiences and readers.

The trend towards a generally free media environment in the SADC region seems to be a continuing work in progress, with significant gains having been made in the majority of countries. Most countries of the region have seen a growing number of new media outlets, especially in the broadcasting sector (see table 1 below). Unfortunately, the adverse and worsening Zimbabwe media freedom situation has continued to drag the rest of the region down. The closure of newspapers and the arrest of media practitioners continue unabated while the government continues its unconstitutional stranglehold on the broadcasting sector making the country the only one without private and community broadcasting services.

The protection of media freedom and freedom of expression in the SADC region still remains a major challenge. While most countries provide constitutional protection to these rights, the enjoyment of these rights continues to be curtailed through practices like withdrawal of government advertisements and access to public information and officials from media considered too critical of the government. Access to information laws that would aid journalists and reporters have only been enacted in South Africa, making this very important provisions a major challenge for the majority of the SADC countries. Even worse, is the enactment of a seriously flawed law in Zimbabwe, the anomalously titled Access to Information and Protection of Privacy Act (AIPPA) which, in practice, has not provided the much needed access, but has been used to criminalize media work with its selective application to private media, which is consistently denied access to public information and officials on one had and selectively arrested and detained for publishing so called 'false' news.

Another challenge facing the media freedom and free expression environment in southern Africa is the need to develop media in all its forms, especially print media. The worst affected country is war ravished Angola where the only daily newspaper is the state controlled *Journal de Angola* which has a small circulation of around 10 000 copies. Even the 6 regular weeklies have an estimated total circulation of around 20 000; this is a country of over 13 million people.

2.1 Media landscape

Table 1

Media	Ownership	Angola	Botswana	Lesotho	Malawi	Mozambique	Namibia	South Africa	Swaziland	Tanzania	Zambia	Zimbabwe
Television Stations	Govt	1	1	1	1	1	1	3	1	1	1	1
	Private	0	1	1	0	3	2	2	1	15	1	0
Radio Stations	Govt/Public	1	2	1	2	1	9	18	1	1	2	4
	Private	5	2	10	3	7	6	15	0	26	6	0
Community Radio Stations		1	0	1	11	42	5	80	1	2	11	1
Newspapers / Dailies	Govt	1	1	1	0	1	1	0	1	1	2	2
	Private	0	1	0	2	9 (by fax)	3	9	1	18	2	1
Newspapers / Weeklies	Govt	0	0	2	1	1	0	0	1	1	2	4
	Private	5	10	5	9	9	4	25	1	53	5	13

The media landscape presented above indicates the following salient features which have a bearing on the strategic challenges facing MISA as it formulates its strategic plan for April 2005 to March 2010:

- 2.1.1 The predominance of governments in the region, except for South Africa, as major role players in the media, both print and electronic; this exerts pressure on the private media players from two fronts. The first is the legislative front where governments have legislated (in all ten countries) in a manner that is generally perceived as being not so media friendly or being outright hostile to the media. This is a major area in which the media in Southern Africa faces major challenges. Media law reform and/or enactment of new legislation remain a major priority area of advocacy.
- 2.1.2 The dominance of the state media is most widespread in both radio and television. In 9 of the 11 SADC countries covered by MISA, there is limited private and community participation in radio broadcasting.
- 2.1.3 For the print media, state domination is still perverse in some countries like Angola, Zambia and Zimbabwe.
- 2.1.4 The circulation of foreign papers and access to extra-territorial broadcasts, while available in all the countries, is very expensive by local standards, making them the preserve of the rich elites. Some South African newspapers and magazines are also available in most of the other SADC countries.
- 2.1.5 Community radio broadcasting stations are a significant feature of the media landscape in almost all the eleven SADC countries. Their non-availability in Zimbabwe, Swaziland and Botswana is a major cause for concern given that this is a worldwide media development success story.

On the surface, the media landscape seems to indicate a reasonable degree of diversity just based on numerical analysis. However, a qualitative analysis of the ownership patterns and editorial content in the many media outlets and the products they generate reveals the following features which constitute major challenges to MISA and civil society as a whole in promoting media freedom and broad access to information:

- 2.1.6 The predominance of the state is achieved through a web of legislation that is put in place to give the state a monopoly and limit or prevent private participation in the media. This is a deliberate denial of widening of access to information by the state. Most of the chapter countries are faced with a plethora of media unfriendly or outright media hostile legislation which has to be reformed or repealed if media freedom is to be enhanced.
- 2.1.7 As a result of the above, government owned radio or television is generally run not in the public interest as public media should be. There is hardly any country among the 11 that has a truly public service broadcast media with a truly independent management and regulatory authority, though South Africa comes close.
- 2.1.8 Where the government publishes newspapers, these are largely used to propagate the ruling party's ideologies and not for public interest and is generally not accessible to the general public, but for serving the sectarian interests of the ruling elites and their cronies.
- 2.1.9 The existence of private participation cannot in itself be equated with media diversity in a number of countries. A few wealthy individuals with no development objectives of media freedom and freedom of expression in mind, have acquired radio and television licenses for their own individual benefit and not to increase access to information. In one country, it is reported that some private individuals even "hoard" radio frequencies to prevent the entry of new players. The church is a dominant player after the state especially in community radio. The diversity of the media content in this sub-category is very limited. Thus the information broadcast may actually not be meant to enhance freedom of expression or access to information that helps to develop society but pursues sectarian and sometimes individualistic goals with long term damage to society.

- 2.1.10 Even in the case of South Africa with its many private dailies and radio stations, this has not equated to media diversity and freedom of expression per se as editorial content is under pressure from advertisers to publish in a certain perspective that is consistent with or serves the interests of the major advertising account holders.
- 2.1.11 The challenge facing MISA and other media freedom activists is that of improving the media's ability to ask the right questions (reporting on whether government policy succeeds or fails, including how to identify the correct benchmarks) and improving the media's credibility (independence from private interests that benefit from government largesse and from government influence, advertising revenue, or ownership).

The range of challenges which are posed by this media landscape and which call for advocacy from MISA and others, constitute the thrust of strategic intervention by MISA during this SPP2 over the period April 2005 to March 2010.

Chapter 3:

Media Institute of Southern Africa (MISA)

3.0 Introduction

On April 1, 2002 MISA started implementing its first Strategic Partnership Programme (SPP1) which stretched over three years to March 31, 2005. For the first time MISA started coordinating its work as one regional organization compared to the previous modus operandi where National Chapters received a small annual grant through the Regional Secretariat, while they were expected to raise funds for most of their operations. This previous arrangement meant that most of the National Chapters were not able to raise enough funds to make significant impact in their respective countries. The change resulted in significant increase in funds to most of the National Chapters resulting in improved advocacy activities resulting in improved outcomes. For example, MISA Botswana, which has been struggling as Botswana faces reduced donor support due to its classification as a middle income country, has done many advocacy projects on broadcasting and media accountability over the last 3 years due to increased funding available through the SPP1.

The success of implementing SPP1 has spurred MISA to this next phase of preparing this 5-year SPP2 that will cover the next five years from April 2005 through to March 2010. MISA believes that it has learnt a lot over the last 3 years that will enable it to improve its implementation of SPP2 over the next 5 years.

3.1 Background of MISA

Officially launched in 1992, when it elected its first Regional Governing Council, MISA was formed by southern African media practitioners to implement the 1991 Windhoek Declaration on Promoting an Independent and Pluralistic African Press. The founding members were subsequently mandated to mobilise other media practitioners in their own countries to form National Chapters in the then SADC countries including South Africa. Like most NGOs, MISA started operating from the offices of its founding members with the Regional Office operating from The Namibian newspaper whose editor was the elected the first Regional Chairperson. By 1994, MISA had opened its own Regional Secretariat office in Windhoek and employed three people. By 1996, MISA had transformed itself from a regional network of activists into a membership-based organisation with National Chapters in Botswana, Zambia and Zimbabwe. These national chapters were membership based with individual media practitioners and private media houses forming the membership. Today, the Secretariat consists of 14 staff members, while the eleven National Chapters employ another 58 as at October 31, 2004. At the same time, the total membership of MISA, all through its national chapters was 1616 individual and 144 institutional members.

3.2 Mission

The mission of MISA is to play a leading role in creating an environment of media freedom and free expression that promotes independence, pluralism and diversity of views and opinions, media sustainability, competency and professionalism in the southern African region. In dealing with these elements, MISA will ensure that gender-specific needs form an integral part of all its activities. MISA aims to create an environment in which civil society is empowered to claim information and access to it as unalienable rights and in which the resultant freer information flow strengthens democracy by enabling more informed citizen participation.

The objective of MISA is to lobby for promotion and protection of media freedom and free expression. It is also to strengthen and support the development of a vibrant, professional and participatory media sector as an essential part of the deepening of democracy in southern Africa.

3.3 Vision

MISA's **vision** is of a southern Africa region in which the media enjoys freedom of expression, independence from political, economic and commercial interests, pluralism of views and opinions. Our vision is of a region where members of society, individually or collectively are free to express themselves through any media of their choice without hindrance of any kind. A region, too, where access to information must be unhindered and where information is readily available.

The MISA **vision** is:

- A media that is free, independent, diverse and pluralistic.
- Access to the media and information by all sectors of society.
- Media workers who are competent, critical, accountable, sensitive to gender issues and aware of their responsibility to society.
- Legislation, regulations and policy environments that support media independence, diversity and pluralism.
- Citizens in the SADC region that are empowered to claim information as a basic right.

3.4 Principles and Values

The mission and vision of MISA are based on the following **principles** and **values**:

- Freedom of expression as defined in article 19 of the Universal Declaration of Human Rights and article 9 of the African Charter on Human and Peoples' Rights;
- Media freedom, independence, diversity and pluralism as provided for in the Windhoek Declaration of 1991;
- Three tier separation of power as provided for in the SADC ICT Declaration of 2001 with the government being responsible for a conducive national policy framework, independent regulator responsible for licensing and a multiplicity of providers in a competitive environment responsible for providing services;
- Three tier system of broadcasting (public, commercial and community) as provided in the African Charter on Broadcasting of 2001;
- Media professionalism and the observance of ethical standards in media products that seek to inform, empower, educate and entertain;
- Citizens' right to access to information in order to enhance transparency and citizen participation in government, judiciary and legislative issues.
- Participatory democracy, respect for human rights, equality, human dignity, freedom and non-discrimination; and
- Gender equality in and through the media and society.

3.5 Achievements

Since its inception in 1992, MISA can claim quite a number of achievements accomplished through its intervention in the SADC region. MISA has consistently monitored and reported on media freedom violations occurring in some of the SADC countries it operates in. MISA has also annually published its State of Media Freedom in 11 SADC countries, which is print version of its daily media monitoring reports which are also distributed using an e-mail list server and also posted to the MISA website making the information available to researchers especially those that use such information for analysis and further publishing.

MISA has also contributed to the body of advocacy materials on broadcasting through its "Open the Waves" advocacy information package developed and made available for those involved in advocating for the regulation of the broadcast sector. MISA was also instrumental in the adoption of the African Charter on Broadcasting (ACB), adopted in Windhoek during the MISA co-organized (with UNESCO) conference to the 10th Anniversary of the Windhoek Declaration in May 2001. The ACB has since been used as a twin to the Windhoek Declaration and its provisions incorporated in the African Commission of Human and Peoples Rights (ACHPR) Declaration on Freedom of Expression in Africa adopted in October 2002.

A further area of achievement is the advocacy work done by MISA Zambia in the campaign for adoption of legislation bringing into existence of the Independent Broadcasting Authority and the amendment of the Zambia National Broadcasting Corporation Act transforming the national broadcasters into a public service one. These achievements have spurred other National Chapters to engage their legislatures in advocating for transformation of their national broadcasters to public service ones as provided by the ACHPR declaration.

Other successes in the broadcasting sector include the preparation of a broadcasting policy by the Botswana government after extensive consultations with stakeholders throughout the country. The policy is now awaiting statutory approval before implementation. Included in the policy is the principle of establishing an independent broadcasting regulatory authority and the transformation of the current state-control broadcasting services into public services.

On the professionalisation of the media, MISA has scored some successes, especially in Botswana where the government has accepted the principle of self-regulation after threatening the media with a statutory media council over many years. The media has since established a press council which has now started operations.

3.6 The planning process

The planning process has begun with reflective processes and organizational introspection both at national and regional level. The processes resulted in drafting and designing the next Strategic Partnership Program 2 with each national chapter coming up with its own Strategic Plan that we expect them to use. This document is a summary of all the national chapter plans and gives a regional consolidated plan.

As much wide consultation as possible was undertaken within the limited financial resources available for the process. In the end, this document and the National Chapter Strategic Plans reflect the general strategic direction MISA would like to take in addressing the challenges media freedom and free expression faces in the SADC region.

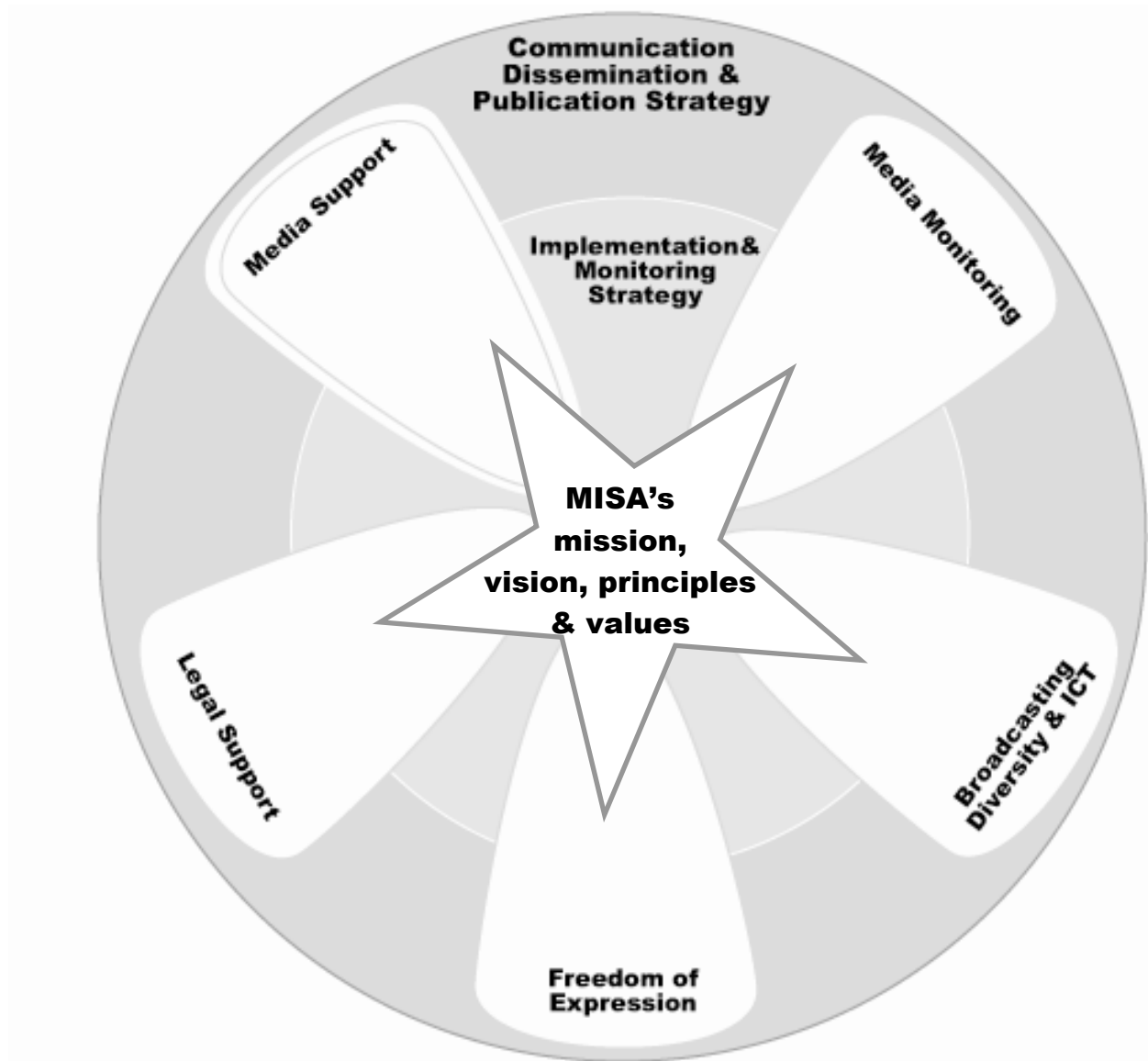
3.7 Assumptions and Risk Assessment

The following are the underlying assumptions on which the core of the SPP2 plan has been based. An assessment of the risk associated with each of the assumptions is also made to gauge the likelihood of the assumption being realized or not turning out as assumed.

- 3.7.1 Basket funding will continue to be forthcoming for SPP2 from April 2005 to March 2010. There has been a good level of rapport between MISA and the Basket funding partners during SPP1. MISA has achieved a reasonable level of success in promoting media freedom, freedom of expression and providing media support. The organisation remains the principal player in SADC in advancing the ideals of media freedom and freedom of expression.
- 3.7.2 SADC Governments will be open to engage MISA in dialogue in all the programme countries even in those where media freedom is threatened. This is based on a further assumption that MISA itself will recognize the need to engage governments openly and without pretending that the media itself has no problems of its own to be corrected such as ethics and professionalism. MISA is expected to take a balanced approach to the sector and this could generate sufficient good will to enable it to engage all key stakeholders.
- 3.7.3 MISA will be allowed to operate as a local or regional NGO in all the countries. This is likely to be the case except in Zimbabwe where the new NGO Bill might result in non registration of MISA by the government. In such an eventuality, MISA can just operate as a chapter of the regional organisation through a regional protocol. This failing, then MISA would need to find a partner in the country through whom its programmes can be implemented.
- 3.7.4 The current crop of staff at Regional Secretariat and the national chapters is competent enough to deliver on SPP2 and where necessary, recruitment of more qualified and experienced staff at all levels will be done professionally and human resources development will be implemented to close any gaps identified. The assumption is high risk because of the perceived inequities in the salary scales among chapters which could result in some chapters losing senior staff should they find greener pastures.
- 3.7.5 The governance structure of MISA will continue to be viable structurally and politically sustainable i.e. NGC and RGC and EC as the key organs of the organisation and playing their respective roles effectively. This is based on the further assumption that some organisation development intervention will be made through the organizational objectives and strategies outlined in chapter 10 to revitalize the structures. If this does not happen, it is doubtful that the structures will continue to be legitimate and viable.

3.8 Strategic programmes areas

MISA decided to continue working in the 5 programme areas it identified in SPP1 as critical to its success as a media freedom and freedom of expression advocacy organization. Strategic interventions in these programme areas will also still be complimented by a Communication, Dissemination and Publication strategies and Implementation, Monitoring, Evaluation and Reporting systems and procedures. MISA plans to use the experience gained over the last year during the implementation of SPP1 to improve in its implementation of SPP2. The annual reviews undertaken over the last two years have been useful internal reflection and learning processes that will enable MISA to improve in its work significantly going forward.



Chapter 4

Programme A: Freedom of Expression

4.0 Situational analysis

The **Media Law Reform** process in the region has been very slow during the past three years. During this period not a single government in the SADC region repealed any repressive laws despite their commitment to media law reform. Members of Parliament in the SADC region attending a MISA and SADC-PF organized conference held in Lusaka in 2002 issued a declaration of commitment to media law reform. They undertook to pressurize their governments to begin a process of media law reform, in particular repressive laws that date back to the colonial era. However, the region witnessed the tightening of repressive laws, particularly in Zimbabwe where there is intensified stifling of media freedom and free expression.

During the same period there were some progressive reform of the media policy sector. Tanzania formulated a progressive media law reform while Namibia media policy process has included all stakeholders. These processes though are not yet completed.

As a result of changing media and legal environment, a shift in the focus of the program on media law reform and advocacy for free expression has emerged for the new implementation phase. During the SPP 1, the program emphasized on advocacy work that targeted governmental and legislative bodies but failed to actively mobilized grass roots organizations and citizens. The strategic thrust of the program was directed at lobbying government and legislative bodies to create legal framework for the adoption of **Access to Information**. This is based on the understanding that information is a basic right and a basic need for all people. Only with information can citizens fully participate in a democracy and actively exercise their human rights. Moreover, because it enhances knowledge, information is fundamental to the **empowerment** of the poor and disadvantaged in society and provides them with an opportunity to fulfill their human aspirations. Likewise, an effective information flow is crucial to a functioning market economy. Providing information to society is thus arguably the most important role of the media. This includes disseminating a balanced picture of current events, social issues, business affairs, culture and other topics of interest. Today's so-called 'information society' accentuates the media's role of providing information. Rapidly developing information technology and speedy global communication flows has made information a key to power, be it economic or political.

Access to information will enable citizen participation on such important developmental issues as the World Bank's Poverty Reduction Strategy Papers, the UN Millennium Development Goals and the AU's NEPAD and its African Peer Review Mechanism.

Advocacy work for freedom of expression and media freedom will continue to target governments and their institutions. The new strategic focus of the program is to actively engage civil society and grass roots organizations to play a key role in advocating for the need to have access to information legislation framework adopted in their respective countries.

In terms of freedom of expression and media freedom, the new focus is to mobilize media institutions to be at the forefront of advocacy work for the protection of media freedom. During SPP 1 the media and media practitioners were largely mute in the fight to protect free expression. Media still remain the victim of government repression and intolerance and as such, should be mobilized to become a pressure group.

Milestone under program A during SPP1 has been the piloting of Access to Information Legislation through the **ASK Campaign**. The piloting of the ASK campaign has been

carried out in seven countries in the SADC region. Mixed results have been achieved. Thus, the program areas will undergo some refocusing and re-sharpening. In Zambia, a new dimension to the program emerged where the campaign for adoption of an Access to Information legislation will be closely tied to the campaign to review the Zambian constitution. The chapter will aggressively deal with issues relating to constitutional guarantee of press freedom and free expression. This came about as a result of calls for a new constitution for Zambia where civil society has been calling for the establishment of a constituent assembly to adopt a new constitution. In Swaziland the issue of constitutionalism is also placed high on the agenda. The campaign to repeal unfriendly laws will also enjoy high priority among chapters. The campaign to have access to information legislation adopted in SADC countries within SPP2 will be carried out.

4.1 Program goal

The intensification of the campaign to repeal laws that obstruct media freedom and that limit opportunities for media from being independent and diverse and the adoption of Access to Information legislation.

4.2 Strategic Objectives

The strategic thrust of the program is to campaign for the establishment of legal framework for the adoption of legislation that promotes Access to Information. Empowering civil society to understand and become an integral part of the campaign for the adoption of access to information laws and the building of a culture of transparency and accountability through free flow of information and accessibility of information.

4.3 Major strategies

- 4.3.1 Public engagements through discussion forums and meetings
- 4.3.2 Direct lobbying of government officials and parliamentarians
- 4.3.3 Drafting of alternative laws and analysis and critics of proposed laws (parliamentary bills) and policies for use in advocacy and lobbying
- 4.3.4 Public awareness campaigns on media laws still in statutes book in the SADC region to expose legal practices that negatively impact on free expression and media freedom.

4.4 Major Activities

- 4.4.1 Hold regional workshops on Freedom of Expression to raise awareness on continuing freedom of expression and media freedom violations. To mobilize media stakeholders to actively participate in campaigns to protect media freedom in the SADC region.
- 4.4.2 Hold regional and national workshops on Access to Information
- 4.4.3 Hold meetings and discussions with governmental and legislative bodies to discuss media law reform.
- 4.4.4 Hold meetings with SADC secretariat and other bodies to lobby for amendment of SADC Protocol on Culture, Information and Sport
- 4.4.5 Develop and produce advocacy and campaign materials for the campaign activities
- 4.4.6 Networking activities and alliance building

4.5 Indicators/quantitative

- 4.1.1 Number of meetings held
- 4.1.2 Number of advocacy materials produced
- 4.1.3 Level of participation by civic bodies and communities in fight for media freedom
- 4.1.4 Number of submissions and petitions made to regional bodies, governmental and legislative bodies made.

4.5 Indicators/qualitative

- 4.5.1 Stakeholders and society well informed on the rights of media and freedom of expression and importance to enjoying fundamental freedoms.
- 4.5.2 Stakeholders mobilized to defend and promote media freedom.

4.6 Means of verification

- 4.6.1. Regular monitoring of debates on legislation, media law reform through governmental and legislative bodies will be carried out.
- 4.6.2. Reports will be compiled and published out of monitoring activities. Media coverage of campaign and debates will be monitored.

4.7 Outputs

- 4.7.1 Research will be undertaken on thematic issues in the program for example on media laws, freedom of expression and access to information laws.
- 4.7.2 Advocacy materials will be produced. Information will be provided to targeted groups on thematic issues.
- 4.7.3 Coalition and partnership will be formed between civil groups and media freedom organizations both national and regional
- 4.7.4 Research papers/ reviews and analysis on media policies, laws and trends will be published and presented on various forums.

	Advocacy	indicators	Means of verification	Assumptions
Long term objective	A regional environment where citizens enjoy unfettered access to information and are able to freely express themselves through any media of their choice	Change in political environments. Repealed of legal provisions and legislations.	Monitoring and reports, articles,	Improvement in the political environment that allows for open debate, ideas and criticism. Democratic and accountable systems of governance
Short term objectives	Media stakeholders and civil society mobilised to campaign for repeal and change of repressive environment. Advocate for reformation of repressive environment – political, legal and institutional	Active civil society organisations in media freedom issues. Increased activism in media and media practitioners	Reports of national chapters on laws repealed/reformed. Reports of regional positions on media law reform Media reports on advocacy campaigns	Media that is active in supporting campaigns for promoting conducive political and legal environment in the region. Civil society at grassroots level that is interested in media freedom issues and participate in fighting for protection of media freedom and free expression.
Planned Activities	1.Lobbying political structures 2.Lobbying government and parliamentary bodies to reform legal systems/laws 2. mobilise civil society actors through awareness raising activities to participate in campaigns 3. develop advocacy campaigns and materials 4. research and publish	Increased and number of lobbying activities. Intense engagement with parliamentary bodies Active and mobilised society and citizens	Reports, media coverage, articles, letters etc. Media freedom issues discussed in community foras, gatherings and become topical issues on social and economic agendas.	Staff able to execute and monitor advocacy projects effectively Public willing to engage the issues on media freedom and free expression. Enhanced access to media for reporting activities
Planned resources	Financial resources, personnel, researchers and consultants	Number of MISA staff engaged in projects Bills prepared Material produced	Annual reports Narrative reports Materials produced	Support from partners in providing the resources required to carry out the programme area activities

Chapter 5

Programme B: Media Monitoring

5.0 Situational analysis and challenges

The launch of the **SADC Journalists Under Fire** campaign on May 3 2003, saw MISA's media freedom monitoring programme take on a holistic approach, i.e. the programme activities went beyond the mere issuing of an alert to put in place required strategies for advocacy, lobbying, research, training, information and, most importantly, a mechanism for direct and immediate practical support to victims of media freedom violations.

The launch of this campaign went hand-in-hand with a research study that MISA undertook of its alerts over a three-year period, from 2000 to 2002. The study revealed the following regional trends over this period:

- The increased arrests of journalists
- Restricting the freedom of movement of journalists (the expulsion of foreign correspondents and the physical obstruction of indigenous journalists from covering news events in their own countries, even press conferences, and including their forced removal from some outlying districts and provinces of their countries)
- Threats to journalists, including death threats
- Direct censorship including the closure of publications and the cancellation of broadcasting programmes
- Police raids on media institutions and the seizure of recording equipment from individual journalists in the field
- Physical attacks on journalists
- Repressive media freedom legislation
- Frequent verbal attacks on the media by government officials and politicians
- Governments and authorities flouting the rule of law by ignoring court orders or acting in clear violation of laws
- Attacks on newspaper vendors and the destruction of newspapers, and
- Pressure on journalists to reveal confidential sources of information.

Although Zimbabwe had topped the list as the most repressive country in the SADC region since 2000 in terms of media freedom violations, the research revealed that there is no reason for complacency in any of the other countries of the region. In fact, the study confirmed that the same trends of media freedom violations that occur in Zimbabwe, also occur in many other countries of the SADC region, but not to the same extent.

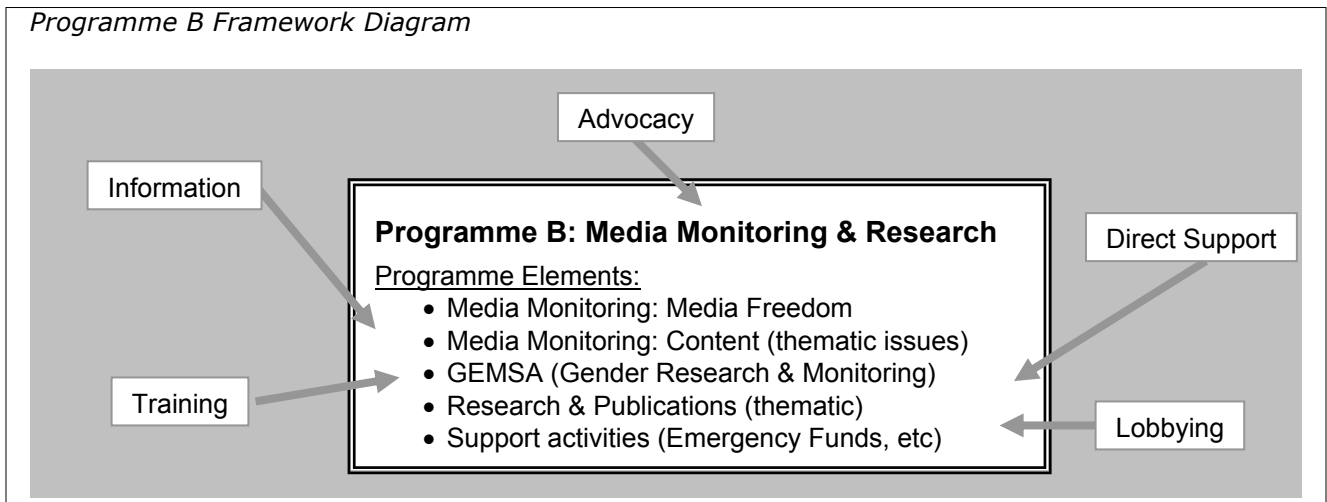
MISA's monitoring of the SADC media environment further revealed the emergence of new themes of professional importance to journalists and to the organisation. These include the increase of civil defamation cases against the media and concerns about the high financial penalties being awarded to successful litigants, the emergence of more independent media councils (voluntary media complaints bodies) or attempts to do so, the establishment of national editors forums, increasing concerns about the wages and working conditions of journalists, the struggle for the appointment of statutory but independent broadcasting authorities, developments around the introduction of Access to Information legislation, gender reportage and coverage, and the rise of media civil society coalitions (including associations of journalists in the state owned media) for media freedom advocacy and legal reform purposes. All of these issues have a direct bearing on media freedom and the quality of journalism in the SADC region.

Therefore, in response to this scenario the SPP2 phase will see a sharper programme focus on direct support to media workers and institutions that fall victim to media freedom violations. Whilst the active work of monitoring from a gender perspective, documenting and exposing media freedom violations will continue, much more emphasis will be placed on pro-active engagement with civil society, governmental and inter-governmental actors to ensure that a more conducive environment is created where journalists can practice their profession without fear of intimidation. In so doing, MISA will implement a two-pronged strategy, i.e. raise awareness on the role of the media, the need for civil society actors to respect and protect media and freedom of expression rights, whilst also equipping journalists with skills on how to optimally fulfil their role.

After more than 12 years of active monitoring of the media freedom environment in the SADC region, MISA has accumulated an expansive body of data that allows it to track trends and produce conclusive case-by-case analysis of media freedom developments in the region. As a priority in terms of its research function, this programme will further undertake to review alerts and identify those cases of impunity for further investigation and submission to forums such as the African Commission for Human and Peoples' Rights and the African Court. This will require MISA - both the regional secretariat and MISA chapters - to improve and expand its range of sources, investigative tactics, analytical and support capacities.

5.1 Programme Framework

Programme B Framework Diagram



5.2 Programme Area Goal

MISA will attempt to expose the persecution of journalists in the SADC region, provide practical gendered sensitive support to victims and advocate for an enabling environment for media freedom and freedom of expression.

5.3 Strategic Objectives

- 5.3.1 Time-efficient and effective identification, exposure and analysis of each violation of media freedom and right to information in the 11 SADC countries.
- 5.3.2 Civil society, policy-makers, national, regional and international organisations galvanised to fight for media freedom in Southern Africa.

- 5.3.3 Increased significance of media freedom as an indicator of good governance and democracy
- 5.3.4 Greater awareness and respect for media and freedom of expression rights among civil society actors, as well as the need to protect such rights

5.4 Strategies

- 5.4.1 Develop and formalise active coalitions/networks with local, regional and international organisations (governmental and civic) to support media freedom and freedom of expression in SADC
- 5.4.2 Through targeted training of journalists and other identified persons/organisations, train a new generation of media freedom and freedom of expression advocates
- 5.4.3 Increase the source base of information on media and freedom of expression violations.
- 5.4.4 Alerts raised on gender based media violations
- 5.4.5 Increase the outreach of information on media violations through a well-defined communications strategy.
- 5.4.6 Conduct research and produce relevant materials to maximise the exposure of violations of media freedom and right to information in the 11 SADC countries.
- 5.4.7 Capacitate media practitioners with skills on how to report in a way that does not incriminate them
- 5.4.8 Encourage MISA national chapters to establish - and creatively resource - national SADC Journalists Under Fire 'Emergency Funds' and other support mechanisms.

5.5 Activities

- 5.5.1 Monitor media violations on a consistent basis through using various sources
- 5.5.2 Offer support to national chapters - through training, mentorship, exposure – to improve monitoring, reporting, analytical and investigative skills required for media freedom monitoring, reporting and documentation;
- 5.5.3 Develop online interface to further standardise media freedom monitoring outputs;
- 5.5.4 Develop electronic databases as a resource for human rights and media freedom monitoring activities;
- 5.5.5 Develop strategies to ensure greater involvement of community based organisations in media freedom monitoring and the relay of MISA information on media and freedom of expression violations
- 5.5.6 Produce quarterly analysis of media violations and identify issues that need to be addressed in relation to each violation
- 5.5.7 Write protest letters, statements in condemnation of serious media violations
- 5.5.8 Assist victims of media violations where necessary and possible
- 5.5.9 Publicise violations in different mediums.
- 5.5.10 Segregate media and freedom of expression violations along gender lines to identify gender dimension in the violations.
- 5.5.11 Develop relationships with national, regional and international bodies to advance the work of MISA in terms of media freedom, gender and human rights monitoring, reporting, documentation, lobbying and advocacy;
- 5.5.12 Host, in conjunction with regional and international partners, fund-raising initiatives to bolster the regional SADC Journalists Under Fire 'Emergency Fund';
- 5.5.13 Facilitate training workshops for groups of journalists on how to report in a hostile environment

5.6 Outputs/Quantitative indicators

- 5.6.1 Number of alerts written and number of mediums through which they are publicised.
- 5.6.2 Number of meetings/workshops held to train civic society organisations in monitoring media and freedom of expression violations and journalists on reporting in a hostile environment
- 5.6.3 Number of cases of impunity brought before the African Commission for Human and Peoples' Rights and the African Court
- 5.6.4 Number of journalists and/or people assisted through the SADC Journalists Under Fire 'Emergency Fund'
- 5.6.5 Number of protests letters, comments and number of position papers produced on media violations
- 5.6.6 Number of alerts captured and reported in various media in and outside Zimbabwe
- 5.6.7 Number of journalists released from prison and or cases dropped after protest/litigation
- 5.6.8 Number of articles written on media and freedom of expression violations

5.7 Outcomes/qualitative indicators

- 5.7.1. An appreciation of media and freedom of expression issues as demonstrated by the quantity and quality of reports received from other organisations not necessarily involved in media and freedom of expression issues.
- 5.7.2. Nature of violations of media freedom and freedom of expression rights in the SADC region
- 5.7.3. Actions taken by other support organisations that work in the area of human rights to support the cause of freedom of the media and expression

5.8 Means of verification

- 5.8.1 Quarterly and annual reports of media violations recorded.
- 5.8.2 Reported actions taken.
- 5.8.3 Reports on assistance rendered.
- 5.8.4 Thematic research reports

5.9 Key stakeholders/inputs

- 5.9.1 Regional Manager: Media Freedom Monitoring and Research
- 5.9.2 Research Officer (Regional secretariat)
- 5.9.3 Regional secretariat staff (management and support staff)
- 5.9.4 National Directors
- 5.9.5 National Information and Advocacy officers
- 5.9.6 International Freedom of Expression eXchange
- 5.9.7 Civil society organizations (national, regional and international)
- 5.9.8 National journalist unions and associations
- 5.9.9 National and regional monitoring organisations
- 5.9.10 Governmental and intergovernmental organizations

5.9.11 Laptops, digital camera, trainers, curriculum developers, expert facilitators, venues and workshop resources, production and printing costs, transport and accommodation costs

Program B Log Framework (Programme Overview)

	Advocacy	Indicators	Means of verification	Assumptions
Long-term objective	A region where media freedom and freedom of expression rights are respected as basic human rights, where there are no violations of media freedom, and where the role of the media is seen as integral for socio-economic advancement.	<ul style="list-style-type: none"> • Journalists are able to practice their profession without fear of intimidation in a policy environment that is conducive to the free flow of information • The media has the freedom to produce media products to meet the needs and demands of their clients 	<ul style="list-style-type: none"> • Diverse forms of media are available and used to meet the needs of the citizenry. • No free expression violations occur. • Media freedom is an indicator of democratic governance. 	<ul style="list-style-type: none"> • Availability of resources to enable various forms of media to operate. • Availability of mechanisms to enforce violators to restore freedom of the media.
Short-term objective	<ul style="list-style-type: none"> • Campaign against reported media freedom violations. • Galvanise media and public support for media freedom. • Provide information on media freedom situation in all countries. • Solidarity with other media freedom organizations in IFEX. • Define monitoring and research strategies in line with the SADC Journalists Under Fire project document • Improve communications and information dissemination mechanisms 	<ul style="list-style-type: none"> • Improved reportage of gender-disaggregated media freedom violations. • Improvement in access to media by citizens, especially women. • Thematic monitoring and research reports • Wider distribution and greater impact of MISA reports 	<ul style="list-style-type: none"> • Reports of national chapters involved in the campaigns. • Reports on regional position at the end of March 2010. • Media reports on cases. • Annual Freedom House report "Map of Press Freedom". • IFEX reports. • Legal briefs and submissions 	<ul style="list-style-type: none"> • Judiciary that open to dealing with cases expeditiously. • Establishment of mechanisms by ACHPR and the African Court that are able to enforce compliance with their rulings • A Socio-political environment that enables the public to raise issues of their concern.

<p>Planned Activities</p>	<ul style="list-style-type: none"> • Investigate and produce media freedom violations reports. • Use website to increase online advocacy. • Undertake solidarity visits to trouble countries by eminent persons. • Conduct training of MISA Information Officers on reporting violations. • Conduct workshops to increase number of violations reporters. • Develop online database and interface to streamline the reporting of media freedom violations by MISA chapters • Develop and train relevant MISA staff to improve investigative, analytical and research skills to improve the media monitoring work • Conduct monitoring and research on gender-related issues that impact on media freedom and freedom of expression • Participate actively in the Global Media Monitoring project and, in so doing, create awareness of gender disparities in the media; 	<ul style="list-style-type: none"> • Number of media freedom violations reported during the year. • Number of campaigns and petitions undertaken and their effect in reducing violations. • Number of solidarity actions undertaken and their results. • Number of unreported violations uncovered. • Responses received from the public through the website. • Number of media freedom activists trained • Number of reports on support activities undertaken on behalf of SADC media • Reports of the work of established alliances • Number of research studies and thematic reports produced by MISA 	<ul style="list-style-type: none"> • Annual report of MISA: "So this is Democracy?" • Incidences of media reports on violations and advocacy campaigns. • Audience research through interactive website. • Statements from other media freedom organizations. 	<ul style="list-style-type: none"> • Staff able to execute and monitor the advocacy programme. • Public willing to engage the issue of their right to know. • Access to media, especially state media. • Desire of civic organisations to build mutually beneficial national, regional and international alliances
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	<ul style="list-style-type: none"> • Research and compile cases of impunity for presentation to forums like the ACHPR and the African Court • Conducting of media campaigns, posters and stickers. • Train a new generation of media freedom advocates through development of a curriculum and training opportunities • Work to establish national, regional and international civic alliances to advance media freedom and freedom of expression in SADC • Develop support mechanisms for media workers in line with the SADC Journalists Under Fire campaign. • Produce quarterly state of media freedom reports for RGC and MISA members. • Research and produce thematic reports on media freedom, freedom of expression, pluralism and diversity in the SADC region 			
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<p>Planned Resources</p>	<ul style="list-style-type: none"> • Human resources. • Financial resources to pay MISA staff, purchase materials • Advocacy trainers • Curriculum developers • Human rights monitors, lobbyists, advocates 	<ul style="list-style-type: none"> • Number of hours MISA Staff work on project. • Number of cases submitted for assistance and number supported. • Outcomes of precedent setting cases 	<ul style="list-style-type: none"> • MISA annual financial and narrative reports. • Samples of stickers, T-shirts, calendars and posters (campaign materials). • Petition letters, appeals, etc 	<ul style="list-style-type: none"> • Qualified and experienced MISA staff to implement projects and activities. • Resources available to carry out the planned activities.
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Chapter 6

Programme Area C: Broadcasting Diversity and ICTs.

6.0 Situational analysis and challenges

The winds of change that have been blowing across Eastern Europe, Asia and the Americas have not spared the continent of Africa. And the ever changing scenarios in politics, socio-economics, cultures and technologies have continued to top many agendas of governments in Southern Africa.

With the advent of plural politics, promotion of market economies and embracing new technologies are forcing many states to look for alternatives to address national needs. The broadcasting sector has not been spared. For instance, in the last ten years the region has witnessed many African governments attempting to liberalize their airwaves. Although there have been such moves to liberalize the air waves, mechanisms applied have been up-hazard to say the least. Some countries in the SADC region have enacted new laws too cumbersome to contemplate, resulting in major challenges for broadcasting reform activists.

6.1 Broadcast Environment In The Region.

6.1.1 Angola.

Even though there are more than 815,000 radio sets and about 196,000 television receivers, air waves are dominated and regulated by National Radio of Angola. New players like LAC, Canal A or Radio Ecclesia broadcast to city dwellers only. The MPLA government has put in place laws restricting expansion to rural areas.

6.1.2 Botswana.

In Botswana the sector has not been spared from manipulation by government ministers despite having in place the National Broadcasting Act of 1998 that culminated in creating the National Broadcasting Board (NBB). From time to time broadcasts are cancelled at will; programme producers threatened or forced to re-record programmes.

6.1.3 Lesotho

The Lesotho government that has committed itself to SADC Protocol on Culture, Information and Sport and Declarations on Information, Communications and Technology and Freedom of Expression, including the African Charter on Broadcasting presented to Parliament a draft Lesotho Broadcasting Corporation Bill 2004. If the Bill becomes law without amendments it empowers the Minister responsible for broadcasting to appoint Board Members and Chief Executive of the corporation. The Bill states that minister will provide Board members with all necessary materials to enable them discharge their duties. According to the Bill, the Board shall have powers to hire staff through Appointments Committee. Though transformation of the state broadcaster seems to be a non-starter, there has been a significant change as far as proliferation of private radio stations is concerned. Between 1993 and 2004 five private and one Christian radio stations were opened. The appearance of these radio stations is a result of enactment of Lesotho Telecommunications Authority Act of 2000.

6.1.4 Malawi

The Malawi Communication Regulatory Authority (MACRA) wields powers over Malawi Broadcasting Corporation, Malawi Television, Community Broadcasters, School broadcasters, private and individuals engaged in broadcasting. MACRA forbids Community and School broadcasters from broadcasting news bulletins.

6.1.5 Mozambique

Though the Frelimo government in Mozambique is instrumental in assisting the setting up of community broadcasters in the country, the same government has been accused of paying lip service when it comes to transformation of the state television broadcaster. So often government is accused of using state television as propaganda tool for the ruling party especially election periods.

6.1.6 Namibia

In Namibia, government decided to lump together telecommunications, private and community broadcasters regulation leaving out the national broadcaster. This was done to protect Namibia Broadcasting Corporation from being transformed into public service broadcaster so that it continues to propagate both government and South West Africa People's Organization (SWAPO) policies.

6.1.7 South Africa

The Independent Communications Authority of South Africa (ICASA) regulates both broadcasting and telecommunications. The Broadcasting Act (2002) establishes the policy framework for South Africa Broadcasting Corporation (SABC) and makes provision for the licensing of two regional language television stations. Though South Broadcasting Act, which seemed to be a model of envy in the region has been eroded due to political interference. There is growing evidence that those appointed to serve either on ICASA or SABC Boards belong to the ruling African National Congress (ANC) creating questions about their independence.

6.1.8 Swaziland.

The Kingdom of Swaziland under the leadership of King Mswati III is Africa's last absolute monarchy. The infamous King's Decree of 1973 mandates the King to superintend the executive, legislature and judiciary. The Swaziland Broadcasting Information Service broadcasts nationally and is still in state control and does not allow those with dissenting views to be covered or appear either on radio or television. It is a common knowledge that Channel Swazi a TV station run by Qhwa Mamba has some connections with the Royal family and also influences policy position on Trans World Radio- a religious radio station. To date the state continues to thwart initiatives by Lubombo community to set up their community broadcasting station.

6.1.9 Tanzania

In Tanzania, listeners and viewers are at the mercy of commercial broadcasters even though Tanzania Broadcasting Services Act (1993) stipulates how broadcasting diffusion services should be conducted. The state broadcaster is dwarfed badly that it cannot compete with commercial broadcasters and print media normally operating in urban areas. It has been the concern of many that the broadcasting media in Tanzania is run on the whims of who is the boss at the time. Incidentally lack of policy has allowed major advertisers and other players in big business to influence what goes on air regardless of the effects it might have locally.

6.1.10 Zambia

The amendment Act of Zambia National Broadcasting Corporation (ZNBC) and Independent Broadcasting Authority Act (IBA) assented to on December 31, 2002 have become a bone of contention because of the phrase 'the Minister shall' giving

rise to the incumbent minister arguing that the two pieces of legislations empowers the minister to veto any names which the select committee has chosen or may choose for ratification by parliament.

6.1.11 Zimbabwe

In Zimbabwe, the Zimbabwe Broadcasting Holding is the only broadcaster permitted to carry out diffusion services in the country and is currently used to propagate ZANU PF ideals. In the recent past, the Broadcast Services Act (BSA) was introduced to stifle those wishing to launch new broadcasting stations. The same Act forbids Zimbabwean/s living or residing outside the country and foreigners in engaging in broadcasting activities. Further more investors in broadcasting sector are required to submit their applications to the Minister of Information and Publicity accompanied by non-refundable fees considered by media organizations to be astronomical. To date even Capitol Radio which challenged government in the Supreme Court and won has not been issued a license to broadcast. Ironically no foreigner is allowed to own shares in a radio or television station and no Zimbabwean individual is permitted to hold more than ten per cent of shares in a station.

6.2 Major Broadcast Challenges:

The biggest challenge in broadcasting is the complete transformation of state broadcasters into public services. This challenge has followed the liberalization of the airwaves. Liberalization of telecommunications and broadcasting has only benefited commercial sector whilst the notions of public service broadcasters and community broadcasters are conspicuously left out in limbo. Unfortunately both private investors in telecommunications and broadcasting have also failed consumers. If transformation has to benefit a large spectrum of society whether at community, national or regional level there is need for the introduction of genuine three tier system of broadcasting, namely public service, community and commercial broadcasting and how they operate.

6.3 Public Service Broadcasters.

A public broadcasting system detached from state influence is absolutely essential to dissemination of impartial and diverse information. An independent and well-performing public broadcasting system examines public issues with an incisively critical eye by providing programmes that include public debate, cultural expressions and educational programming aside from entertainment. Public Service Broadcaster (PSB) should unfailingly render service to individuals, communities and societies in order to contribute to a shared political, social and cultural frame of reference and bring about social cohesion among different peoples. This form of PSB, which meets its audience not only as consumers but as citizens, binds democratic societies and develops national identity and cultural preservation.¹

During the December 2003 World Summit on Information Society (WSIS), broadcasters from all over the world observed that PSB must be taken as an indispensable force in the enlightenment and education of the general public and therefore, it should contain a high proportion of original domestic production boasting of local content, be adequately funded and publicly accountable.

The broadcasters further observed that radio and television at the service of the public are the nation's largest educational, societal and cultural institutions and their reliability should be maintained at all costs. "With this in mind, it is compulsory for

¹ World Electronic Media Forum , Geneva, 11 December 2003

PSB to appeal to both mass audiences and special interest groups, to serve national interest while keeping its institutional independence and integrity.”²

The Public Service Broadcasting obligation, in short, is to supply the public on a national level basis with diverse balanced programmes relevant to all groups of the population, including minorities, maintain integrity towards economic, social, cultural and political interests of the country. Even today broadcasting is seen as the main source of news for many people, because they cover large parts of the country, though muffled in terms of programming.

The challenge during this SPP2 period will be to use all the SADC Protocols and Declarations and the guidelines as provided in the African Charter on Broadcasting and the ACHPR Declaration of Freedom of Expression in Africa which all members’ states have committed themselves to, to campaign for the transformation of state broadcasters into public service broadcasters.

6.4 Community Broadcasters.

Community broadcasting is broadcasting from community to the community, covering everyday events and issues related to socio-economic, politics or culture in the languages/s spoken and understood within a geographic area or a community of interest.

Many state broadcasters in the region have a tendency of making themselves busy by covering state functions only, deliberately ignoring issues occurring in rural or pre-urban areas, thus creating a vacuum. Community broadcasters have taken up that role to inform, educate and entertain local communities. Currently many countries have not set guidelines on how community broadcasters should operate. MISA will campaign for transformation of Community Broadcasters into fully-fledged entities as provided for in the various SADC Protocols and Declarations and the guidelines as provided in the African Charter on Broadcasting.

6.5 Private or Commercial Broadcasters.

A Private or Commercial Broadcaster is either a radio or television station owned by an individual, group of people or set up by a conglomerate. Its main objective is to make profits. Though investors in commercial broadcasting are supposed to be answerable to the regulator because frequencies they use are public goods, they treat the public as passive consumers. Governments also do not seem to care how frequencies are allocated especially to private broadcasters. Thus commercial broadcasters who are supposed to protect and assist in building a strong national identity are just busy blurring airwaves with foreign music. Unfortunately some state broadcasters have the habit of relaying foreign programmes during prime time in preference to local broadcasts. There is also need to streamline frequency allocation and to reinforce quota system or draw guidelines to follow. Just like public service broadcasters, commercial broadcasters have a role to play in nation building hence the need to have policies under which they operate.

6.6 World Society Summit on Information Society

The WSIS is founded on the fundamental values as freedom of expression, access to information, media pluralism and cultural diversity as enshrined in the Universal Declaration of Human Rights, and in particular Article 19, on the fundamental right to freedom of expression. MISA shares these same fundamental principles.

The term “information society” refers to the importance of information and content for the public and how these can be made available using technology.

² World Summit on Information Society, Geneva, December 11, 2003

MISA has been involved with the WSIS process because it shares the summit vision, values and conviction that broadcasting can play a key role in bringing about an information society in which all citizens are included and can participate.

Therefore, MISA will continue to participate in all activities of the WSIS so as to keep pace with all factors and trends affecting the information society and to influence the final outcome of the process in Tunis 2005.

Realizing that most governments have taken keen interest in the WSIS and indicated willingness to come up with ICT policies in their countries, it is the challenge for MISA to contribute to the formulation of these policies so that they do not discriminate against the media and women and other previously marginalized.

6.7 Telecommunications, ICTs and Convergence.

It is important for broadcasting to be flexible and adaptable to the new demands of the rapidly evolving information society. This includes dealing with the future of the electronic media and the various changes it presents in the field of technology, market and consumer behaviours and regulation. New audiovisual and information technologies should be integrated in any broadcasting system, particularly in this era of digitalization. If broadcasting remains static in the midst of the digital revolution, it will cease to exist not only in its form but also most importantly, in its function as a service. Broadcasters need to reorganize themselves to suit the emerging environment and adjust to the new ways of working in their productions, especially in the growing use of multimedia. It is rather imperative that public service broadcasters be strongly supported in this context by endowing them with legal, technical and financial security to remain stable against competitive pressures from private broadcasters. PSB should not, however, use public funding to distort competition, from which it also reaps substantial profits.

At present there is the urgent need for a futuristic media policy, especially in freeing PSB from market isolation. Commercial entities dominate more and more information delivery networks and digital gateways. It is only pragmatic for PSB organizations to commence alliances and cooperation with them for the sake of holding important segments of the audience, without compromising its own entity of being a non-commercial institution.

Although PSB should be adjusted to the media environment today, it remains crucial for it to retain its identity and distinctiveness of rendering public service. This should be the most essential cause of our fight for the continuous existence of public service broadcasting tomorrow.

With dramatic improvements in technology culminating in convergence of telecommunications, ICTs and broadcasting, a need has risen for states in the region to come up with new strategies if they have to bring meaningful development. As a result of the three interconnecting with each other, one is able to receive, send, surf, retrieve data, emails, voice text, video, internet, make telephones or facsimiles, broadcast radio or television programmes either by normal transmission or satellite etc. at a very high speed.

The Charter on ICTs says, 'ICTs should be designed and developed to ensure that they are accessible to and easily used by marginalized groups, people who are not fully literate, minorities and people with physical, sensory or cognitive disabilities.' Since SADC states have committed themselves to through the Declaration on ICT, MISA shall continue to create awareness and campaign for implementation of the declaration.

6.8 Programme Goal

To campaign for a three tier system of broadcasting (Public, Community and Private), underpinned by principles of editorial independence, diversity and regulation of legislation and promotion of ICT as a tool for national development and medium of sharing information and to advocate for the transformation of state broadcasters into genuine public service broadcasters

6.9 Strategic objectives.

- 6.9.1 State broadcasters transformed into public service broadcasters regulated by independent regulators.
- 6.9.2 Democratic Broadcasting laws and regulations based on regional and international standards.
- 6.9.3 Widely consulted Broadcasting Policies and Regulations in the SADC countries.
- 6.9.4 Properly licensed and regulated Community Broadcasters and Commercial Broadcasters responsive to local needs.
- 6.9.5 Independent and properly funded national broadcasting regulators
- 6.9.6 Informed public aware on the issue of community broadcasting
- 6.9.7 ICTs policy and issues on the national agenda.
- 6.9.8 Inclusion of gender and children issues in all broadcast legislations.
- 6.9.9 Broad knowledge-base on broadcasting, ICT, Telecommunications and convergence policies and legislation.
- 6.9.10 Language service obligations national and regional television stations Support community broadcaster's initiative.

6.10 Strategies.

- 6.10.1 Lobbying law and decision makers for transformation of state into public service broadcasters
- 6.10.2 Lobbying governments to ensure timely implementation of broadcasting legislations and to develop policies that foster sustained growth in the broadcasting industry
- 6.10.3 Facilitate development of sustainable Community Broadcaster initiatives through strategic planning and involving other Non Governmental Organisations (NGOs), churches, and youth and women groups in the Community Broadcaster initiatives activities
- 6.10.4 Public awareness raising through pamphlets, posters, and position papers the issues of community radio.
- 6.10.5 Engage internet service providers and other interested stakeholders on how the ICTs can be developed further and utilised as an information tool in region.
- 6.10.6 Strengthen already establish alliances with partners like Southern African Broadcasting Association (SABA), Southern African Communication Development (SACOD), African Commission on Human and People's Rights, Southern African Development Community (SADC), Editors Forum and AMARC on issues of broadcasting.
- 6.10.7 Co-ordinate the formation of broad-based coalition involving politicians, parliamentarians, religious groups, traditional leaders, students, academics, Non-Governmental Organizations, media and legal practitioners etc.
- 6.10.8 Use workshops, seminars, AGMs and conferences as ideal forums to advocate for transformation of state broadcasters.
- 6.10.9 Use drama programmes, calendars, stickers and posters as advocacy tools

6.11 Activities.

- 6.11.1 Commission a competent group or an individual to edit Maseru conference papers under the theme: Serving the Public: Transformation of state media to serve the public interest and then publish the papers.
- 6.11.2 In conjunction SADC PF hold a regional workshop on transformation of state into public service broadcasters for Members of Parliament.
- 6.11.3 Use Open the Waves, Speak Out, African Charter on Broadcasting, Protocols and Declarations as campaign materials.
- 6.11.4 Hold sensitization workshops with community leaders, businesspersons, and church leaders to support Community Broadcaster initiatives.
- 6.11.5 Come up with position papers on the transformation of the state broadcasters and present it to parliaments and other stakeholders and hold debates and discussions on the issue on radio and television.
- 6.11.6 Carry out research on the status of ICT and laws governing its usage and lobby governments to make ICT infrastructure available and affordable to media organizations.
- 6.11.7 Make relevant submissions to independent media organisations on issues affecting the sustainable growth on the broadcast industry.
- 6.11.8 Production and distribution of calendars, fliers, brochures, t-shirts etc.
- 6.11.9 Hold telecommunications, ICTs and Convergence workshops at national and regional level and participate in the ICT policy development processes.

6.12 Outputs/ Quantitative indicators.

- 6.12.1 Number of Community based public meetings held.
- 6.12.2 Number of meetings, seminars and workshops held with members of parliament.
- 6.12.3 Number of calendars, pamphlets, fliers, T-shirts and posters produced.
- 6.12.4 Meetings held between MISA, stakeholders and Government authorities on issues of broadcasting and ICTs.
- 6.12.5 Number of Community based public meetings held.
- 6.12.6 Number of drama, theatre shows and road shows held.
- 6.12.7 Number of people attending debates, public shows and dramas.
- 6.12.8 Regional position papers on ICT developed
- 6.12.9 ICTs understood and awareness raised, input into ICT policy submitted.
- 6.12.10 Enactment of Acts incorporating similar provisions from the African Charter on Broadcasting.
- 6.12.11 Number of reports produced outlining the broadcasting systems in each country and the region as a whole.
- 6.12.12 Number of seminars and workshops at country level for members, partner organizations, government officials, and stakeholders.
- 6.12.13 Number of Broadcast and telecommunication updates produced and circulated.
- 6.12.14 Number of research papers on regional broadcasting developments produced.

6.13 Outcomes/Qualitative Indicators

- 6.13.1 Informed debates in Parliaments indicated by the quality and quantity of questions and asked and responses given on the transformation, campaign for three tier system of broadcasting and ICTs situation.
- 6.13.2 Community participation and demonstration of knowledge around broadcasting issues.
- 6.13.3 Popularity/ legitimacy of MISA in Communities where activities are being undertaken.
- 6.13.4 Community participation and demonstration of knowledge around broadcasting issues.

- 6.13.5 Increased support and awareness by broadcasters on the role of the Independent Broadcasting Regulator.
- 6.13.6 Better understanding of the roles of the Public Service Broadcasters Boards and Independent Broadcasting Regulatory boards.
- 6.13.7 Media coverage of public debates recorded.
- 6.13.8 Public responses through writing or any other means.

6.14 Means of verification

- 6.14.1 Reports on meetings, workshops undertaken, position papers and submissions made.
- 6.14.2 Reports on parliamentary debates on these issues.
- 6.14.3 Reports of media coverage on broadcasting issues.
- 6.14.4 Reports of the levels of participation by public through live phone in programmes.

6.15 Key stakeholders

- 6.16.1. MISA Chapters, the MISA Regional Secretariat, SABA, SADC-PF, MPs. Broadcasters, Broadcasting regulators, Civil Society Organizations interested in communication issues.

	Advocacy	Indicators	Means of verifications	Assumptions
Long-term objectives.	A regional broadcasting environment that enjoys media freedom is accessible to citizens and meets their needs for education, entertainment & information using appropriate ICTs.	Every one has a right to Communicate, receive and impart information and ideas through broadcasting services of their choice.	<ul style="list-style-type: none"> ▪ Three tier of system of Broadcasting, ▪ Open system of licensing, ▪ Editorial independence, ▪ Independent Regulator, ▪ Diversity of ownership, ▪ Locally produced programmes. 	Political will to enact laws related to independence, Pluralism, diversity, and relinquish control of state broadcasting to allow PSB.
Short-term objectives.	<p>Transformation Of state broadcasting into responsive PSB.</p> <p>Establish independent licensing bodies.</p> <p>Create enabling and sustainable environment for three tiers of broadcasting including use of ICTs.</p> <p>Promote editorial independence In broadcasting.</p> <p>Campaign for capacity to produce local programmes,</p> <p>Campaign for rules restricting cross media ownership.</p> <p>Create awareness and Develop policy on convergence and regional satellite broadcasting harmonization.</p>	<p>Mechanisms under which to establish independent regulators.</p> <p>Mechanism broadcasting sector is funded.</p> <p>Increase production of local content programmes.</p> <p>Agreed rules related to cross media ownership.</p> <p>Broadcasting policies in all SADC countries.</p> <p>Public, sovereign and continental interests catered for in satellite broadcasting.</p> <p>Increase public participation in broadcasting</p>	<p>Reports of regulators,</p> <p>Reports to Parliaments</p> <p>Broadcasting industry reports</p> <p>Surveys of viewers and licensors reports</p>	<p>Parliaments willing to enact laws to establish an open system of broadcast and transforming state to public broadcast services.</p> <p>Political will and commercial cooperation to encourage satellite diversification,</p> <p>Resources to promote local content production</p>

<p>Planned Activities</p>	<ol style="list-style-type: none"> 1. Research and develop guidelines on PSB, three tier system 2. Develop position papers on convergence 3. Update existing campaign materials. 4. Continue distributing current materials: open the waves, speak out, African charter on broadcasting, protocols, declarations and other instruments which SADC states have committed themselves to. 5. Produce more advocacy materials; e.g. fliers, stickers, t-shirts and drama performances 6. Hold workshops, seminars for/with partners, members, MPs and government officials 	<p>Number of publications and understanding message,</p> <p>Number of papers produced.</p> <p>Frequency of distribution of materials and requests from chapters and individuals, whether new or current ones,</p> <p>Number of workshops, seminars and meetings conducted</p> <p>Number of people attending drama shows</p> <p>Quantities of stickers, fliers and t-shirts distributed.</p>	<p>Reports on publications related to Broadcasting and ICT issues</p> <p>Media reports</p> <p>Awareness surveys</p> <p>Responses from the public through newspapers, radio or television programmes.</p>	<p>Ability of Regional office and chapters to implement and monitor advocacy programmes.</p> <p>Access to PSB, private and community broadcasters stakeholders for workshops, seminars and meetings.</p> <p>Public willing to engage in transformation.</p>
<p>Planned Resources</p>	<p>Human resources, Financial resources, purchase of materials, hire of consultants,</p>	<p>Number of staff at regional and chapter level engaged on each project,</p> <p>Number of consultants engaged on projects</p>	<p>Samples of campaign materials, case studies developed and implemented</p> <p>Reports on activities around broadcasting, telecommunications and ICTs,</p>	<p>Sufficient qualified and experienced staff to carry out programme activities.</p> <p>Financial resources to undertake programme activities.</p>

Chapter 7

Programme Area D: Media Support

This program consists of number of media support projects which are media professionalism, gender in the media, HIV/AIDS in the media and elections and the media.

7.0 Accountability and Professionalism

Media standards in the SADC region are gradually improving. Skills development programs for improving the journalistic skills and experience which is offered and sponsored by various institutions has increased. In addition, MISA has awarded more exchange scholarship to journalists in the region to better their skills over the past three years compared to previous years. The NSJC which is a MISA partner organisation has increased its intake of media practitioners in their training programmes.

This awareness of the need for excellence in journalism resulted in self-regulation of media taking a pivotal role within the media industry. As a consequence of this, four self-regulation media institutions have been established within the region and one more is being revived. This is a remarkable achievement seeing that before SPP1 there were two functioning self-regulation institutions for the media within the SADC region.

We have self-regulation media institutions in Botswana, Zambia, Swaziland, South Africa and Tanzania. The situation in Malawi has not changed. The self-regulation council remains non-operational despite efforts to revive it. In Namibia, the code of ethics that has been developed, was not adopted by all media institutions and therefore has not been implemented. Adding to this problem is the fact that the ombudsman office that was set up to implement the code of ethics, remains ineffective two years after its establishment.

In South Africa, there is a functioning and efficient ombudsman office that was established by the print media. There is also a voluntary Broadcasting Complaints Commission and the Broadcast Monitoring Complaints Commission, the latter is established through legislation.

However, in South Africa ethical issues relating to plagiarism and insensitive reporting has recently surfaced and needs to be addressed.

The MISA initiative to give annual awards to media as a form of promoting media standards and excellence has taken root and has become a prominent feature in some of the eleven countries where MISA operates. Every year, media practitioners are awarded media awards. The regional secretariat also continued giving the Media Freedom award and the John Manyarara Investigative Journalism award which continue to attract wide interest. For the first time in 2004, MISA sponsored the regional gender awards at the MISA and Gender Links organised Gender and Media Summit which will be an event held every two years. This is based on the MISA view that professional journalism is about excellence in reporting, consequently, it must embrace gender sensitive reporting that is empowering, fair and balanced.

7.1 HIV/AIDS

MISA acknowledges the relationship between Gender and HIV/AIDS and the impact thereof on the media sector in the region and established an HIV/AIDS program for addressing these issues.

MISA expressed concern on the impact of the epidemic on media workers during its Annual General Meeting (AGM) held in Tanzania, 2003 and which concluded with the adoption of the Konduchi Declaration on HIV/AIDS.

The development of this Programme of Action on HIV/AIDS and the media is an expression of commitment by MISA to scaling up the efforts of the media industry to respond to the epidemic in the workplace and in our communities. This Programme of Action expresses solidarity and support for all people living with and affected by HIV/AIDS and especially media workers and their families.

MISA plans to campaign and advocate for media industry workplace policies on HIV/AIDS so that at least 80% of media institutions have these policies and programmes by end of SPP2 in accordance with SADC and ILO Codes of Conduct.

This objective recognizes the media workers and their families are vulnerable to HIV/AIDS infection. The implementation of workplace based policies and programmes contribute towards breaking down myths and stereotypes. The implementation of workplace based policies and programmes will contribute towards improved reporting by ensuring that all media workers are provided with the facts concerning HIV/AIDS as it affects them personally. It is recognized that some institutions already have developed policies and programmes that can serve as best practices to others within the region.

Furthermore, MISA hopes that by the end of SPP2 a more enabling environment for media reporting through establishing standards for media reporting, increasing the understanding of editors on issues relating to HIV/AIDS and ensuring better regional coordination

MISA in conjunction with media partners is currently developing a regional ethical framework that can be utilized by countries in developing national frameworks. The integration of gender and HIV/AIDS into this framework will protect the rights of people living with and affected by HIV/AIDS. The integration of gender and HIV/AIDS into the curricula of tertiary institutions will ensure that reporting is more gender sensitive and that reporting integrates HIV/AIDS into all areas. Editors are the main decision makers and set policies regarding reporting ensuring that HIV/AIDS is a continuous item on the agenda by creating a more enabling environment for reporting on HIV/AIDS in the news room.

7.2 Election and media

Citizens in the region have recognised the role media plays in informing them about elections. Thus, reporting that is comprehensive and balanced is key to empowering citizens and to providing them with the necessary information that helps them to vote wisely. MISA thus, initiated an intervention to assist media practitioners build their skills in reporting effectively and in such a way that information becomes easily digestible and informative to the electorates.

MISA intervention has been facilitating regional and national training foras for media practitioners and developing election guidelines for media reporting and monitoring of election coverage, including a broadcasting election coverage code of conduct for public broadcasters being done in collaboration with SABA.

7.3 Programme Objectives

Through this programme area, MISA aims to contribute to the improvement of media standards through excellence in journalism, which includes gender sensitive reporting. This will be done through media awards and selective training programmes, like election reporting, based on the accessed needs of media practitioners. The scholarship program will continue to be administered to enhance the skills of journalists.

MISA will continue to promote the establishment of self-regulation mechanism as the preferred option to statutory councils which are favoured by governments. The program will also draw in freelance journalists to endorse and practice code of ethics. Through various observation and desktop research it is shown that media ethics is mostly violated by freelance journalists as they lack institutional support, back up and proper training.

MISA will also continue to seek ways of engaging the media on the very important issues of gender, HIV and AIDS in media.

7.4 Activities

- 7.4.1 Carry out campaigns to promote and establish media self-regulation institutions
- 7.4.2 Research and studies on media accountability and self-regulation undertaken and published.
- 7.4.3 National workshops and seminars conducted on media standards, media ethics and self-regulation.
- 7.4.4 Regional workshop on self-regulation and gender sensitive code of ethics.
- 7.4.5 Engage media practitioners, publishers and media houses on HIV and AIDS in the media
- 7.4.6 Develop ethical framework and code of ethics for reporting on HIV/AIDS
- 7.4.7 Conduct election reporting workshops to training of journalists in election reporting, coverage and monitoring for countries holding elections.
- 7.4.8 Continue with media awards in countries that already give them and extend to the others.
- 7.4.9 Continue the scholarship and exchange programme during the period.
- 7.4.10 Holding of regional and national seminars/workshops on media and elections and instil values of gender sensitive reporting during elections

7.5 Indicators/quantitative

- 7.5.1 Number of self-regulation institutions established.
- 7.5.2 Number of code of ethics developed and adopted
- 7.5.3 Number of media stories and extend of coverage
- 7.5.4 Number of media awards at regional and national level.
- 7.5.5 Number of journalists given skills development through scholarship program
- 7.5.6 Number of media houses adopting staff policies on HIV and AIDS.
- 7.5.7 Number of meetings with media stakeholders
- 7.5.8 Number of regional and national seminars and workshops
- 7.5.9 Number of stories/broadcasts on election

7.6 Indicators/qualitative

- 7.6.1 Further improvement in professional standards of media in the region.
- 7.6.2 Improvement in reporting standards in the region including gender sensitivity and balance and positive portrayal of women in the media.
- 7.6.3 Increased awareness of media as a key player in the democratisation of the region. Increased notice and acknowledged by civic society and governmental institutions of role of media.
- 7.6.4 Increased media response to HIV/AIDS pandemic
- 7.6.5 Use of HIV/AIDS workplace policies in the media sector

7.7 Means of verification

Monitoring of media coverage of thematic issues including elections, governance, HIV/AIDS as a means of measuring excellence in reporting and standards will be carried out.

	Advocacy	indicators	Means of verification	Assumptions
Long term Objectives	An environment where media operates professionally without undue restrictions	Number of self-regulation systems established	Code of ethics produced.	Cooperation from states to allow media self-regulation
Short term objective	1.Enhance media accountability through self-regulation 2.Promote professionalism	Responsive media to readers and listeners needs	Increased readership/audience Increased media consumption	Commitment from media and other stakeholders to ensure professionalism
Planned activities	1. Workshops / seminars on media self-regulation 2. Workshops to develop code of ethics 3. Workshops/seminars on HIV/AIDS in the media 4. Meetings with media owners on HIV/AIDS 5. Hold skills training workshops on election reporting 6. Make media awards to promote excellence and professionalism 7. Produce advocacy materials	1.Numbers of established self-regulation systems 2.Number of workshops 3.Number of awards at regional and national 4. Number of media houses adopting HIV/AIDS workplace policies	Reports from operational Self-regulation systems Reports on workshops	Media council with capacity to enforce codes and decision on ethical conduct Commitment by media owners to have HIV/AIDS workplace policies.
Planned resources	Human and financial Expert assistance	Number of staff engaged in projects Number of outsourced skills	Reports and publications produced Media coverage of developments	Availability of resources to support projects

Chapter 8

Programme Area E: Legal Support

8.0 Situation and Challenges

Southern African journalists and media institutions still frequently face legal challenges; especially criminal defamation and libel that violate internationally accepted standards on the rights and freedom of the media. The majority of cases concern criminal defamation, which is quite prevalent in the region, with most cases being in Angola, Lesotho, Malawi, Swaziland, Zambia and Zimbabwe. A common feature of these cases in the criminalisation of 'insult' to the president or head of state or national symbol which are 'protected' by national law.

A good example of criminalisation of media is that currently obtaining in Zimbabwe since independence, but recently reinforced by the promulgation of AIPPA and POSA in 2002. It is a criminal offence to publish "false" information prejudicial to the state, or false information adversely affecting the economic interests of Zimbabwe or which undermines public confidence in a law enforcement agency, the prison services or the defense forces of the country. Over 80 journalists have been arrested and 3 newspapers have been closed down using AIPPA and POSA.

MISA-Zimbabwe formed the Media Defense Fund (MDF) in 2002. The MDF, which is run by a separate board chosen by MISA-Zimbabwe, is meant to assist journalist in distress especially as a result of arrests and any litigation that has a bearing on media and freedom of expression rights. The MDF has so far assisted 60 journalists and media workers. Through the MDF, IJAZ was able to mount a Constitutional challenge on AIPPA. The MDF is also playing a key role in the case of the closed The Daily News and The Daily News on Sunday and The Tribune, the 3 newspapers closed down using AIPPA.

In Botswana, Lesotho and Zambia, the legal threat to media is largely due to disproportionately high awards given to civil defamation litigants against publishers.

In Swaziland, the Proscribed Publications Act of 1968 was used to shutdown the Guardian Newspaper and the Nation magazine in 2001, though the latter was able to come back after a few months, while the former has failed to come back despite winning their High Court case in 2002. The country does not have a protection of journalistic sources provision in its laws.

In 1995, MISA co-organized an East and Southern Africa conference on media law with Article 19. This later led to establishment of a Media Lawyers Network which was later convened in 1999 and 2001. The network has since been inactive, though MISA intends to continue to support lawyers to enable them to defend media practitioners. To this end, MISA will seek to resuscitate the Media Lawyers Network in an effort at alliance building in defence of broader issues of freedom of expression and media freedom.

MISA has supported media practitioners and media houses in litigation through its Legal Defense Fund (LDF) that was established in 1996. In several instances this has helped bring about a successful outcome.

MISA receives many requests for financial assistance from media practitioners facing libel and defamation charges, but has not been able to support all cases, not least due to insufficient resources. MISA therefore prioritizes strategic cases where there are reasonable chances of success and where the case has a clear bearing on the issue of media freedom. The decision whether or not to support a case currently lies with the Legal Defense Fund Committee, which can consult and take decisions electronically.

The committee meets whenever the need arises and consists of five members drawn from the RGC and TFB, with the Regional Director being an ex-officio member.

Since 1998 The MISA National Chapters in Botswana, Zambia and Zimbabwe have established national LDFs, modeled on the regional Legal Defense Fund. The other National Chapters like Lesotho, Mozambique and Tanzania are in the process of establishing theirs, based on the needs. Aside from mobilizing funds, the challenge the national LDF committees will face will be to provide a fairly rapid response to requests for assistance, as their commitment to impartiality and objectivity might unduly delay the process. This could be resolved by having committees that include lawyers or retired judges, whose experience and knowledge would expedite the process of deciding on the merits of each case.

In the long-term, MISA aims to establish a system in which the Regional LDF acts a contingency fund. It will be used when national LDFs do not have sufficient funds to support an important case or need additional resources to appeal in 'landmark' cases. Once established, national LDFs are expected to provide assistance in local cases while the regional LDF remains responsible for those countries where there is no national LDFs. Assistance to a national LDF is provided on a case-by-case basis. It is the intention that ultimately, the regional LDF will be a source of last resort assistance in major cases, especially those taken on appeal with a good chance of establishing a regional legal precedent.

Programme Goal: Improve media legal environment through strategic interventions and support to victims of media violations and criminalisation of media work and to influence public opinion through exposure of media court cases.

8.1 Overall objective

- 8.1.1 Advance media freedom through strategic legal action
- 8.1.2 Empower and capacitate media practitioners and lawyers to defend media and freedom of expression rights.
- 8.1.3 Support all MISA programmes and civic society with legal research in defence of media and freedom of expression rights.

8.2 Strategies

- 8.2.1 Challenge the constitutionality of repressive media legislation
- 8.2.2 Assist journalists and media houses with legal support
- 8.2.3 Research on media law issues and assist lawyers in preparing for court cases
- 8.2.4 Assist other media organizations, associations or unions to challenge labour issues that have a bearing on freedom of expression.

8.3 Activities

- 8.3.1 Make follow up on all cases of arrests of journalists due to their professional work and engage lawyers where necessary
- 8.3.2 Research on all arrests that take place, put out statements of arrests, and assists lawyers with preparation for court cases.
- 8.3.3 Research on comparative media law and publish such findings
- 8.3.4 Present position papers and analysis on the implementation of media laws in SADC to legislators at national and regional level and other stakeholders on a regular basis.
- 8.3.5 Prepare submission to regional and International bodies after local remedies have been exhausted on concerns and specific cases involving media freedom and freedom of expression. Reports and submissions should be specifically

made to the African Commission on Human and Peoples Rights with which MISA has observer status.

- 8.3.6 Support the Media lawyers Network through constant updates on media legal issues and meetings.
- 8.3.7 Form strategic alliances with organisations dealing with human rights law.
- 8.3.8 Hold regular meetings with Media Lawyers at national and regional level and help to establish and where necessary, run Media Lawyers Networks for updating lawyers on media laws and new strategies.
- 8.3.9 Establish LDFs in countries where there is need of them.

8.4 Outputs/ Quantitative indicators

- 8.4.1 Number of journalists assisted
- 8.4.2 Number of lawyers engaged and assisted with research on cases
- 8.4.3 Number of statements and positions papers put out on media law issues in SADC region.
- 8.4.4 Number of training workshops held and submission made to parliament, regional and international bodies.
- 8.4.5 Number of books published on media law in SADC and other related issues.
- 8.4.6 Number of court-constitutional challenges made and their outcomes.

8.5 Outcomes/ Qualitative indicators

- 8.5.1 An improved understanding of media law by SADC lawyers
- 8.5.2 Level of participation and willingness to assist journalists exhibited by lawyers in SADC
- 8.5.3 Reports and comments on the media situation in SADC made by Regional and International bodies
- 8.5.4 Court cases dropped and won by victims of media violations and criminalisation of media work.

8.6 Key stakeholders/ Inputs

Human resources: Regional Director, Regional Office Legal Manager, National Directors, National Legal Officers, LDF Committee Members drawn from the TFB, RGC, NGC and legal advisors and Legal Research Consultants.

Networks: Media Lawyers (especially Southern Africa Media Lawyers' Network), Legislators (especially SADC-PF), Parliamentary Legal Committees, Editors Forum, Publishers and Journalists.

Material resources: financial resources to pay lawyers' fees, network meetings, photocopies, printing of reports and publications.

8.7 Means of verification

Reports on court cases attended to and media workers, house assisted, publications and statements produced, financial, narrative and workshop reports.

Program E Log Framework (Programme Overview)

	Advocacy	Indicators	Means of verification	Assumptions
Long-term objective	Establishment of a SADC region where journalists and media houses operate freely and media work is not criminalised.	Number of SADC countries repealing criminal defamation and 'insult' laws from their statutes	Parliamentary reports Media reports	Political will to repeal laws that criminalise media work.
Short-term objective	<ol style="list-style-type: none"> 1. Support criminal defamation and 'insult' law cases repeal through strategic litigation in defence of media practitioners prosecuted using such laws. 2. Increase public awareness of the harm to free expression caused by media unfriendly laws and regulations. 	<ol style="list-style-type: none"> 1. Number of laws repealed through legal defence fund assistance 2. Number of awareness raising campaign activities undertaken and their effect in raising public awareness on the issue. 	<ol style="list-style-type: none"> 1. Periodic reports of national chapters involved in the campaigns. 2. Reports on regional position at the end of each year. 3. Media reports on precedent setting cases. 	<ol style="list-style-type: none"> 1. Judiciary open to dealing with such cases expeditiously. relatively open to dealing with cases expeditiously. 2. Legislatures willing to deal with the issue of criminal defamation and 'insult' laws. 3. Availability of litigants willing to test the laws.
Planned Activities	<ol style="list-style-type: none"> 1. Follow up all cases of arrests of media practitioners in SADC region. 2. Present researched reports to legislators, media lawyers and other key stakeholders for advocacy and lobbying. 3. Fund cases that meet the specified requirements 4. Publish media law briefs analysing such cases 	<ol style="list-style-type: none"> 1. Number of briefs published, position papers and research reports produced and publicised 2. Number of advocacy activities undertaken and their results 3. 	<ol style="list-style-type: none"> 1. MISA annual reports 2. Media reports of activities 3. Testimonies of media practitioners assisted. 	<ol style="list-style-type: none"> 1. Cooperation of media lawyers and legislators 2. Effective operation of the rule of law and judiciary competence and independence. 3. Judiciary willingness to deal with cases expeditiously.

<p>Planned Resources</p>	<p>1. Human resources. 2. Financial resources to pay lawyers for legal defence</p>	<p>1. Number of hours MISA Staff work on project. 2. Number of cases submitted for assistance and number supported. 3. Outcomes of precedent setting cases</p>	<p>1. MISA annual financial and narrative reports. 2. Media reports 3. Testimonies of media practitioners assisted.</p>	<p>Availability of resources to undertake the programme.</p>
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Chapter 9

Communications, Dissemination and Publications Strategy

9.1 Introduction

'Dissemination' is a term meaning communication, or a flow of information from a source. Dissemination is an active concept, where the information is tailored and targeted for an intended and identified audience. In contrast, communication which is passive, untailored and untargeted is defined as diffusion.

The key aim for dissemination strategies is to transmit useful and useable knowledge to appropriate target audiences, including research communities, practitioners, the public, policy makers and regulatory bodies. Each of these target audiences has its own particular requirements, creating the need for tailored and specific dissemination strategies.

Success in dissemination is more likely to occur when the "packaging" and overall nature of the information has been influenced by appropriate input from the potential recipient/user audience. Dissemination should produce an effect – use of the information – on the part of the recipient. Success in dissemination will be limited when a proposed scope-of-work approaches it as if it were: (1) the simple production of documents in the form of journal articles, book chapters, or reports, or (2) the relocation of such documents from Point A to Point B.³

Communication plays a central role in politics, economics, and culture in societies across the globe. Information and communication technologies, together with the political will to implement communication rights, can provide vital new opportunities for political interaction, social and economic development, and cultural sustainability. The means to achieve these ends include universal access of all to the means of communication and information and to a diversity of media throughout the world.⁴

9.2 Overview

In southern Africa, like in many other parties of the world, there are many processes and factors that influence communication. The Media Institute of Southern Africa (MISA) recognises this situation. Politics, economics and technology are currently the most prominent of these. Free media as a means of communication plays a very vital role not only in influencing policy in most countries but also serves as checks and balances to governments where the opposition is either weak or non-existent. It is because of this factor that MISA campaigns for media diversity, pluralism, independence and self-sufficiency.

While recognizing the great potential of MISA to bring positive change in the area of media freedom and the right to information and communication in the SADC region the problem of political control and interference with freedom of expression remains a central concern. It is for these reasons that it is imperative for MISA being primarily an advocacy organisation, that it develops an effective communication and information dissemination system for all its activities. Should MISA's capacity to handle and disseminate information be weak, then its ability to reach its objectives will be seriously hampered and the organisational cohesion threatened. On the other hand, a strong information and communications capacity can potentially act as a powerful

³ Developing an Effective Dissemination Plan; NCDDR, 2001

⁴ professor Cees Hamelink the World Forum on Communication Rights December 11 2003, in Geneva

multiplier, furthering MISA's objectives in an effective way and strengthening the organisational structure.

9.3 Situation and Challenges

The effects of globalization have not spared the SADC region in directing the means of communication and information sharing.

Whereas previously the media was dominated by print, and MISA has been involved in a lot of publications, things are now changing; the birth of the digital era is rapidly transforming the media world and slowly phasing out print media. The tactics of communication for better and quicker results have changed both for political and economic reasons. The use of internet, for example has made communication, not only faster but cheaper. It has also erased the boundaries of communication and has made censorship, regulations withstanding, more difficult than was with the print media. Voice over Internet Protocol (VoIP) technology (use of an Internet connection to make a phone call, instead of a conventional telephone line, turning phone calls into digital data.), for example is transforming the telecommunications industry, translating into big savings on phone bills for individuals and companies.

These developments are positive for the success of a diverse, pluralistic and inclusive media, especially in Africa where media has suffered severe regulation and restricted airwaves.

Problems in communication have not spared MISA both at regional and national levels.

There has been inconsistency in the levels and modes of communication. This is partly due to bad record keeping and documentation, inadequate ICT infrastructure as well as low levels of ICT knowledge and just common lack of interest in members adapting to the new technologies. Although MISA has fared fairly in the area of publication, it has not done well in the area of documentation, and archiving. There has been an inconsistency in this area, thereby failing to brand its image.

The greatest challenge for MISA, in this regard is to keep pace with the new technologies. Because, whereas new technology seem to favour the free flow of information, it can also be used by governments, that are enemies of the media to suppress information through highly developed and sophisticated means of censorship

The situation in Zimbabwe where the government has put in place legislation that does not favour freedom of expression is a case in point. Should governments like Zimbabwe develop sophisticated technology to improve, their censorship tactics, then the press in that country would suffer. The same would happen to any country which might have a misfortune of having a government that does not favour the freedom of expression and a free flow of information.

With the digitalization of the electronic media, it is imperative that MISA also changes its tactics of advocacy to conform to worldwide trends by using ICTs to communicate and disseminate its information.

9.4 Strategic Goal

MISA will to assure that its information is appropriately presented and widely disseminated for influencing decisions, making changes, or taking other specific actions designed to improve outcomes using the most appropriate tools and cost effective means.

9.5 Strategic objectives

- 9.5.1 Create a strategically expanded, efficient and technically proficient multi-dimensional communications, dissemination and publications information system
- 9.5.2 Create an information sharing environment both at regional and national levels for better accomplishment of MISA's advocacy mandate.
- 9.5.3 To galvanize the public for their support on issues MISA believe will improve citizen participation in governance.

9.6 Strategies and tactics

- 9.6.1 Expose MISA and its work and consolidates its corporate image;
- 9.6.2 Provide discussion forums and information flows within specific MISA-related peer-groups and networks;
- 9.6.3 Develop MISA publications that add value to advocacy campaigns at least cost.
- 9.6.4 Create open access repositories on MISA website for self-archiving by scholars of their research and writings that compliment MISA work.
- 9.6.5 Develop new models and practices that preserve MISA information in electronic form for future use
- 9.6.6 Use innovative and cost-effective electronic information technologies in publishing, including making MISA publications in electronic format
- 9.6.7 Produce non-priced publications in the right formats for end-users (for example web, PDA, e-book or print), and put in place a cohesive distribution strategy to ensure availability in locations that are convenient for the user.
- 9.6.8 Maximize the potential of each information asset by making information re-usable and re-purposed.
- 9.6.9 Improve subscription management service by providing for an online ordering of MISA products
- 9.6.10 Orient dissemination toward the needs of the user by incorporating the types and levels of information needed into the forms and language preferred by the user.
- 9.6.11 Use varied dissemination methods, including written information, electronic media, and person-to-person contact.
- 9.6.12 Use both proactive and reactive dissemination channels - that is, include information that users have identified as important, and include information that users may not know to request but that they are likely to need.
- 9.6.13 Include effective quality control mechanisms to assure that information to be included in the system is accurate, relevant, and representative.
- 9.6.14 Include sufficient information so that the user can determine the basic principles underlying specific practices and the settings in which these practices may be used most productively.
- 9.6.15 Increase access to the Internet and develop and use innovative and accessible World Wide Web information and feedback mechanisms;
- 9.6.16 Increase use of currently available information and statistical resources;
- 9.6.17 Establish linkages to resources that may be needed to support MISA activities - usually referred to as technical assistance.

9.7 Activities

- 9.7.1 The goal of MISA's dissemination process is not the simple distribution of materials and other resources but rather the use of MISA's publication outcomes in meaningful ways by those stakeholders searching for information. Major activities in this area include:

- 9.7.1.1 Introducing and maintaining a toll-free telephone, electronic, and fax communication channels for use by MISA members and its stakeholders;
 - 9.7.1.2 Producing and distributing new informational resources highlighting the outcomes of MISA's advocacy campaign;
 - 9.7.1.3 Expanding World Wide Web doorways or and linkages on the website to topically-oriented information in broad areas such as: freedom of expression, right to information, health (HIV/AIDS), technology, gender and development.
 - 9.7.1.4 Establishing and maintaining a series of discussion lists that can be accessed by a wide range of audiences interested in learning more about MISA's activities
 - 9.7.1.5 Draw up a progressive and comprehensive disseminations, publications, documentations and distribution strategy and co-ordinate its implementation.
 - 9.7.1.6 Monitor and disseminate the activities of the World Summit on Information Society
 - 9.7.1.7 Assist chapters in the running of resource centres in terms of publications, dissemination and documentation
 - 9.7.1.8 Continue to publish the Annual Report and So This is Democracy on a yearly basis, Free Press, Media Law Briefing and Regional Media Directory. Likewise, MISA's newsletters – including Telecommunications Developments in the SADC Region and Broadcasting Development in the SADC Region will be circulated (See Annex, Box 1)
 - 9.7.1.9 Publish MISA history book and all activities undertaken by MISA since its formation
 - 9.7.1.10 Develop and implement an aggressive marketing strategy to promote the MISA brand at national and regional levels by production of PR material such as brochures, pamphlets and advertisements and by developing templates and recognizable layouts will be developed for MISA publications and documents and used throughout the organisation.
- 9.7.2 Technical Assistance Activities. Technical assistance offerings to chapters are designed to build understanding, skills, and resources related to the dissemination and utilization of MISA products. Major activities in this area will be:
- 9.7.2.1 Providing tailored onsite technical assistance support in areas of communications and ICT to chapters and various programme areas upon request;
 - 9.7.2.2 Developing and providing individualized technical assistance information packets, mail lists, and other resources requested by chapters;
 - 9.7.2.3 Assisting chapters in developing in-depth dissemination and utilization plans;
 - 9.7.2.4 Providing mechanisms for chapters to use in assessing use and satisfaction among viewers of their Web site; and
 - 9.7.2.5 Co-ordinate the communications and campaign strategy formulation for various MISA programmes
 - 9.7.2.6 Identify opportunities of ICT training for MISA members
 - 9.7.2.7 Take annual ICT audits and identify and recommend areas of improvement or and change in terms of ICT infrastructure and application
 - 9.7.2.8 Coerce both regional and national secretariats into publishing their activities
- 9.7.3 Upgrade and continue improving and maintaining the website into a dynamic, interactive, informative and responsive entity that will play a central role in MISA's overall work. Major activities in this area will be:

- 9.7.3.1 Revise the Misanet News exchange to concentrate on need areas only, such as Portuguese speaking courtiers
 - 9.7.3.2 Include on the website general information about MISA and its structure;
 - 9.7.3.3 Include on the website general information on freedom of expression and broader democratic and human rights issues with links to full texts of relevant legislation;
 - 9.7.3.4 Include on the website Action alerts with links to discussion forums and relevant legislation;
 - 9.7.3.5 Include on the website interactive advocacy forums for the public to protest actions and/or show solidarity;
 - 9.7.3.6 Include on the website general discussion forums to generate debate on media freedom, human rights and democracy;
 - 9.7.3.7 Include on the website MISA announcements and calendar of events;
 - 9.7.3.8 Include on the website downloadable versions of MISA's publications, research papers, reports and manuals;
 - 9.7.3.9 Include on the website Interactive pages relating to MISA's National Chapters;
 - 9.7.3.10 Include on the website pages catering for media practitioners – with examples of, and links to codes of ethics, editorial policies, media business ethics, media business administration, style and language guides, etc.;
 - 9.7.3.11 Include on the website discussion forums and information specifically catering for groups concerned with media law, broadcasting and telecommunications developments, media training, media and gender; and market forums for media practitioners to advertise their services and products – including news and photos.
- 9.7.4 Revise and upgrade MISA's internal communication system for better management, greater participation and improved interaction and enhance the democratic nature of MISA's structure. Major activities in this area will be:
- 9.7.4.1 Formulate a communications policy outlining aggressive communications and information dissemination guidelines in order to foster uniformity in the manner of system of communications and strategy
 - 9.7.4.2 Undertake a research and come up with a recommendation on the manageable system of efficient communication
 - 9.7.4.3 Subscribe to relevant: newsletters and websites, Email lists/Listservs/Discussion Boards/Online Forum, Journals, Email alert services.
 - 9.7.4.4 Look out for relevant workshops, seminars, and conferences
 - 9.7.4.5 Develop a system for recording the work not usually captured in 'public documents' (e.g. communications with external individuals and organizations; contact details; feedback from others.)
 - 9.7.4.6 Consider and develop incentives that can be offered within MISA for sourcing and sharing information and know-how. Identify and reduce the barriers. (exodus, palm, flash discs).
- 9.7.5 To come up with the best distribution system of our information to our subscribers and other stakeholders and to continually revise, update and

expand these lists as well as establish a regional MISA distribution database of contact details of institutions and individuals receiving one or more of MISA's products. Major activities in this area will be:

- 9.7.5.1 Maintain a list of relevant organizations
- 9.7.5.2 Revise management of database(s) for effectiveness and user friendliness
- 9.7.5.3 Attach a circulation list to circulating documents.
- 9.7.5.4** Improve MISA's packaging system by strategically articulating information and packaging it according to the target audiences

9.8 Outputs/Quantitative indicators

- 9.8.1 Establish and continually update a regional database of contacts and addressees until March 2010.
- 9.8.2 More publications published and circulated
- 9.8.3 Internal communications systems upgraded and fully functional by the end of March 2005.
- 9.8.4 More discussion forums established by end of 2006
- 9.8.5 Agreed corporate image and common templates established by the end of the second quarter 2005.
- 9.8.6 More MISA members trained in ICT basics by end of 2008
- 9.8.7 A Portuguese version of website developed by end of 2005
- 9.8.8 Improvement and upgrading of website completed and all of MISA's material available on the website by 2005.

9.9 Outcomes/Qualitative Indicators

- 9.9.1 Increased MISA membership
- 9.9.2 Improved communication between chapters and the regional secretariat
- 9.9.3 Improved internal communication
- 9.9.4 Improved data base
- 9.9.5 More quality books/ journals produced and documented
- 9.9.6 Improved visit to MISA website
- 9.9.7 Improved MISA image

9.10 Means of Verification

- 9.10.1 Requests for more information on MISA through telephone or internet.
- 9.10.2 Increased indicators on frequency of visits to MISA website
- 9.10.3 Increased publications and requests from stakeholders
- 9.10.4 Increased MISA membership

Box 1: MISA Dissemination Tools

Since its establishment, MISA has developed a number of dissemination tools. These include:

1. The annual publication *So This is Democracy*, which outlines the state of the media in Southern Africa and summarises, categorises and quantifies all the media freedom alerts issued by MISA.
2. The quarterly magazine *Free Press*, which places particular emphasis on advocacy issues affecting MISA members and media workers, development workers, politicians, ambassadorial staff, academics and students
3. *Media Law Briefing*, which is co-published by MISA, Article 19 and FXI, and which aims to inform lawyers and interested parties in Southern Africa in developments on media law and freedom of expression - primarily within the region, but also beyond.
4. An action alert system, which includes informing on media freedom violations in Southern African countries by way of direct e-mail to hundreds of recipients as well as posting the alert on the MISA website.
5. A website that includes information on MISA, its chapters and MISA campaigns.
6. Two E-mail newsletters – *Telecommunications Development in the SADC Region* and *Broadcasting Developments in the SADC Region*.
7. The videos *Media Meeting Local Needs* and *Don't Shoot the Messenger*
8. The *Regional Media Directory*, which outlines the contact details of media practitioners, media stakeholders and related industries such as printing, advertising and IT services

Chapter 10

Implementation, Monitoring, Evaluation and Reporting**10.0 MISA as a Regional/Membership Organization - Challenges**

MISA is a regional NGO registered as a trust in Namibia with its Regional Secretariat in Windhoek, Namibia. Its membership consists of eleven National Chapters (NC) in eleven SADC countries. The RS coordinates the efforts of eleven NC in advancing the objectives of the organisation. Several challenges have emerged in the interface between the RS and NC over the years since the inception of the first NC in 1996. From that time until March 2002, NCs were largely expected to raise their own funding to compliment the small annual grant provided by the RS. This funding model resulted in a few strong chapters which were able to raise enough funds to meet their project requirements, while the rest were weak and struggling to survive.

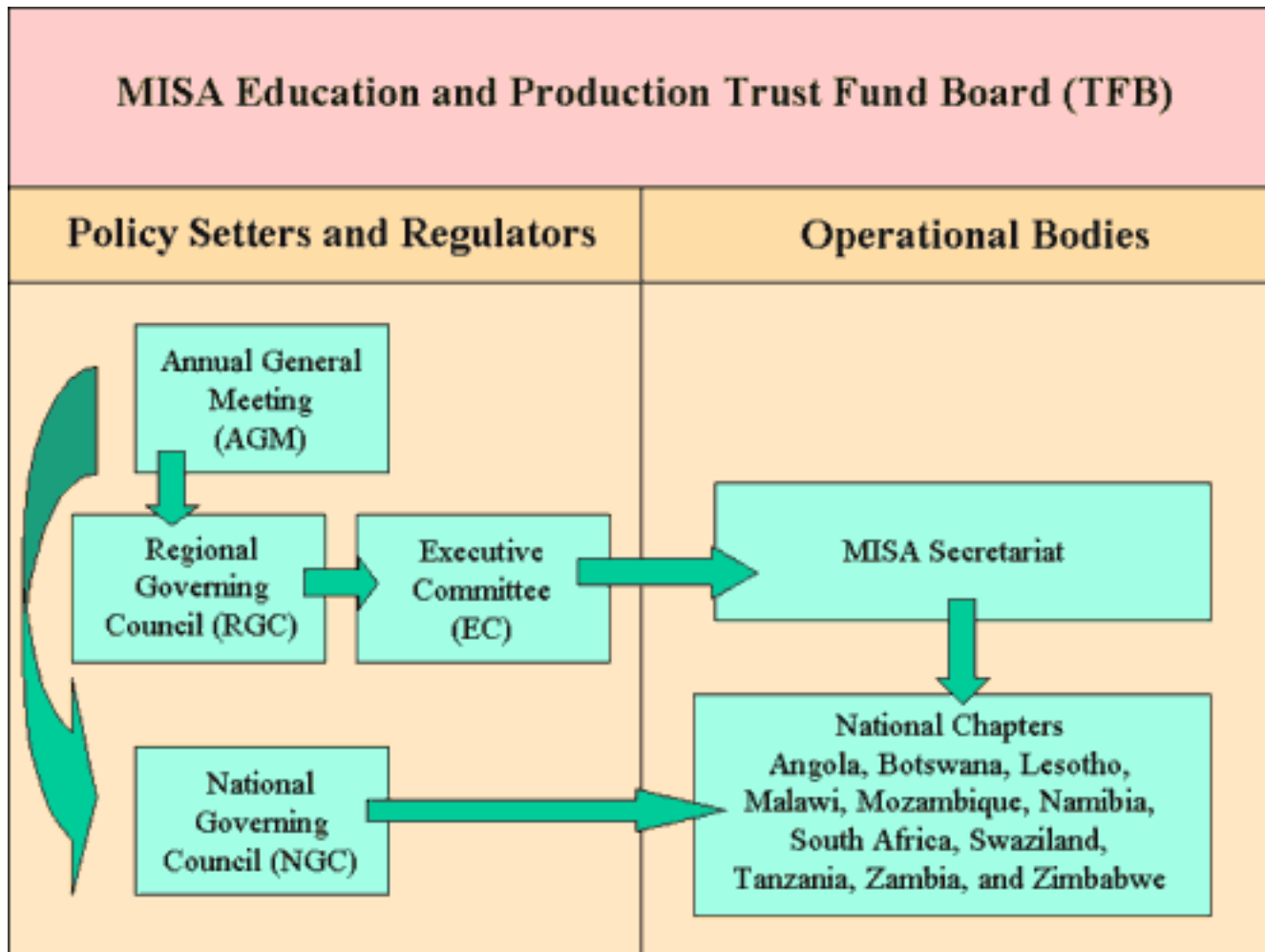
From April 2002 MISA started a Strategic Partnership Programme (SPP1) through which, for the first time, MISA agreed to organize its work in 5 programme areas. These 5 programme areas were then implemented by the NC and the RS working together. Administrative responsibilities to ensure effective programme implementation and positive impact are shared between the RS and the Chapters. At the chapter level, there is a membership base that gives legitimacy to the chapter and owns and controls the organisation at the local country level. The membership profile of the 10 chapters is as follows:

Table 1: Sex Desegregated Data of National Membership

COUNTRY*	INDIVIDUAL MEMBERS	WOMEN	MEN	INSTITUTIONAL MEMBERS
BOTSWANA	158	54	104	19
LESOTHO	75	35	40	17
MALAWI	150	40	110	2
MOZAMBIQUE	158	22	136	6
NAMIBIA	67	29	38	19
SOUTH AFRICA	67	24	43	14
SWAZILAND	66	34	32	8
TANZANIA	222	79	143	14
ZAMBIA	360	124	236	39
ZIMBABWE	293	72	221	6
TOTAL	1616	513	1103	144

* The MISA Angola chapter is currently closed down

The major role of the members is to give strategic policy direction to the organisation through participation national Annual General Meetings and receiving regular feedback on organizational developments. A National Governing Council (NGC) is elected by the members at national level to oversee the operations of the chapter. The chairpersons of the chapters form the Regional Governing Council which oversees the operations of the regional organisation. Thus the role of members in both programming and governance is embedded in the MISA organisation structure. A Regional Secretariat and National Chapter Secretariats make up the core implementation structure of MISA. Based on the experiences of SPP1 and the results of externally facilitated reviews, some organizational and management challenges have emerged which should be addressed in the current phase.



10.1 Governance challenges

- 10.1.1 Member participation is low; there is need to involve members in the actual implementation of campaigns so that they identify with what the organisation does. There is need to increase communication with the members at chapter level to facilitate their participation. It has been difficult to put in place such a communications system but nevertheless necessary in order to increase ownership and get the members to identify with MISA much more.
- 10.1.2 Board turnover is high and this hampers continuity in the membership. As a result, the competence of the board is dislocated frequently. Recommendations to change the constitutions have since been made and taken up by some chapters to ensure continuity at NGC and RGC levels.
- 10.1.3 MISA governance policies and procedures need to be articulated regularly for all at chapter and regional governance structures to ensure that these structures operate in harmony for increased effectiveness.
- 10.1.4 Membership interference in the running of the secretariat at chapter level causes tensions that negatively impact on programme implementation. Yet there is a desire to involve members more and more in the implementation of programmes such as advocacy campaigns which are normally championed by the secretariat. Thus, an interface between members and secretariat is inevitable but the challenge is to draw up guidelines to operationalise such interface without undermining the roles and responsibilities of the secretariat.
- 10.1.5 Thinking through the rationale for having membership and how to mobilise and engage them meaningfully in the programming and governance of MISA is a challenge at chapter level. In some chapters, membership recruitment has

been given much attention resulting in increased members that need to be mobilised to participate in MISA advocacy activities.

- 10.1.6 Legislation threats exist in almost all the chapters though to varying degrees. The challenge is to retain the legislative space that already exists for the media while seeking to expand it through programming interventions in advocacy and lobbying for the repeal, reform or enactment of legislation that affects media freedom, media diversity and freedom of expression. National Directors and the NGC would be most well placed to make this aspect of environmental risk analysis from time to time and decide on appropriate positioning of MISA in view of the threats.
- 10.1.7 While MISA has made significant strides towards gender equity and equality, there is challenge to improve women's participation in all MISA structures, especially at staff level.

Table 2: Sex Desegregated Data at National Chapter Level

COUNTRY	NGC MEMBERS	WOMEN	MEN
BOTSWANA	9	5 Chairperson	4 Deputy Chairperson
LESOTHO	5	2	3 Both Chairperson & Deputy
MALAWI	5	2	3 Both Chairperson & Deputy
MOZAMBIQUE	9	3 Deputy Chairperson	6 Chairperson
NAMIBIA	5	3 Deputy Chairperson	2 Chairperson
SOUTH AFRICA	6	3 Chairperson	3 Deputy Chairperson
SWAZILAND	5	2 Acting Chairperson	3
TANZANIA	10	5 Acting Chairperson	5
ZAMBIA	9	4 Deputy Chairperson	5 Chairperson
ZIMBABWE	7	3	4 Both Chairperson & Deputy
TOTAL	70	24	38

Table 3: Sex Desegregated Data at Regional Level

Regional Body	Female	Male
Regional Governing Council – Made up of Chairpersons from National Chapters	4 (2 In acting positions)	7
Executive Committee – Made up of the Regional Chairperson, Deputy Chairperson and Two other members elected from the RGC	2	2 Both Chairperson and Deputy
Trust Fund Board – Trustees of MISA	1 Deputy Chairperson	2
Regional Secretariat Staff	5 2 Programme Managers plus 3 Support Staff	8 Regional Director, 4 Programme Managers 3 Support staff

Table 4: Sex Desegregated Data on Staffing Levels

COUNTRY	STAFF MEMBERS	FEMALE	MALE
BOTSWANA	5	2 Information Officer Advocacy Officer	3 National Director Admin/Accounting Resource Centre Coordinator
LESOTHO	3	1 Administrative Officer	2 National Director Information Officer
MALAWI	4	1 Administrative Officer	3 National Director Information Officer Messenger
MOZAMBIQUE	7	2 Receptionist Accounting Officer	5 National Director Information Officer Messenger 2 Guards
NAMIBIA	5	4 National Director Information/Advocacy Officer Media Awards Convenor Administrative Officer	1 NCRN Coordinator
SOUTH AFRICA	4	3 National Director Broadcast Advocacy Officer Admin/Finance Officer	Project Officer
SWAZILAND	4	3 Information Officer Advocacy Officer Receptionist/Admin Officer	1 National Director
TANZANIA	5	2 National Director Administrative Assistant	3 Information Officer Advocacy Officer Accounting Officer
ZAMBIA	11	3 Secretary Resource Centre Assistant Accounts Clerk	9 National Director Information Officer Broadcast Research Officer Programme Assistant Driver/Messenger Guard / Caretaker

ZIMBABWE	10	2 Administrative Officer Accounting Officer	8 National Director Information Officer Assist. Information Officer Advocacy Officer Legal Officer Assistant Legal Officer Driver/Messenger Cleaner
TOTAL	58	23	35

10.2 Programming challenges

- 10.2.1 Linking Chapter programmes to Regional programmes has been a challenge during SPP1. The planning logic in formulating the SPP was that the regional SPP was a consolidation of national chapter SPPs. The challenge was to achieve an organic link between the five thematic programme areas of the regional programme without forcing the chapters to spread themselves thinly across all five thematic programme areas even though their priorities may only indicate a focus on one or two thematic areas as priorities for the chapter. SPP2 is thus built on the premise that a chapter will focus on those priorities that directly relate to the media challenges faced in their respective country and that is what will feed into the regional programme of MISA. Not every chapter has to have a project in each of the five thematic programme areas.
- 10.2.2 Redrafting vision & mission has been necessitated not because the vision and mission have become irrelevant but to reconfirm them and to ensure there is a common understanding of what these are. There is a perception among some chapters that what RS wishes MISA to be is what MISA will be or is. This militates against internal organisational cohesion and sustained commitment by all chapters to the MISA vision and mission.
- 10.2.3 The Regional Secretariat is strong on gender, while Chapters are not focusing on this issue making it necessary for chapter capacity enhancement on this issue to ensure that chapters are able to integrate gender and HIV/AIDS which has also devastated the media sector.

10.3 Human Resources management challenges

- 10.3.1 Staff contracts are short term making staff retention a major difficulty for both RS and Chapters. MISA plans to address this challenge by recruiting and retaining the right staff in order to implement SPP2.
- 10.3.2 The role of Advocacy Officers at Chapter level will be further elaborated as this position is core to the success of MISA programmes, especially on the legislative front in advancing media freedom and broadcasting diversity.
- 10.3.3 It is agreed that where Chapter capacity is low, the work should be outsourced as necessary. This can be a cost effective way of operating especially where the outsourced service is not required at high frequency and high cost. However there is a danger in outsourcing even those services that should be performed by the secretariat itself for ownership and driving of the agenda and to ensure that there is long term commitment to the functioning of the chapter.
- 10.3.4 Technophobia is apparent in several chapters resulting in a need for basic training to bring everyone to minimum level of competence especially in the use of ICT. Evidence shows that the staff is at varying levels of ICT proficiency. Their work requires a good level of proficiency - at least for word processing packages.

- 10.3.5 There is a human resources capacity challenge with some chapters having gaps in numbers of staff required especially in the area of advocacy and broadcasting. In some chapters the information officer doubles up as the advocacy officer. The capacity to design and implement campaigns as part of advocacy strategy is not there in most chapters. Media monitoring is a significant activity in all chapters but the requisite capacity to do so effectively is lacking. Generally it is felt that there is need for human resources capacity enhancement in MISA. Gender capacity building across all chapters and at RS was prioritised during SPP1 but the need continues to be felt and it is still a gap. The major constraint with regard to closing these gaps is funding which is not adequate and where available it is short term thereby forcing MISA to offer short term contracts which are not attractive enough to attract and retain staff. This challenge will be addressed during the implementation of SPP2.
- 10.3.6 There is a range of challenges MISA is facing including its remuneration systems, improvement in IT skills, advocacy training and gender during SPP1. These still remain as priority areas in SPP2 but they must be informed by a deliberate and transparent performance management system. Such a system should pinpoint the deficit areas for particular staff and on that basis stipulate specific Human Resources Development programs that need to be put in place during the SPP2 implementation period. Those chapters that do not have staff policies will be assisted with the development and installation of these so that all chapters have them. The remuneration system which is perceived by some chapters as lacking equity across chapters and the financial resource allocation system (budgeting) which is seen as not transparent by some chapters will be addressed during SPP2 implementation.

10.4 Operational capacity challenges

- 10.4.1 Office equipment that needs upgrading in some chapters will be addressed to ensure efficient management of national chapter programmes.
- 10.4.2 Those chapters that need vehicles and additional operating equipment will be assisted in getting these so that they can operate efficiently and effectively.

10.5 Funding

- 10.5.1 The challenge for all MISA chapters and the RS is to be able to secure adequate funding for all planned programmes. During SPP1, some attempt was made to supplement the generous funding from MISA's core donors. This was done through individual efforts at chapter level. Some chapters succeeded while others did not. Others have very limited donor communities in their countries and there is no major attraction to get donors to fund an individual chapter especially when they have the option to invest in the RS basket fund. In spite of the setbacks, it is generally accepted that more aggressive fundraising at national level remains a major priority.
- 10.5.2 Late disbursement of funds has also been a major drawback in programme implementation during SPP1. Where delivery is expected to be on target and funding is delayed, performance according to plan becomes an impossible challenge. Every effort will be made to ensure timely disbursement of funds during SPP2 implementation.

10.6 RS/Chapter management interface

- 10.6.1 The service delivery orientation of RS will be reviewed to ensure timely responsiveness to chapter priority needs. Chapters are expected to indicate their need for programme implementation assistance and the form such assistance should take so that RS can provide it in a systematic way.

- 10.6.2 The RS will look into the current accounting software "myob" being used throughout MISA to ensure that it is the best and to replace it if found unsuitable.
- 10.6.3 During the implementation of SPP1, a major challenge encountered was in the timely delivery of narrative reports to the donors. This challenge was addressed through the participatory development of the M & E reporting template that was done in February 2004 and used to produce the Annual report for the year ended March 31, 2004. It is envisaged that future reports will be done in time using the template.
- 10.6.4 It will be necessary to clarify the separation of policy and operational responsibilities at all levels to ensure effective implementation of SPP2.

10.8 Organization & management objectives for period 2005 – 2010

- 10.8.1 Review the MISA governance structure at chapter and regional level to entrench increased member participation in governance and campaign design and implementation
- 10.8.2 Introduce culture of service delivery and agree with chapters on core services and service delivery standards to adhere to at all times
- 10.8.3 Document best practices in the various aspects of advancing media freedom and freedom of expression
- 10.8.4 Develop and implement operational and policy guidelines in the areas of budgeting, communications, M & E and HR management at RS and national chapter levels
- 10.8.5 Build the capacity of chapter and RS staff in key areas of HR management, planning and budgeting for non financial managers, communication standards and ethics in regional organizations and M & E system development and implementation
- 10.8.6 Mobilize adequate resources for all national chapters and RS.
- 10.8.7 Disburse funds to chapters within agreed time frames to ensure effective implementation of programmes
- 10.8.8 Produce reports within agreed timeframes with partners and donors
- 10.8.9 Undertake external reviews of SPP2 implementation after the first 2 years and 4 years while undertaking internal annual monitoring and evaluations. The annual monitoring and evaluations should be undertaken in such a way that the reports will be presented to the MISA AGM as part of internal reflections.

10.9 MISA Organisation & Management Strategies

Objective	Strategy	Key performance indicators	Expected results
1. Review MISA governance structures and entrench member participation at all levels	<ul style="list-style-type: none"> ◆ Externally facilitated review process to set explicit standards of participatory governance and freedom of expression in all MISA structures involving RGC, NGC, Management group and general membership 	<ul style="list-style-type: none"> ✓ 10 national governance Review seminars & 1 regional held ✓ governance manual for MISA at all levels ✓ member participation at all levels ✓ gender profile of MISA structures 	<ul style="list-style-type: none"> ✓ membership mobilized to participate in governance and media advocacy campaigns ✓ gender balanced representation of members in MISA structures
2. Introduce culture of service delivery between RS and chapters	<ul style="list-style-type: none"> ◆ Develop, adopt and implement a service delivery charter for RS and Chapters 	<ul style="list-style-type: none"> ✓ Service delivery charter document adopted ✓ Acknowledgement of adequate or improved service delivery by chapters ✓ Timely reports to partners ✓ Adequate funding and timeous cash flows 	<ul style="list-style-type: none"> ✓ Common commitment to the corporate goals of MISA by chapters ✓ Incremental annual improvement in meeting planned targets each year ✓ Achievement of at least 90% of set targets by chapters at the end of SPP2
3. Increase RS and chapter capacity for better planning, budgeting and accountability to MISA partners	<ul style="list-style-type: none"> ◆ provide on the job training to NDs, Programme Managers and Finance staff on M & E template and planning & budgeting ◆ provide coaching services to NDs and Programme Managers on M & E as they prepare reports for their chapters and programmes 	<ul style="list-style-type: none"> ✓ two training seminars on M & E and Planning and budgeting-all NDs & PMs ✓ one-on-one coaching sessions on M & E and other specific management issues with all Managers and NDs via e-mail & teleconferencing based on demand 	<ul style="list-style-type: none"> ✓ timeous, informative and complete accountability on use of funds and results achieved in programme implementation ✓ comprehensive, simple and timely plans and budgets for chapters and RS

MISA Organisation & Management Strategies (cont.)

Objective	Strategy	Key performance indicators	Expected results
4. Increase RS and Chapter capacity in ICT	<ul style="list-style-type: none"> ◆ require basic training for RS and Chapter staff on use of computers as self sponsored personal development ◆ procure and install user friendly accounting software and train users at Chapter and RS level 	<ul style="list-style-type: none"> ✓ all staff attending ICT courses to level of proficiency where they can produce well laid out reports and complete M & E templates properly ✓ new accounting software procured, installed and operational ✓ all relevant staff trained in new software 	<ul style="list-style-type: none"> ✓ Well laid out reports and properly completed M & E templates from chapters and RS ✓ Accurate and timeous financial reporting from chapters to RS ✓ Unqualified audited financial statements throughout MISA
5. strengthen the corporate governance culture of MISA focusing on mutual respect and effectiveness in the relationship between the RS and Chapters	<ul style="list-style-type: none"> ◆ develop internal standards and guidelines for the interaction between RS and Chapters in the following areas: <ul style="list-style-type: none"> ○ communications ○ budgeting/resource allocation and budget implementation ○ human resources management ○ accountability processes ○ service delivery by programme managers 	<ul style="list-style-type: none"> ✓ manual with internal standards and guidelines produced and distributed to all chapters and RS ✓ increased mutual respect and team spirit between RS and Chapters as indicated by reduced conflict and frustration in the interface between RS and Chapters 	<ul style="list-style-type: none"> ✓ increased effectiveness of MISA ✓ increased corporate harmony ✓ Proactive intervention by MISA on pertinent media freedom and free expression issues in the SADC region
6. mobilize and distribute resources adequately and equitably	<ul style="list-style-type: none"> ◆ sustain the basket funding for the period 2005 to 2010 ◆ develop and implement participatory budgeting and resource allocation procedures ◆ diversify funding base for chapters 	<ul style="list-style-type: none"> ✓ basic basket funding secured for 2005 to 2010 ✓ new sources of project funds secured for chapters ✓ equitable distribution of available funding 	<ul style="list-style-type: none"> ✓ adequate funding for MISA programmes ✓ increased team spirit and cohesiveness due to perceived equitable distribution of resources ✓ Increased effectiveness of MISA in the region

Chapter 11

Budgets Summary

This section presents the summary budget required to implement the activities outlined in the preceding sections. The budget gives a breakdown per country (national chapter) and then per programme area.

The budget allocation is a reflection of both the level of activities and the size of the national chapters and is based on their submissions and subsequent discussions. The varying cost of living from country to country is also taken into account. The allocation is also guided by the different stages of development of the various chapters.

Costs relating to regional activities are presented under the Regional Secretariat. Programme staff costs are included under the relevant programme areas. All other costs that cannot be directly tied to a particular programme are shown as Implementation & Monitoring Costs.

A more detailed budget is available as a separate document.

The total budget requirement for the 5 – year period, before allowing for contingency, is USD 18 079 600. Fundraising efforts outside the basket fund arrangements are expected to bring in a contribution of USD 3 100 000. This will bring down the net budget requirements from basket funding partners to USD 14 979 600.

MEDIA INSTITUTE OF SOUTHERN AFRICA - MISA

Strategic Partnership Plan Budget - 01 April 2005 - 31 March 2010

BUDGET BREAKDOWN BY COUNTRY

	2006 US\$	2007 US\$	2008 US\$	2009 US\$	2010 US\$	TOTAL US\$
Regional Secretariat	1,470,050	1,317,550	1,367,550	1,303,550	1,337,050	6,795,750
Angola	201,600	198,900	188,100	200,400	217,500	1,006,500
Botswana	219,200	223,700	196,500	205,700	213,000	1,058,100
Lesotho	169,200	185,000	150,300	161,600	125,500	791,600
Malawi	193,220	165,140	165,570	158,560	169,950	852,440
Mozambique	196,000	178,000	191,000	212,000	225,000	1,002,000
Namibia	130,000	125,000	134,000	146,000	147,000	682,000
South Africa	163,850	180,200	195,220	214,640	231,800	985,710
Swaziland	139,000	151,000	166,000	183,000	202,000	841,000
Tanzania	222,000	237,000	255,000	262,000	282,000	1,258,000
Zambia	392,740	363,540	363,540	349,540	322,540	1,791,900
Zimbabwe	211,900	200,900	197,400	200,300	204,100	1,014,600
COUNTRY TOTALS	3,708,760	3,525,930	3,570,180	3,597,290	3,677,440	18,079,600
CONTRIBUTIONS OUTSIDE BASKET FUNDING						3,100,000
NET BUDGET TOTAL SUBMITTED						14,979,600

MEDIA INSTITUTE OF SOUTHERN AFRICA - MISA

Strategic Partnership Plan Budget - 01 April 2005 - 31 March 2010

BUDGET BREAKDOWN BY PROGRAMME

	2006 US\$	2007 US\$	2008 US\$	2009 US\$	2010 US\$	TOTAL US\$
Programme A FREEDOM OF EXPRESSION	738,690	701,300	743,140	736,190	753,910	3,673,230
Programme B MEDIA MONITORING	863,940	874,160	852,440	877,520	893,840	4,361,900
Programme C BROADCASTING DIVERSITY & ICTs	692,500	671,930	650,260	675,590	693,300	3,383,580
Programme D MEDIA SUPPORT	569,090	516,230	557,970	541,590	571,190	2,756,070
Programme E LEGAL SUPPORT	209,990	213,870	219,060	231,380	227,740	1,102,040
TOTAL PROGRAMME COSTS	3,074,210	2,977,490	3,022,870	3,062,270	3,139,980	15,276,820
IMPLEMENTATION & MONITORING COSTS	634,550	548,440	547,310	535,020	537,460	2,802,780
TOTAL BEFORE CONTINGENCY	3,708,760	3,525,930	3,570,180	3,597,290	3,677,440	18,079,600

ACB	African Charter on Broadcasting
ACHPR	African Charter on Human and Peoples' Rights
AGM	Annual General Meeting
AIPPA	Access to Information and Protection of Privacy Act
AMARC	World Association of Community Radio Broadcasters
ART.19	Named after Art. 19 of the Universal Declaration of Human Right
EC	Executive Committee
FXI	Freedom of Expression Institute
HR	Human Resources
ICT	Information and Communication Technology
IFEX	International Freedom of Expression Exchange
IT	Information Technology
LDF	Legal Defence Fund
M & E	Monitoring and Evaluation
MISA	Media Institute for Southern Africa
MP	Member of Parliament
NC	National Chapter
ND	National Director
NCRN	National Community Radio Network
NCRF	National Community Radio Forum
NGO	Non Governmental Organization
NGC	National Governing Council
NSJC	Nordic-SADC Journalism Centre
PM	Programme Manager
POSA	Public Order and Security Act
PSB	Public Service Broadcasting
RGC	Regional Governing Council
RS	Regional Secretariat
SABA	Southern African Broadcasting Association
SACOD	Southern Africa Communications for Development
SADC	Southern Africa Development Community
SADC-PF	Southern Africa Development Community Parliamentary Forum
SPP	Strategic Partnership Programme
TFB	Trust Funds Board
UN	United Nations
UNESCO	United Nations Educational Scientific and Cultural Organization
WSIS	World Summit on Information Society