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# PSAf 2016



## ANNUAL REPORT



Empowering the poor and marginalised to foster accountability of decision-makers in the development processes





# Our mission

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



## Acknowledgements

This Report is a product of Panos Institute Southern Africa (PSAf). It was compiled by Vusumuzi Sifile, the PSAf Regional Manager for Communication and Knowledge Management, with input from all PSAf programmes and administration staff. The Report was reviewed and edited by Ms. Lilian Saka Kiefer, the PSAf Executive Director.

The PSAf Board, management and staff are greatly indebted to all our donors and implementing partners, communities, media houses and practitioners, among other stakeholders who contributed to the organisation's success in 2016. Without this collaborative support, it would not have been possible for us to achieve the milestones recorded in this report.

Except otherwise indicated, all photographs used in this Report were taken by PSAf staff members.

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## List of Acronyms

<b>AIDS</b>	Acquired Immunodeficiency Syndrome
<b>ATI</b>	Access to Information
<b>CAC</b>	Comprehensive Abortion Care
<b>CAG</b>	Community Action Group
<b>CBA</b>	Community Broadcasting Archive
<b>CBNRM</b>	Community Based Natural Resources Management
<b>CSEF</b>	Civil Society Environment Fund
<b>DRC</b>	Democratic Republic of Congo
<b>ENRM</b>	Environment and Natural Resources Management
<b>GBV</b>	Gender Based Violence
<b>HIV</b>	Human Immunodeficiency Virus
<b>ICT</b>	Information and Communication Technology
<b>IPGL</b>	Panos Institute Great Lakes
<b>IRP</b>	Interactive Radio Programme
<b>LGBTI</b>	Lesbian, Gay, Bisexual, Transgender and Intersex
<b>M&amp;C</b>	Management and Coordination
<b>NORAD</b>	Norwegian Agency for Development Cooperation
<b>OSISA</b>	Open Society Initiative for Southern Africa
<b>PSAf</b>	Panos Institute Southern Africa
<b>POWB</b>	Programme of Work and Budget
<b>RLC</b>	Radio Listening Club
<b>RPCP</b>	Radio Platform for Citizens' Participation
<b>SADC</b>	Southern Africa Development Community
<b>SDGs</b>	Sustainable Development Goals
<b>SMAGs</b>	Safe Motherhood Action Groups
<b>SP</b>	Strategic Plan
<b>SRH</b>	Sexual Reproductive Health
<b>SRHR</b>	Sexual and Reproductive Health and Rights
<b>ToP</b>	Termination of Pregnancy
<b>ZEIC</b>	Zambia Elections Information Centre
<b>ZEMA</b>	Zambia Environmental Management Agency



## Foreword by the Executive Director

### Celebrating two decades of amplifying voices of the poor and marginalised, fostering accountability of decision makers

The end of the year 2016 marked the end of an era for PSAf as it marked 20 years since PSAf was established, and ten years since the organisation became autonomous. In these two decades, PSAf has worked consistently in using media and communications to drive development. We can confidently point to several successes across Southern Africa which are directly attributable to our work.

Not only have we achieved some of our goals, we have also contributed to the success of many of our stakeholders. Most importantly, we have drawn many lessons and acquired a lot of experience in the last twenty years.

#### *Consolidating our strategic position*

In 2016, we recorded yet another milestone: the completion of the implementation of activities under our Strategic Plan for 2012 to 2016. It marked the reinforcement of our use of innovative communication approaches to influence positive social transformation.

This report provides a glimpse of the various successes recorded in 2016. Although there are still numerous challenges caused by underdeveloped media capacities, weak media structures and systems, the milestones we have recorded provide a solid foundation for us to contribute to empowering citizens to drive the development agenda of their society.

When people are empowered with access to platforms for effective communication and dialogue with decision-



makers, and equipped with relevant information and skills, they can influence the development agenda and hold their leaders to account.

We are excited about the opportunities presented by our next Strategic Plan for 2017 to 2021. We are greatly indebted to our donors, partners and target communities for their continued support. They have been strong pillars of our success.

Together, we will achieve the dream of a Southern Africa community that drives and owns its development agenda.

A handwritten signature in black ink, appearing to read 'Lilian Saka Kiefer'.

**Lilian Saka Kiefer**  
Executive Director

# Overview of PSAf's Work

Panos Institute Southern Africa (PSAf) is a regional non-profit making, non-governmental communication for development organisation. PSAf uses innovative communication methodologies to amplify voices of the poor and marginalised to foster accountability of decision makers and shape their own development.

## PSAf Vision:

A Southern African community that drives its own development.

## PSAf Mission:

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

## Focus of PSAf work

To ensure that information is effectively used to foster development. We particularly focus on amplifying the voices of the poor and marginalized. This is done through:

- Innovative communication approaches;
- Working with mainstream and alternative media;
- Interfacing development actors and local communities; and
- Providing platforms for informed debate and voice.

# PSAf Methodologies

PSAf uses several innovative communications for development methodologies to empower poor and marginalised communities with information necessary for informed decision-making processes. The methodologies are as follows:

## Evidence creation to inform advocacy

PSAf generates evidence to inform its issue-based advocacy initiatives, to ensure that all our interventions are responsive to the needs of poor and marginalised communities. The evidence is generated through research and through the consultation of community members and other stakeholders in an issue or area.

## Community mobilisation for action

PSAf mobilises communities to act or influence action on development issues. This is done through:

- i. Radio Listening Clubs: These are groups of 25 to 30 community members who are marginalized, underprivileged, and/or vulnerable, and come together with a common purpose of gaining knowledge, share ideas and find local solutions or invoke intervention on socio-economic challenges

in their community. PSAf supports the community members to collaborate with the local radio station, and to facilitate responses from duty bearers.

- ii. Community Action Groups: These are groups of community members who come together to influence action on a subject or issue. PSAf mobilises these groups for action on issues around each of the organisation's themes.
- iii. Movement building for influencing civic action: PSAf mobilises stakeholders, mostly civil society and community based advocates, to form movements and coalitions to carry out advocacy on development issues identified by the stakeholders.

## Knowledge building and awareness raising

PSAf uses various online and offline tools to build a knowledge base on development issues, raising awareness and understanding of various development issues, to promote debate and influence action. These tools include:

- i. Social media platforms
- ii. Online platforms like websites and blogs
- iii. Mainstream, community and electronic media (newspapers, magazines, television, radio)

- iv. Interpersonal approaches such as meetings, trainings and networking events
- v. Roundtable Discussions/Debates attended by community representatives and other relevant stakeholders that include government at local area level who could be sufficient to respond to the challenges raised in the discussions.
- vi. Issue based documentaries and vox-pops.

### Media Training and Fellowships

PSAf works with the media as agents of positive change in society. To tap into the media's central role in shaping public opinion on various issues, PSAf trains media practitioners on covering specific development issues, and provides media fellowships to facilitate in-depth coverage. Media Fellowships are a special logistical support in the form of cash provided to journalists to produce well-researched, investigative and in-depth stories on a subject. Media Fellowships enhance the capacity of the media to report on matters critical to development for the ordinary citizens, and enable the media to get to know and understand the subject and can report in a manner that promotes development in communities, particularly those in underprivileged rural areas. The fellowships are tied to a meticulous training and selection process which result in the qualifying journalists being supported.

### Interactive Radio Programmes

PSAf use Interactive Radio Programmes (IRPs) to facilitate platforms where local people interact with decision-makers and input their concerns into decision-

making processes. An IRP is a live radio programme involving appearance of an authority on radio on a topical development issue. It provides for audience engagement through phone and other communication channels, and has an advantage of instant two-way engagement between the public and the experts or authorities. This type of programme accords ordinary citizens an opportunity for instant interaction on radio between the two parties with a possibility for conclusive feedback on the issues raised.

### Oral Testimonies documentation and dissemination

PSAf documents Oral Testimonies (OTs) to showcase community members' experiences. OTs are a recorded (electronic or print) account of a person's or community's experiences, pleasant or otherwise, that others in similar situations and authorities would learn from or get to know about so that appropriate actions are taken. PSAf uses this methodology to promote amplification of issues by the affected to share experiences and evoke action.

### Policy Briefs, Media Briefs and other Reference Materials

Based on evidence generated through research and community consultation, PSAf compiles policy briefs, media briefs and other reference literature to provide insight into specific policy issues and propose ways to make it attainable or more responsive to the aspirations of the citizenry

## 2016 Impact Highlights

In 2016, PSAf implemented communication for development activities in 8 countries. The following are some highlights of our work in 2016:

**32,000,000**

Number of people directly reached through community media content

**69%**

Increase in the number of poor people accessing platforms for engagement with decision makers

**8**

Number of Counties Covered

**506,000**

Number of households influenced to participate in sustainable environmental practices

**243**

Number of journalists supported through trainings and fellowships

**7**

Number of Studies Conducted to generate ground breaking information on development issues across the region



## Empowering the poor and marginalised to foster accountability in development processes

In 2016, PSAf implemented interventions and projects aimed at empowering Southern Africa's poor and marginalised citizens to influence decision-making processes and demand accountability from decision-makers in the formulation and implementation of development policies and interventions.

As outlined in this report, the work of PSAf aimed to increase citizens' participation in development processes by empowering poor people with skills and information, and creating platforms for participation and effective communication and dialogue with decision-makers. The organisation also facilitated access to relevant information on how citizens can influence the development agenda and hold their leaders to account.

To achieve its goal, PSAf implemented activities in line with its four thematic programmes under the following strategic objectives:

1. Media Development and ICTs: To increase access to development information and platforms for communication with decision makers by the poor and marginalized people.
2. Environment and Natural Resources Management: To strengthen poor people's resilience to environmental hazards and foster accountability in governance of natural resources by decision-makers.

3. Good Governance and Democracy: To increase citizens' participation in governance processes and participatory development interventions.
4. Public Health: To advocate for equitable access to health services, influence equity and accountability in health delivery systems and programmes.

PSAf implemented community driven activities through the following methodologies:

1. Evidence creation through research.
2. Community mobilisation for action
3. Knowledge building and awareness creation
4. Capacity building in accountability and advocacy processes
5. Movement building
6. Media training and investigative media reporting through fellowships
7. Radio Listening Clubs for amplifying community voices
8. Documentaries and vox pops

This report presents key milestones that were recorded during the reporting period. The presentation is based on the thematic programmes, objective by objective as presented below.

*To increase access to media and communication platforms for communication with decision makers by the poor and marginalized people.*



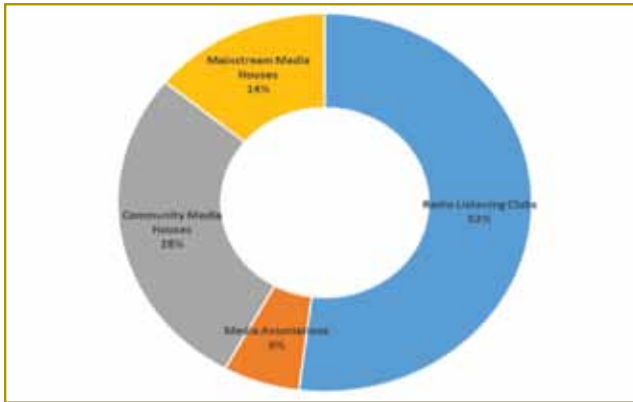
**Figure 1:** James Peelela Mukalaajikwa, a presenter at Zongwe FM Community Radio in Sinazongwe, Zambia. Operating from a small room at a school, Zongwe FM is one of the many community radio stations that PSAf is working with to increase access to development information by the poor and marginalised

In pursuing this objective, PSAf worked with the media and other communication actors to build a strong, free, pluralistic and independent media, and contributed to the creation of a favourable environment for access to information in SADC Region. The programme successfully mobilised community structures through community action groups and radio listening clubs to drive development interventions, and facilitated platforms for amplifying voices of children and youth, women and men, the elderly, persons with disability and other marginalised groups to drive debate and foster accountability of decision makers on diverse development issues. Details of key activities under this objective are detailed below:

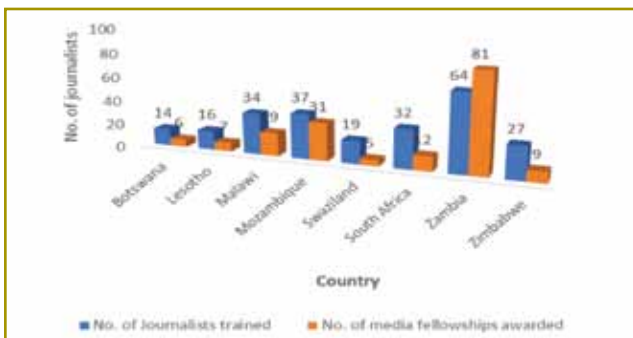
### **1.1. CAPACITY BUILDING FOR COMMUNITIES, PARTNERS AND MEDIA IN ACCESS TO AND USE OF DEVELOPMENT INFORMATION**

PSAf conducted a variety of activities to build the capacity of the media sector, and provided technical support to radio listening clubs and media associations to support the use of the media as platforms for engagement with decision makers. The capacity building support was provided to media associations and umbrella bodies, radio listening clubs, community action groups, mainstream media and community media houses.

Figure 2 below shows that most of the capacity building was provided to community structures through Radio Listening Clubs. This was to ensure that PSAf interventions created or strengthened platforms to enable poor and marginalised citizens to participate in debate, to influence decision making in development policies and processes.



**Figure 2:** Percentage coverage of capacity building provided to different communication actors in the Southern Africa region as part of PSAf efforts to strengthen the capacity of the media and communities to access and share development information, provide platforms for engagement



**Figure 3:** Support provided to media practitioners to provide reliable platforms for profiling voices of poor and marginalised community member

### 1.1.1. Community capacity strengthened to drive debate, profile poor and marginalised voices on corruption in forest management

PSAf supported the development of the community media sector to become strong platforms for profiling poor and marginalised people's voices, enabling them to participate in engagement and advocacy on diverse development issues. The organisation's interventions focused on empowering community media entities to act as agents for change by enabling the poor and

marginalised people to access information they would in turn use to engage in the developmental agenda and influencing policy makers and other decision-makers.

To this effect, PSAf trained community members and community media personnel to generate content that will profile voices of marginalized community members on the management of natural resources like forests. PSAf trained members of staff for Mocuba and Lugela radio stations in Mozambique to equip them to drive debate on fighting corruption in the management of forests. For the two stations, PSAf trained 10 media practitioners to produce programmes and drive debate on corruption in forest management.

The trainings focused on creating and sustaining radio listening clubs as a tool for community led engagement, and on content development on malpractices in forest sector using RLCs and NRMCS. The trainings also had practical sessions that saw the two radio stations putting in place systems to work with community action groups and thematic experts.

In Zambia, PSAf also worked with community radio stations to raise awareness and profile voices of the poor and marginalised on the illegal extraction and export of Mukula tree, a rare hardwood species that also has medicinal properties. Through PSAf organized debates, community members were able to alert the authorities on the activities of wood poachers and illegal dealers.



**Figure 4:** PSAf ENRM Programme Manager, Nervius Siantombo (left) and Zambia Community Media Forum Chairperson Dickson Phiri checking out some Mukula logs that were retrieved from illegal dealers by the Forestry Department after a tip off by community members. PSAf has created platforms through which community members speak against corruption in forest management

### 1.1.2. Community Media Capacity strengthened through Networking

PSAf conducted capacity building through networking, training and content development support for community media actors, as well as supporting their organization and coordination through associations and umbrella bodies.

PSAf also facilitated networking meetings for community media actors to enable them to share

knowledge and information. Through an online discussion group (D-Group), PSAf has also created a platform for community media actors from across Southern Africa to network and share information and ideas relating to their practice. The support to umbrella bodies such as ZaCoMeF is to enable community media to have one voice.

Country	Summary of media support intervention
Namibia	PSAf supported investigative journalists to generate content on poaching of endangered wildlife species such as the Rhino.
Mozambique	PSAf trained and supported community radio personnel to provide a platform for community members to challenge the extraction of wood, minerals and oil.
South Africa	PSAf promoted community radio debates on the local governance elections, and equipped community radio stations to broadcast issue based discussions on the local government elections.
Malawi	PSAf supported the media in demanding the enactment of the Access to information law. After a protracted fight, the law was finally passed in December 2016 and at the time of compiling this report it was now awaiting the President's signature. PSAf also partnered with the Graca Machel Foundation to train civil society organisations to use community radio as platforms for community advocacy.
Zambia	PSAf supported community media to become platforms for community led advocacy on child protection, human rights, sustainable environmental management, elections, constitutionalism, decent work. PSAf supported and worked with 56 community radio stations spread across Zambia. PSAf also provided support to the Zambia Community Media Forum (ZaCoMeF), the umbrella body for community media.
Zimbabwe	PSAf worked with journalists through fellowships on issues such as ending child marriage. PSAf also participated in lobbying for the licensing of community radio stations as platforms for profiling voices of the poor and marginalised communities.

**Table 1:** Summary of support provided to media actors in different SADC countries to strengthen their advocacy capacity and profile voices of the poor and marginalised



### 1.1.3. Regional Conference for Community Media Networking and Capacity Building

PSAf has scaled up efforts to strengthen media coverage of science issues by organising a regional Communicating Science and Research Conference. This is part of PSAf's ongoing efforts to address gaps in the communication of science, to build the media's capacity to cover science and strengthen linkages between media practitioners and scientists. The three-day conference, to be held in 2017, will bring together more than 150 journalists and scientists from across Southern Africa to showcase emerging trends and topical issues in the areas of diversified media content development and communicating policy, science and research to the end users (rural

poor and marginalised communities); and to bring out various science, agriculture, health, environments and extractive industry projects and events likely to have an impact in the development agenda.

The conference is expected to contribute to strengthened capacity of the media to report and cover specialist fields of science, health research, agriculture, environment and extractives among others; and to promote networking among players such as journalists covering science, agriculture, health, environments and extractive industry; and scientists, researchers and policy makers etc. More than 150 participants are expected, as follows:

Country	Expected Media Participants	Expected Scientists Participants	Expected Civil society and other stakeholders	Total Expected
Angola	5	1	1	7
Botswana	5	1	1	7
Lesotho	5	1	1	7
Malawi	5	1	1	7
Mozambique	5	1	1	7
Namibia	5	1	1	7
Swaziland	5	1	1	7
South Africa	5	2	1	8
Zambia	40	10	15	65
Zimbabwe	10	1	3	14
Other countries	10	3	4	17
<b>Total</b>	<b>100</b>	<b>23</b>	<b>30</b>	<b>153</b>

**Table 2:** Breakdown of confirmed participants at the PSAf Communicating Science Conference. As the host country, Zambia will have the highest number of participants.

### 1.1.4. Skills building for communities to strengthen child protection systems

PSAf supported community media organisations and citizens to play a leading role in strengthening child protection systems in rural and peri-urban areas. PSAf directly sensitised more than 40 community media personnel and more than 500 community members on child protection, and equipped them with the skills to drive child protection. In partnership with institutions such as the Graca Machel Trust, PSAf also trained civil society and other development actors on how to use community radio as platforms for engagement.

### 1.1.5. Capacity of Journalists in Investigative Reporting Strengthened

PSAf contributed to enhanced knowledge and skills of conducting investigative reporting. To strengthen and sustain the investigative capacities of journalists, PSAf conducted trainings and provided media fellowships to journalists from seven Southern African countries namely Botswana, Malawi, Mozambique, Zimbabwe, Lesotho, Swaziland and South Africa. PSAf worked with individual investigative journalists from selected radio stations and newspapers in the above countries, and collaborated with umbrella bodies such as the

AmaBhungane – Centre for Investigative Journalism (South Africa) and the Zambia Centre for Investigative Journalism (ZCIJ). In October, PSAf partnered with these bodies to conduct an investigative journalism that sought to build journalists investigative skills and

knowledge.

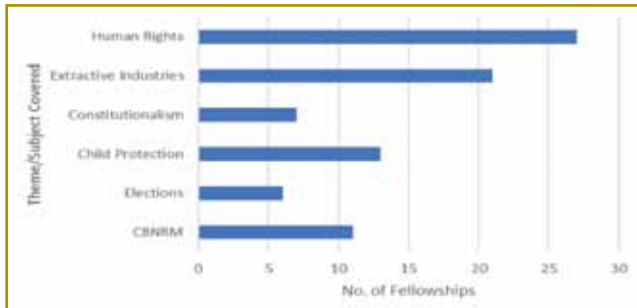
Following PSAf's capacity building and content development support for investigative journalists, a network of investigative journalists has been formed.



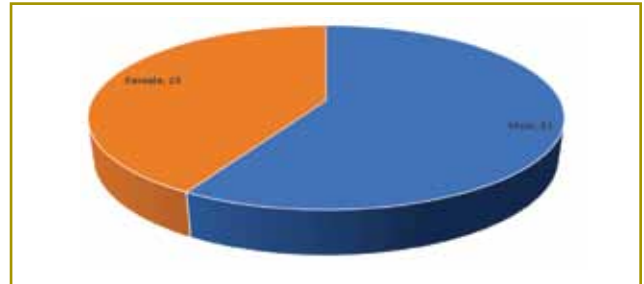
Figure 5: An example of a newspaper article published through PSAf media fellowships in Mozambique. PSAf supported journalists across Southern Africa with fellowships to produce in-depth content on development issues of local concern, profiling voices of poor and marginalised voices



**Figure 6:** *Zambian journalist jack Zimba interviewing community members in one of the many investigative expeditions that PSAf supported, enabling journalists to cover far flung parts of Southern Africa.*



**Figure 7:** *Breakdown of media fellowships for the coverage of different subjects*



**Figure 8:** *Number of religious, traditional leaders participating at national conference on child protection. This is one of many approaches PSAf used for knowledge building and awareness creation for community members and traditional leaders to demand accountability*

### 1.1.6. Knowledge building and awareness raising on child protection

PSAf created and strengthened platforms such as school drama clubs and debate clubs to enable children to participate in debate that influence positive action on child protection. PSAf created and supported six school clubs in each of the six districts of Kasama, Mpika, Mkushi, Kabwe, Mazabuka and Katete. The school clubs have become a platform through which children freely and openly speak against child abuse, child neglect and other violations, and add their voice to strengthen child protection in their respective communities. The school clubs have also contributed to an increased number of voices of children in radio discussions on child protection. In addition to the school clubs, PSAf facilitated the participation of children in public meetings on child protection. Table 3: Distribution of the child protection school clubs that PSAf created as a platform for children to participate in debate on child protection



**Figure 9:** *Children participate in a child protection meeting in Kasama, Northern Zambia. PSAf mobilised citizens to take action against vices such as child abuse, and ensured that children were part of the solution*



## 1.2. COMMUNITY MOBILISATION FOR ACTION

One of the key strategies under this objective was to mobilise communities to take corrective actions on the development issues they received information on. Key activities implemented under this strategy were as presented below.

### 1.2.1. Community members mobilised to drive child protection through Interactive Radio Programmes

Rural based community radio stations were supported with financial and technical resources to enable them to produce issue based community and media programmes to spearhead community and national level advocacy on strengthening child protection systems.

PSAf signed MoUs with rural based community radio stations as part of ongoing support to make them advocates for child protection. Personnel from these community radio stations were oriented and trained on issues of child abuse and child neglect, and how they could use their stations to influence positive change.

The community radio stations have used the support to produce educational and informative programmes on various issues, and influenced collaboration among district stakeholders working on child related programmes. Through the radio programmes, community actors were able to interface with other stakeholders, and use the programmes to mobilise each other to take action to address issues identified in the radio programmes.

Following the PSAf support, there has been improved and increased coverage of child related stories by the participating radio stations. This has also resulted in increased responses from community members and other stakeholders through phone ins and text messages during the programmes. The radio stations have also been at the forefront of identifying traditional and cultural norms affecting rural child development.

Country	No. of Stations Supported	No. of Programmes Produced
Zambia	8	406
Mozambique	3	35
Malawi	2	37
Angola	1	12
South Africa	2	25
Swaziland	1	13
Lesotho	1	13

**Table 3:** Distribution of the Interactive Radio Programmes on child protection.

### 1.2.2. Radio Listening Clubs mobilised into community action groups

PSAf facilitated the establishment of new radio listening clubs mostly in rural areas, and also supported existing radio listening clubs to become community action groups on issues such as child protection. Community members were mobilised and trained on the use of the RLC methodology, and linked to their local community radio stations working with PSAf.

The community members met on a weekly basis to listen to interactive radio programmes, discuss and record their views or questions on issues emerging from the radio programmes. The recordings were in turn collated and broadcast on the local community radio stations to influence responses or actions by relevant stakeholders.

Country	No. of New RLCs formed supported
Zambia	43
Mozambique	14
Malawi	12
Angola	5
South Africa	6
Swaziland	8
Lesotho	6

**Table 4:** Breakdown of new RLCs formed in different Southern Africa countries and supported to become community action groups. These are in addition to the existing RLCs that PSAf was already working with.

### 1.2.3. Mobilisation of communities Action Groups

PSAf conducted orientation meetings at the community level to raise community members' awareness of child protection, and the role they can play. PSAf mobilised and supported 30 community action groups and 6 school clubs (6 clubs per district). The organisation also facilitated monthly and quarterly meetings for the district child protection steering committees.

District	No. of Community Action Groups	No. of School Clubs
Kasama	5	6
Mpika	5	6
Kabwe	5	6
Katete	5	6
Mazabuka	5	6
Mongu	5	6

**Table 5:** PSAf created and strengthened platforms such as school drama clubs and debate clubs



Focus of the PSAf interventions at community level has been to strengthen structures such as community action groups and radio listening clubs. PSAf also worked with school clubs to ensure that children were actively involved in the debate on child protection and in driving the interventions to protect children.

The action groups and school clubs identified issues

of concern at the local level and engaged local leaders such as school heads, district administration, councilors and traditional leaders for redress. The community members proposed solutions and through the action groups, participated in implementing them. The community members developed community action plans which were incorporated into ward and district development plans.



**Figure 10:** Children and community members participate in a child protection sensitisation activity. These are some of the activities where PSAf conducted community mobilisation for action to strengthen child protection, and facilitated capacity building of community members in accountability and advocacy.

#### 1.2.4. Communities sensitised through drama, theatre arts

PSAf used theatre, drama and other forms of performing arts to raise awareness on development issues, and to mobilise community members to participate in implementing development interventions. The use of drama and theatre provided entertainment and education, enabling community members to learn from each other, engage in practical debate and take immediate action to address problems highlighted in the drama performances.



**Figure 11:** Scenes from some of the community drama performances that PSAf used to mobilise communities to participate in addressing development challenges

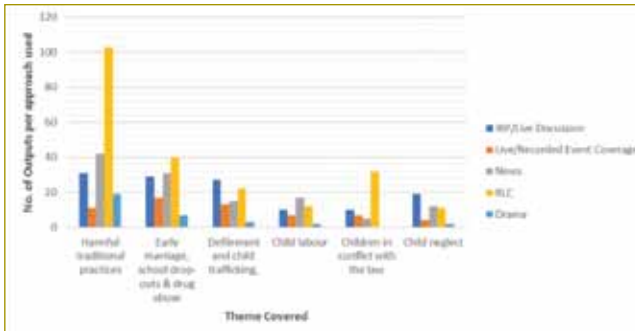


Figure 12: How different platforms were used for advocacy on children's issues

### 1.3. EVIDENCE GENERATED TO INFORM MEDIA ADVOCACY

PSAf conducted a media monitoring exercise to establish the quantity and quality of the media's coverage of issues such as women's participation in the electoral process and in leadership. This was to identify gaps in the media's coverage of women, and using the information as part of critical interventions to ensure that the media comprehensively build positive public knowledge about women thereby influencing positive public opinion and public debates. The data generated was also used to lobby media bodies, journalists, editors, policy makers and civil society to

make efforts in promoting positive profiling of women as a tool for advancing women empowerment for leadership.

The PSAf content analysis showed that women were generally marginalised in media coverage. To respond to this, PSAf supported journalists with fellowships to produce in-depth content on women's participation in leadership.

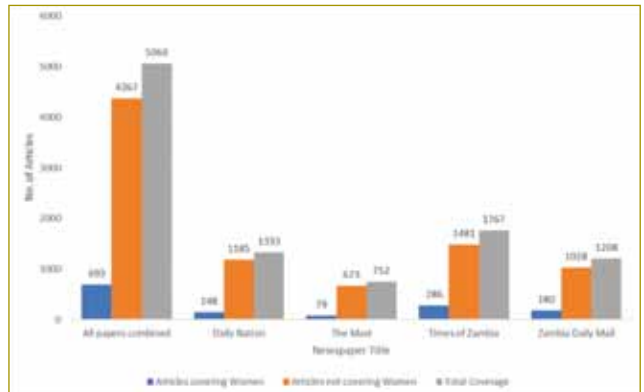


Figure 13: Excerpt from a PSAf report on the media coverage of women in December 2016. The report shows the coverage by four of Zambia's leading national daily newspapers.

# Environment and Natural Resources Management

*To increase poor people's knowledge and capacity to adapt to and overcome climate variability and impacts, and foster accountability of decision makers in governance of natural resources*



**Figure 14:** Excerpt from a full-page newspaper article on unsustainable extraction of wood and other forest resources in Mocuba and Lugela in Mozambique. The article was produced as part of PSAf support to media actors to highlight unsustainable environment and natural resources management practices, and strengthen poor people's resilience to climate change.

The Environment and Natural Resources Management Programme works to promote sustainable environmental and natural resources management practices and policies in Southern Africa by

strengthening poor people's capacities in resilience to environmental hazards and demand accountability in the governance of natural resources. The programme creates opportunities for the poor and marginalized



to access information and engage in informed multi-stakeholder dialogues and debates, and therefore be an active participant in the responses to environment and natural resources management issues affecting them.

To achieve this objective, PSAf implemented several strategies as presented below.

**2.1. CREATION OF EVIDENCE TO INFORM ADVOCACY ON SUSTAINABLE ENVIRONMENTAL MANAGEMENT**

Under this strategy, PSAf implemented interventions that generated evidence to inform follow up activities in holding decision-makers to account in various environmental issues.

**2.1.1. Baseline study conducted on accountability in management of forestry resources**

In efforts to hold leaders to account in the management of forestry resources in Mozambique, PSAf conducted a baseline study to generate evidence of the lack of accountability and transparency in the management of forests and its impact on socioeconomic development in Mozambique. The baseline identified the key gaps in the response, the major drivers of the problems and different stakeholders with a role to play in the solution.

The evidence generated through the baseline is aimed at guiding the processes of holding decision-makers to account and challenging corrupt practices. Using data generated through the baseline, PSAf identified and trained community members to be at the forefront of demanding accountability and transparency in the

management of forests, and promoting conservation and sustainable management of non-wood forest products such as mushrooms and honey. PSAf conducted four trainings, benefiting a total of 89 community members. The trained community members would in turn mobilise and influence more people in their respective communities.

**2.1.2. Research conducted to generate evidence of barriers to sustainable natural resources management**

PSAf conducted two baseline studies to generate evidence of the various barriers to sustainable management of natural resources in rural areas, and the causes of limited community based natural resources management. PSAf also commissioned media fellowships for journalists to conduct in-depth investigation on various aspects of natural resources management. PSAf also consulted

PSAf worked with community members and district level stakeholders to identify environment and natural resources issues in the various communities the organisation is working with, and ways in which stakeholders in each community could work together to address them.

These exercises identified the key issues, policy gaps, current structures, current interventions, stakeholders, areas covered by different interventions, and ways in which different stakeholders could collectively strengthen the existing interventions to foster CBNRM, and where there were no interventions, to put systems in place.

Issue	Opportunities (Current responses)				Key player (s)	Lead	Key sites
	Structural	Policy	Practices	Alternative L/hood			
<b>Fish Depletion</b>	1. District office 2. Camp extension officer (fisheries) 3. Fisheries management committee 4. Village management committee 5. Sub village management committee	1. Fisheries Act 2. National development plan	1. Surveillance/ Patrols 2. Enforcement 3. Fisheries extension services 4. Licensing	1. Bee Keeping 2. Aquaculture 3. Tree planting 4. Gardening 5. Orchards 6. Small live-stock (poultry, goats, sheep, piggery) 7. Rice growing 8. Irrigation	1. Fishers 2. Fish farmers 3. Fisheries 4. Agriculture 5. Forestry 6. Livestock 7. Civil society (CBNRM, 8. Media 9. Dept Cooperatives 10. Other stakeholders eg Transporters, Fish traders, farmer groups)	1. Dept. of Fisheries	1. Sekute Zonal Committee 2. Mambova Village Committee (Machenje, Kapolota) 3. Sikaunzwe 4. Kasaya Village Committee 5. Ngweze Village Committee



Issue	Opportunities (Current responses)				Key player (s)	Lead	Key sites
	Structural	Policy	Practices	Alternative L/hood			
							6. Ngwezimalu 7. Simalaha 8. Mandiya
<b>Land Degradation</b>	<ol style="list-style-type: none"> <li>District office</li> <li>District Agric committee</li> <li>Block office</li> <li>Camp ext office</li> <li>Camp Agric Committees</li> <li>Cooperatives/ Clubs</li> <li>Lead farmers</li> <li>Farmers</li> </ol>	<ol style="list-style-type: none"> <li>National Agriculture Policy – NAP</li> <li>Agriculture Land Act</li> <li>Forestry Act (No. 4 of 2015)</li> <li>Water Resources Management Act (2011)</li> <li>National Development Plans</li> <li>National Water Policy</li> <li>Livestock Act</li> </ol>	<ol style="list-style-type: none"> <li>Conservation agriculture</li> <li>Fodder /Pasture management</li> <li>Catchment management</li> <li>Tree planting in degraded areas</li> <li>Bee keeping</li> <li>Crop production (rice growing)</li> <li>Livestock farming</li> <li>Forestry protection and management</li> </ol>	<ol style="list-style-type: none"> <li>Climate Smart agriculture</li> <li>Bee Keeping</li> <li>Tree planting</li> <li>Gardening</li> <li>Orchards</li> <li>Small live-stock (poultry, goats, sheep, piggery)</li> <li>Rice growing</li> <li>Irrigation</li> </ol>	<ol style="list-style-type: none"> <li>Farmers</li> <li>Agriculture</li> <li>Forestry</li> <li>Livestock</li> <li>Civil society (CBNRM,</li> <li>Media</li> <li>Dept Cooperatives</li> <li>Other stakeholders eg Transporters, Fish traders, farmer groups)</li> </ol>	1. Agriculture	<ol style="list-style-type: none"> <li>Kabuyu</li> <li>Katapazi</li> <li>Manyemunya</li> <li>Simango</li> <li>Nyawa</li> <li>Kauwe</li> <li>Siamunde</li> <li>Musokotwane</li> <li>Mukuni</li> </ol>

*Table 6: An example of a gaps and opportunities analysis conducted in Kazungula district*

**2.2. CAPACITY BUILDING FOR COMMUNITIES, PARTNERS AND MEDIA TO INFLUENCE DECISION MAKING ON ENRM**

Interventions implemented under this strategy aimed at building skills of community members, partners and media to effectively participate in decision-making processes.

**2.2.1. Awareness creation, knowledge building on forest management**

Information, educational and communication materials corruption in the management of forests were produced and distributed for use by community members.

PSAf produced an initial 200 T-shirts and 2,000 flyers bearing messages on corruption in the forest sector. These IEC materials were used by action groups to engage stakeholders within their communities on corruption in the forest sector. The aim of these IEC materials is to foster behavior change and encourage stakeholders to stand together in fighting corruption in the management of forests.

The awareness creation also focused on what the

community members could do to protect and replenish the forests. Based on the awareness and knowledge acquired through PSAf messaging, the community members planted trees and established community forests comprising both indigenous and exotic tree species.

**2.2.2. Capacity Building for poor, marginalised community members to deepen CBNRM**

PSAf has mobilised community members in four rural districts of Zambia and strengthened their capacity to address widespread environmental degradation which has led to the depletion of natural resources such as natural water bodies, fisheries, wildlife, forests and arable land.

Following orientation and consultative workshops in Katete, Petauke, Kazungula and Sinazongwe, community members have formed community action groups and developed action plans to guide their participation in sustainable environmental practices. The four districts are project sites for the Deepening CBNRM project which PSAf is implementing with funding from the CSEF2 Project.

District	No. of key stakeholders trained/sensitised	No. of Community Action Plans Developed	Issues Addressed	Interventions by community members
Katete	39	65	Deforestation, land degradation	Conservation Agriculture, Tree planting, Small Livestock production
Petauke	33	60		
Sinazongwe	35	55	Fish depletion, land degradation, deforestation	Fish farming /aquaculture, Conservation Agriculture, Tree planting,
Kazungula	31	55		

**Table 7:** Participation of district level stakeholders in the Deepening CBNRM Sensitisation. The trained participants would now conduct further trainings and community mobilisation in their respective localities.

The workshops and subsequent activities brought together the various key district and community level stakeholders that included representatives from the traditional leadership, government departments and line ministries, civil society, fishers, farmers and traders. The stakeholders shared their views on areas and issues they thought the project should address within their districts, and established community level project implementing structures to ensure that community members were at the forefront of the implementation.

During the sensitisations, thematic experts on Fisheries, Forestry, Wildlife and Land Management made presentations and shared with the stakeholders information that would be useful in strengthening the participation of community members in CBNRM activities. They also participated in the formation of community action groups and development of community action plans.

**Case Study: Chilli Project gives rural Zambian women an alternative source of livelihood**

*For many years, Catherine Namasiku and other women in Mambova Area of Kazungula District have been earning their livelihoods through fish mongering, which entails buying and reselling fish. However, in recent years the business has dwindled because of the reduced catch in the Zambezi River. While the number of fish mongers increased, the catch from the fishermen reduced as a result of the dwindling fishing stocks in the Zambezi river. Stakeholders in the Deepening CBNRM project conducted community sensitisation meetings where they encouraged Mrs. Namasiku and other community members to explore alternative livelihoods, and they identified chilli farming as an alternative.*

Below is Mrs. Namasiku’s testimony:

“We have been making money from selling fish, but the business is no longer as good as it used to be. At times we would wait for weeks without getting anything from the fishermen. This meant that our source of income was no longer stable, and we had challenges paying

our children’s school fees.

“We held a meeting where officials from the Fisheries department encouraged us to play a part in saving the fish in the river, and from the discussions, we realised that we could actually make more money from growing and selling chilli. We immediately organised ourselves as women, and we have since planted our chilli crop which should be ready for harvest soon. From my calculations, I expect to make not less than K1,800 every two weeks when the buyers come. I have not started making the money yet, but within the next few weeks it will be a different story when I start harvesting. From the Chilli growing, I am guaranteed of a steady flow of income, and I no longer have to worry about the fishermen coming empty handed. From what we have learnt, I am also planning to plant other crops – such as tomatoes and onion which are very much on demand.”

The local chilli growers association now has 70 members, all of who used to be fish mongers. Mrs. Namasiku says they expect the number to increase during the fish ban when the supplies from the fishermen are expected to dwindle even more.

**Case Study 1: A PSAf Community Based Natural Resources Management Project has enabled rural women in a remote Zambian district to transform their lives through chilli production**



**Figure 15:** Mrs Namasiku shares her testimony with a ZNBC news crew. Her testimony was featured on ZNBC's weekly TV programme *Kantunya Kamusabatha*



**Figure 16:** A wildlife expert shares on the challenges to sustainable natural resources management in Petauke, and how community members can participate in addressing the issues. The sensitisations led to the formation of community action groups, and the development of community action plans on CBNRM.

### 2.2.3. Capacity Building for Media to promote sustainable environmental practices

In recognising the key role that the media plays in profiling environmental issues in Southern Africa, PSAf put in place measures to promote proactive media coverage of issues such as CBNRM, extractive industries, as well as transparency and accountability in the management of natural resources.

In Zambia, PSAf awarded four print and broadcast journalists for excellent coverage of environmental issues in a manner that promotes sustainable

environmental practices and policies. The journalists who were awarded are: Jack Zimba from the Zambia Daily Mail who won the best feature in the print category, Patrick Soko of 5 FM Radio who won the Best Radio coverage, Effie Mphande from the Zambia National Broadcasting Corporation (ZNBC) who won the best TV coverage, while Stanslous Ngosa of the Times of Zambia won the Singy Hanyona Award for overall contribution to Environment and Development Journalism. This award particularly recognizes commitment and consistency to environmental reporting.



**Figure 17:** ZEMA Media Environmental Awards ... PSAf ENRM Manager Nervous Siantombo (left) hands over an environmental media award to Stanslous Ngosa during the ZEMA awards held in June 2016. PSAf awards the media as part of capacity building to promote investigative journalism





**Figure 18:** PSAf Programme Manager for ENRM, Nervous Siantombo (centre) and Chrispin Chipika (left) an extension officer view a nursery for the Nitrogen rich Rusangu tree. The nursery is part of community activities under a PSAf project to deepen CBNRM.

### 2.3. COMMUNITY MOBILISATION FOR ACTION

#### 2.3.1. Community Mobilisation for Action in countering corruption in wood exploitation and trade

Community members in the Namanjavira and Munhamade communities of Mozambique have been organized into community action groups for combating corruption in wood exploitation.

PSAf trained a total of 77 community members, who in turn conducted further trainings within their communities, action groups and natural resources management committees (NMRCs). These trainings and mobilization of community member have resulted in increased awareness and enhanced capacities to the communities and the NMRCs to monitor and advocate for transparency and accountability in the management of forest resources.

#### 2.3.2. Platforms for community participation in countering corruption in natural resources extraction provided through Radio Listening Clubs and Interactive Radio Programmes

PSAf facilitated created radio listening clubs and community action groups for community members to discuss and demand for accountability in the extraction of natural resources such as diamonds in Zimbabwe, oil and forest products in Mozambique, as well as wildlife, minerals and wood in Zambia.

In Mozambique, PSAf established radio listening clubs that also served as community action groups linked to Vilanculos Radio Station in Inhambane province and Mocimboa da Praia radio station in Cabo Delgado province which discussed issues on oil and gas exploitation in the area by SASOL and Anadarko. Mocimboa da Praia radio Station produced and aired 12 programmes and Vilanculos Radio Station only aired one programme under issues oil and gas exploitation.

In Zimbabwe, PSAf partnered with community radio initiatives to package content for dissemination to communities using social media platforms. This was necessitated by the fact that all the community media initiatives in Zimbabwe have not yet been licensed.



## 2.4. Environmentally friendly communication tools used to amplify voices, increased knowledge and capacity for climate resilience among poor communities



**Figure 19:** Community members with the environmentally friendly solar powered and wind up radios distributed by PSAf

PSAf procured environmentally friendly equipment for use by community members in seeking and sharing information on community based natural resources management. This equipment included digital voice recorders and solar powered wind up radio sets for rural based RLCs and community action groups.

The radio sets have an advantage of using solar or wind up power. They eliminate the longstanding challenge of cost and scarcity of ordinary cells for radio sets for rural communities. The RLCs and CAGs were supported to use the sets to listen to radio programmes, live and pre-recorded, featuring thematic experts, opinion leaders or some community members

or groups on a given topic in the three thematic areas addressed by the project. These will facilitate communication between and among stakeholders and the communities, leading to informed decisions and actions.

PSAf also supported the community groups with digital voice recorders recording their discussions on a radio programme just they would have just listened to as a way of providing feedback and having their views heard on the given subject of discussion and engagement. The recorded discussions will be aired as programmes on radio for feedback and sharing purposes.

## Theme 3

# Health and Development

*To increase knowledge on and access to quality health services, influencing equity and accountability in health delivery systems and programmes*

In pursuing this objective, PSAf implemented activities to ensure that responses to health issues are shared and driven by those most affected. The Health and Development programme mobilised communities for action, generated evidence, built the capacity of communities and other stakeholders and created platforms community participation in advocacy for accountability and equitable access to services.



**Figure 20:** Traditional leaders in Monze, Southern Zambia, participating in a group discussion on their role in protecting human rights.

### 3.1. COMMUNITY MOBILISATION FOR ACTION TO INFLUENCE EQUITABLE ACCESS TO HEALTH SERVICES

#### 3.1.1. Traditional and community leaders mobilised for action to drive advocacy for the Right to health and equitable access health services

As part of its efforts to build a strong movement of human rights defenders and advocates for equitable health services, PSAf mobilised traditional leaders in Mkushi, Petauke and Monze districts to sensitise them on human rights concepts and effects of human rights violations on sexual minorities. The traditional

leaders were trained on human rights principles, and taken through the human rights brief for traditional leaders which PSAf developed in 2015. Through the mobilization and training, there was an increased understanding on human rights, sexual diversity, appreciation of their role as traditional leaders in protecting human rights and through collective decision. The traditional leaders' understanding of human rights for LGBT as a group vulnerable to human rights abuses which affects their social development was also enhanced. This change in the perception of traditional leaders increased tolerance and support for human rights for all including LGBT.

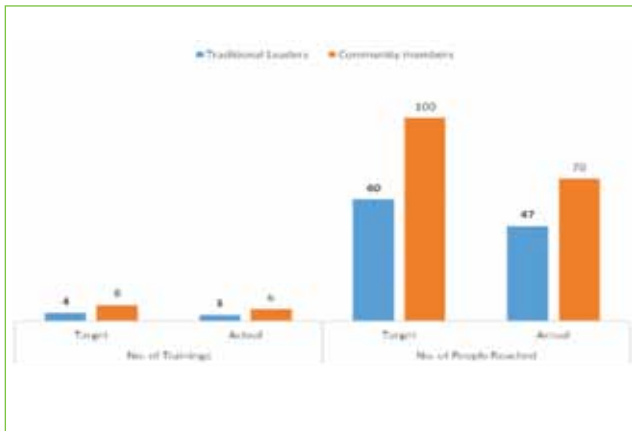


Figure 21: Reach of the human rights sensitisation of traditional leaders and community members

### 3.1.2. Community Mobilisation for action on human rights protection for marginalised groups like LGBT

Through the Interactive Radio Programmes (IRP), PSAf facilitated an improved engagement between community members and policy makers and implementers in improving the human rights for LGBT. experts were drawn from the government departments, NGOs and Human Rights Defenders at the community level. The IRPs also engaged the traditional leadership to discuss the challenges and impact of human rights violations at the community. Through partnerships with three radio stations, PSAf developed a platform for traditional, religious and civic leaders to discuss the human rights issues. The main objective of these radio programmes was to provide better understanding of LGBT rights and to develop more appreciation within the community members for the protection of human rights for LGBT. The IRPs improved engagement between community members and policy makers and implementers in improving the human rights for LGBT.

The programmes build an appreciation for human rights and tolerance for LGBT population. The community members realized the importance of the principles of equality and non-discrimination as the core to respecting human rights for all, embracing sexual diversity ensuring human dignity for all.

## 3.2. CAPACITY BUILDING TO INFLUENCE ADVOCACY FOR SRHR FOR MARGINALISED GROUPS

### 3.2.1. Capacity Building for Community Members, Traditional Leaders in Human Rights protection

PSAf trained 53 traditional leaders in Mkushi, Monze and Petauke to build their advocacy capacity for protecting human rights and advocating for equitable access to health services for key populations with a focus on LGBTI. The aim of the trainings was to increase the traditional leaders' understanding of human rights especially human rights for sexual minorities, and to equip them with skills and information to enable them to be agents of change. The trainings targeted chiefs, chieftainesses, councillors, headmen and headwomen. These trainings increased understanding on human rights, sexual diversity and the role of traditional leaders in protecting human rights and appreciation of their role in collective decision making towards protecting human rights. The trainings have also resulted an increase in the number of traditional leaders pledging to protect human rights of marginalised groups like the LGBTI in their communities. In most cases, the traditional leaders indicated that they had previously looked at the LGBTI community as outcasts.

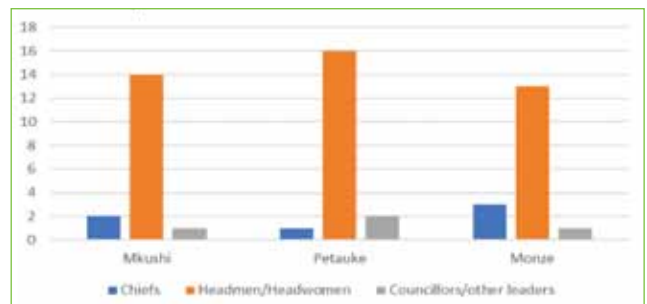


Figure 22: Number of traditional leaders trained in Zambia

Giving their feedback immediately after the trainings, traditional leaders indicated that the Human Rights Training increased their understanding of human rights for LGBT as a group vulnerable to human rights abuses which affects their social development. From



the training, the traditional leaders therefore understood the importance of protecting human rights for LGBT to ensure development for their communities. The trainings identified opportunities for protecting human rights at the community, district and national level, and strategies for improving and strengthening the role of traditional leaders in protecting and advocating for human rights.

**Testimony from traditional leader participating in training**

This training has opened our eyes on issues of human rights. Most of us did not understand these issues, we thought human rights was something that is against our culture. But now we have learnt that there is a lot that we can do together with our communities to protect human rights, but we did not know. Now we understand that it is important for us as leaders to be exemplary in protecting human rights, and encouraging our subjects to follow.

We used to treat gays and lesbians as outcasts who did not deserve any of our support, but these trainings have changed our perception. We now appreciate that all our subjects have human rights and they all require our support, regardless of their sexual orientation.

*Table 7: Testimony from a traditional leader after participating in the training in Petauke.*



**Figure 23:** Traditional leaders participating in a group discussion on human rights in Mkushi, Central Zambia

**3.2.2. Knowledge Building and Awareness Raising - Building human rights awareness**

Using the Human Rights Brief for Traditional Leaders as their reference, traditional leaders in Mkushi, Petauke and Monze districts have taken a leading role in facilitating improved understanding of the vulnerable groups who are affected by the human rights abuses including LGBT. These discussions led by the traditional leaders as role models in advocating for promotion of human rights. Discussing the impact of human rights violation of LGBT people on their development through community participation, the discussions challenged the attitudes of the community members into understanding and respecting diversity, drawing out the opinions and sentiments of the community on how to fight discrimination and violations of human rights.

Among other activities, the traditional leaders indicated that they now conduct regular meetings where they speak specifically on human rights issues, and also bring out the issues when handling cases or disputes brought before them. In some cases, the traditional leaders have formed dedicated committees to be watchdogs on human rights issues.

These interventions are expected to contribute to improved knowledge of and upholding basic human rights concepts among community members.



**Figure 24:** Some of the traditional leaders who participated at a human rights training for traditional leaders in Petauke. PSAf trained traditional leaders such as chiefs and headmen/headwomen to be agents for human rights promotion and influence positive health behaviours



### 3.3. AWARENESS BUILDING CONDUCTED TO INCREASE RESPECT AND PROTECTION OF PRISONERS' RIGHTS

PSAf conducted a public awareness campaign to contribute to increased protection of rights and improved living conditions of prisoners in Muchinga, Luapula and Central Provinces of Zambia. This intervention focused on increasing awareness and improve the wellbeing, living conditions and protection of all circumstantial children, and to build the capacity of relevant stakeholders to provide health and legal services to 1,000 detainees. The lessons from this pilot project will be used to raise awareness on prisoners' rights across Southern Africa.

#### 3.3.1. Capacity Building for Media on prisoners' rights

Mainstream and community media journalists were trained on covering the rights and welfare of prisoners and circumstantial children in Zambia. The trainings covered general human rights concepts, relevant laws and policies, international conventions or statutes, and other instruments used to promote and protect the

human rights of prisoners. The trainings equipped the journalists with skills on how they could highlight the human rights situation in prisons, raise awareness on the plight of prisoners and circumstantial children and influence policy action. The trained media practitioners were then supported through media fellowships to generate in-depth content which would influence improved policy implementation and service delivery.

#### 3.3.2. Capacity Building for Media: Media Briefs on in-depth content on HIV/AIDS

PSAf used media briefs to influence the generation of content on HIV/AIDS in Southern Africa. The organisation printed copies of the media brief on Preventing Mother to Child Transmission in Zambia, Mozambique, Angola, Swaziland, Malawi and Lesotho. Media practitioners used the media briefs as a guide and reference tool to produce detailed investigative content on HIV/AIDS, prevention of mother to child transmission, stigma, and other aspects.

The table below provides a summary of the media outputs produced using the PMTCT media brief.

Theme/Focus	Number of Articles Per Country					
	Angola	Malawi	Lesotho	Swaziland	Mozambique	Zambia
Basic facts about PMTCT in the country	2	12	8	5	12	17
National and international PMTCT initiatives	0	3	7	5	11	11
HIV among infants born to women living with HIV	0	11	3	2	6	9
The comprehensive approach to PMTCT	3	12	4	7	13	11
Challenges of receiving ARVs for PMTCT	4	13	2	3	9	11
Understanding the risk factors that increase mother to child transmission	0	1	1	2	2	1

**Table 8:** Themes covered in the media content on PMTCT in six countries where the media brief was distributed

### 3.3.3. Monitoring Public Service Performance and service delivery

PSAf facilitated citizen-monitoring of public service performance in Health delivery by conducting roundtable meetings with CSO stakeholders, prison management, government officials, policy makers and parliamentary committees on health, justice and human rights. The aim of these roundtable meetings was to share information and evidence on the plight of prisoners and circumstantial children, and facilitate the use of that evidence and information as the basis for improved policy implementation and service delivery.



**Figure 25:** No. of traditional leaders trained on human rights as part of PSAf efforts to amplify their voices and equipping them to play a leading role in protecting the human rights of sexual minorities

### 3.4. EVIDENCE CREATION

Under this strategy, PSAf implemented interventions that generated evidence on the lack of accountability in the delivery of health services.

#### 3.4.1. Generation of Evidence to inform advocacy for protection of rights of prisoners and circumstantial children

PSAf assessed the living conditions in prisons to understand the situation and draw lessons for advocacy to improve these conditions and wellbeing of prisoners and circumstantial children. The assessment reviewed

the living conditions and the availability of health services by prisoners and circumstantial children in relation to international standards and the correctional services laws and policies in Zambia. The assessment also identified gaps in the implementation of the legal framework aimed at protecting the rights of prisoners and circumstantial children and determined the extent to which the poor living conditions of prisoners in Zambia have an impact on their right to health and access to justice.

The findings of the assessment informed the themes and topics for discussions for the interactive radio programmes, roundtable discussions and newspaper articles. It helped lay down the work for radio stations and radio programmes.

#### 3.4.2. Documentaries and Oral Testimonies on ending child marriage

Through media briefs, trainings, fellowships and continuous mentorship on content development, PSAf supported journalists in the region to produce in-depth content on ending child marriages. The journalists produced investigative newspaper articles and in-depth radio programmes on child marriage as a hindrance to girls’ participation in development, and a violation of girls’ health rights.



**Figure 26:** Examples of articles on child marriage produced by PSAf media fellows across Southern Africa

### 3.5. FACILITATING PLATFORMS FOR POOR AND MARGINALISED PEOPLE'S PARTICIPATION IN ADVOCACY FOR HEALTH SERVICE DELIVERY

PSAf conducted interactive radio programmes and community level engagement to provide platforms for engagement on health issues.

#### 3.5.1. Interactive Radio programmes by community members on human rights protection

Through partnerships with community radio stations, PSAf facilitated community-based dialogues bring together community members with their chiefs and headmen and headwomen. The community dialogues were conducted to allow the traditional leaders to share with each other and with their subjects information on human rights, the role in protecting sexual minorities and

explore possibilities of sharing the messages with their subjects for sustainable change. This understanding was then used as the basis for advocacy.

The community radio stations facilitated logistical planning for the Human Rights Training. They identified the traditional leaders, chiefs from different levels, headmen and headwomen who became participants for the trainings. Following the trainings which the coordinators from the community radio stations were part of, they facilitated the community dialogues on human rights. The community dialogues developed strategies on how to protect human rights using the available resources from the government departments to the civil society organisations to address the challenges that lead to human rights violations.



**Figure 27:** Participants at a human rights community meeting in Mkushi, Central Zambia. PSAf is building a movement of community members and traditional leaders to defend human rights and advocate for equitable access to health



## Theme 4

# Governance and Development

*To increase community participation in governance processes by the poor and marginalised citizens*

The Governance and Development programme focused on this objective by implementing a number of interventions to empower citizens to participate in democratic processes, promoting peace and good governance.



**Figure 28:** Some residents of Livingstone, Southern Zambia, hoisting banners of five different political party candidates to promote peace ahead of general elections scheduled for 11th August. PSAf used various platforms to promote peaceful participation in democratic processes such as elections

### 4.1. FACILITATING PLATFORMS FOR PARTICIPATION IN FOSTERING GOOD GOVERNANCE

PSAf facilitated platforms for the participation of citizens in good governance and democracy processes, enabling citizens to demand accountability from elected representatives and appointed officials.

#### 4.1.1. Citizens empowered to participate in democratic electoral processes

As the host of the secretariat for the Zambia Elections Information Centre (ZEIC), PSAf coordinated the setting up of a multi-stakeholder ICT based election monitoring, information sharing and rapid response platform to enhance the credibility of the 11th August General Elections in Zambia. PSAf developed the project, provided the management system and led the identification and engagement of stakeholders and staff members for the project.





**Figure 29:** Various stakeholders participating at a public dialogue on elections, February 2016. The public dialogue was organised by PSAf and OSISA, and was among the first activities towards the establishment of the Zambia Elections Information Centre (ZEIC)

#### 4.1.2. Platforms created for increased citizen participation in debate on the electoral process

In efforts to amplify voices of the Zambian people, PSAf through the ZEIC project facilitated the participation of citizens on mainstream and community media debates on the electoral process. PSAf partnered with national media houses such as Radio Phoenix, ZNBC, Hot FM, QFM, Muvi TV, 5FM and a host of community radio stations spread across the country to generate and disseminate community driven content on the electoral process.

#### 4.1.3. Linkages for knowledge sharing established between citizens and electoral management bodies

To contribute to free and credible elections in Southern Africa, PSAf supported knowledge sharing between election management bodies and citizens. This was done in view of the fact that the region has recorded a number of numerous flawed or disputed elections. Linking citizens with the election management bodies would increase information sharing and contribute towards improved transparency of the electoral process. In this regard, PSAf facilitated sharing of information and experiences between officials of different electoral management bodies in the region.



**Figure 30:** Chairperson of the Malawi Electoral Commission, Justice Maxom Mbendera (Centre) during a stakeholders meeting on elections. He is flanked by Electoral Commission of Zambia (ECZ) Commissioner Emily Sikazwe, and Father Leonard Chiti, a religious and civil society leader

## 4.2. CAPACITY BUILDING FOR COMMUNITY MEMBERS, MEDIA, CIVIL SOCIETY

### 4.2.1. Knowledge building, awareness creation through multi-stakeholder election monitoring platform

PSAf brought together various stakeholders to collectively monitor the elections and have one repository for knowledge, the Zambia Elections Information Centre. The ZEIC has provided platforms for several stakeholders who would ordinarily monitor and report on elections as individual Civil Society Organizations (CSO) to interact with each other and reduce duplication of work. This also strengthened the voice of CSOs in demanding for better service from the Electoral Management Body and other action response stakeholders like the Police.

PSAf established the Zambia Elections Information Centre as a strong movement with three centres of power – the Steering Committee, Stakeholder Forum and Council of Elders. These structures worked together and in complementarity as one strong movement generating and disseminating information on the electoral process. The project was successfully

launched in May 2016, bringing together various stakeholders who are involved in elections. The launch of the project also marked the official launch of the short code 2323, which was at the time of reporting being used to generate information for the platforms.

Component	Unit	Number of Units
Stakeholder Forum	Organisations	15
Steering Committee	Organisations	6
Council of Elders	People	4
Project Staff	People	5
Data Officers	People	27
Analysts	People	6
ICT Consultants	People	2

**Table 9:** Major components of the ZEIC organisation. PSAf coordinated these structures to work together to ensure smooth flow of information and rapid action response on the electoral process

Through its various structures and committees, the project facilitated coordination of activities through the Council of Elders, Steering Committee, Stakeholder Forum, Project Staff, Data Team and Analysts. The ZEIC also supported public awareness activities of stakeholders such as the Law Association of Zambia and Grand Coalition on the Campaign for a People Driven Constitution to influence public debate on the referendum and related issues.

### 4.2.2. Capacity building conducted to facilitate timely, efficient data processing

Under the ZEIC project, PSAf facilitated the training of various stakeholders to play a part in the electoral process. The stakeholders who were trained include: political partners, civil society, media monitors, campaign financing monitors, election day monitors, constituency coordinators and gender monitors.

The table below presents a summary of the different trainings conducted under the ZEIC, and the extent to which they met or did not meet their targets.

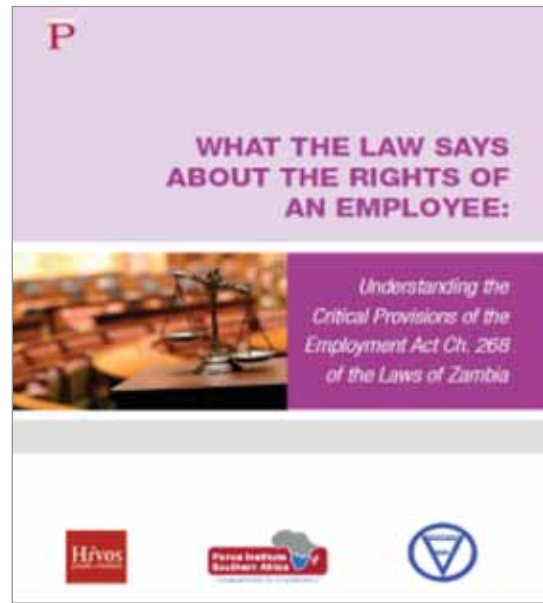
Training	No. of Trainings		No. of People Trained	
	Target	Actual	Target	Actual
Training of Political Party personnel	1	2	30	55
National Training of Trainers	1	2	100	120
Provincial Trainings	10	20	500	720
Training of Constituency coordinators	156	156	8000	6,000
Data Officers Training	1	3	20	30
Training of Media Monitors	4	4	156	160
Training of Gender Monitors	1	4	200	240
Training of Campaign Financing	1	1	50	50
Training of partners	1	4	35	60

**Table 10:** Capacity building activities to enhance the credibility of the August 11 elections in Zambia

**4.2.3. Knowledge building, awareness creation on the right to decent work for women**

PSAf conducted a campaign to advocate for the respect of the right to decent work for women in commercial farms, with a specific focus on horticulture and floriculture value chains. As part of the campaign, PSAf simplified key documents such as the Employment Act to enable both employers and employees to learn and understand the contents of this piece of legislation to foster compliance. The simplification was also to raise public awareness of the provisions of the Employment Act and related legislation, and to stimulate positive debate that would move different stakeholders – especially state actors – to take action to ensure compliance with the provisions of the law.

The Employment Act is a primary piece of legislation that guides both employers and employees in their day to day interactions. It is the most important document from which the rights and duties of either of them can be determined.



**Figure 31:** Cover page of the Simplified Employment Act



### 4.3. CREATION OF EVIDENCE TO FOSTER ACCOUNTABILITY IN DEMOCRATIC PROCESSES

#### 4.3.1. Evidence creation supported through development and deployment of election monitoring platforms

The ZEIC project developed and deployed four monitoring platforms to collect information on the election process, and use that information to facilitate rapid responses. These are the Observer Platform, Campaign Financing Platform, Media Monitoring Platform, Gender Monitoring Platform, Disability Monitoring Platform and the Citizens Platform.

All these platforms were designed to receive coded information using a short-code 2323, and the information will be collated and grouped into relevant sections. Social media platforms have also been activated and are being used to gather information from



*Figure 32: Community members participation at community level public events on governance. PSAf documented public participation in governance activities to generate*

#### 4.3.3. Documentaries, Oral Testimonies and Vox pops: Citizens voices on Bill of Rights amplified

The Grand Coalition implemented a vibrant social media campaign using platforms such as Facebook, Twitter, YouTube, SoundCloud, WordPress and Whatsapp. The use of social media ensured a constant generation of content and sustained interaction between the Grand Coalition and its stakeholders. Excerpts of the expanded Bill of Rights were simplified and shared on social media to enable citizens to understand specific provisions and get clarity on some issues. The Grand Coalition social media campaign provided a platform through which citizens from across the divide could share their views and expectations on the referendum process, to be held alongside the general elections in August 2016.



*Figure 33: Community activist and Grand Coalition member, Partner Siabutuba using the Simplified Bill of Rights to sensitise community members on the contents of the expanded Bill of Rights*

the public. However, due to some technical challenges that the project was not adequately prepared for, some of the platforms did not yield the expected results.

#### 4.3.2. Documentaries produced to profile poor and marginalised citizens' participation in governance processes

PSAf documented community activities to profile the participation of poor and marginalised citizens' participation in governance processes. The documentation highlighted the plight of the poor, concerns, needs in health, environment, livelihoods, human rights, and packaged in a way that would be used to attract attention of decision-makers, planners. The evidence was also be used to inform content for interactive radio programmes where decision-makers feature on community radio and answer questions on various issues.



**4.3.4. Content analysis conducted to generate evidence of negative media coverage of women**

PSAf conducted a content analysis of the print media’s coverage of women to generate evidence to inform advocacy to influence positive media coverage of women. The media monitoring aimed to establish the quantity of coverage of women in major newspapers, and to determine the quality of that coverage. The media monitoring was implemented as part of critical interventions to equip the media to comprehensively build positive public knowledge about women thereby influencing positive public opinion and public debates. The data from the media monitoring will be used to lobby media bodies, journalists, editors, policy makers and civil society to make efforts in promoting positive profiling of women as a tool for advancing women empowerment for leadership.

**4.4. COMMUNITY MOBILISATION TO ACTION**

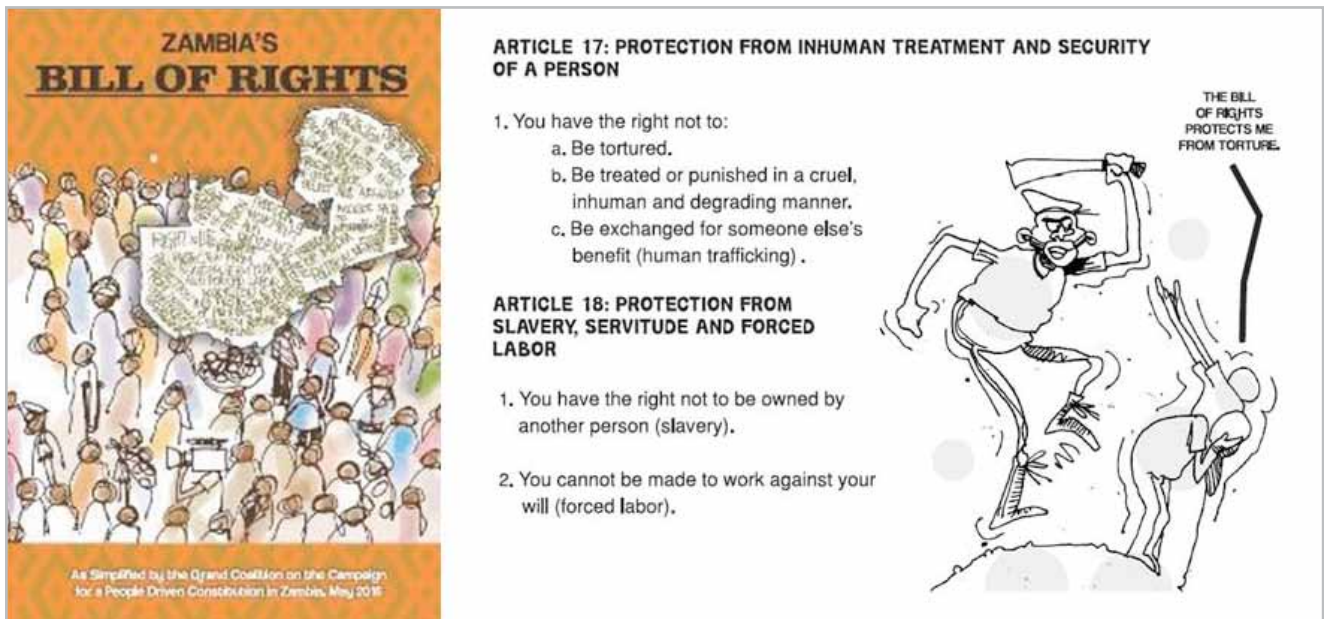
**4.4.1. Awareness creation facilitated through Bill of Rights simplification**

PSAf, as coordinator of the Grand Coalition on the

Campaign for a People Driven Constitution simplified Zambia’s Bill of Rights as contained in the Final Draft Constitution of 23 October 2014, and as Gazetted on 23rd May 2016.

Illustrations were also used to make the Bill of Rights understandable to citizens who had challenges understanding the legalistic text in the final draft. the simplified Bill of Rights was also used as an aid for Grand Coalition members sensitising members of the public on the constitution. The simplified document will be translated into selected local languages during the next reporting period.

The simplification was part of ongoing efforts to keep the constitution on the national agenda, to popularise the contents of the Bill of Rights so that Zambians do not just understand it but also appreciate their rights and freedoms contained in the expanded Bill of Rights. The document was launched at a public community event in July 2016. See Figure 12 for a picture of the cover of the simplified Bill of Rights.



**Figure 34:** Cover page of the Simplified Bill of Rights (left), and an example of a simplified article of the expanded Bill of Rights. The simplification used simple language and illustrations to facilitate easy understanding of the contents

#### 4.4.2. Community Mobilisation for increased participation of women in leadership, peace building

PSAf rolled out a regional advocacy campaign to increase women's participation in leadership in such sectors as politics, public administration and civil society. This initiative is part of the Women Empowered for Leadership being implemented by PSAf and partners in three Southern Africa countries namely Malawi, Zambia and Zimbabwe.

#### 4.4.3. International advocacy campaign supported to mobilise women to champion peace initiatives

PSAf partnered with other stakeholders to mobilise women to build an international movement that promotes peace and conflict resolution initiatives. PSAf supported the International Women's Peace Group (IWPG) to amplify women's voices on peace in Southern Africa and internationally. IWPG is an international women's peace movement that is aimed at mobilizing women to champion peace and cessation of war across the globe.

Recognizing the PSAf's use of various innovative communication tools to amplify voices of marginalised groups such as women, the IWPG appointed PSAf to its Committee, to promote IWPG peace works in

Southern Africa and campaign with women in their respective communities. This will build on PSAf's work with various interest groups, with a specific focus on ensuring that women's voices as advocates for peace are heard.

In September 2016, PSAf Executive Director Lilian Saka Kiefer was among female leaders from across the world who gathered in Seoul, South Korea for an IWPG conference to share strategies of how the world's 3.6 billion can play a leading role in promoting peace and preventing conflict. Among others, the conference discussed the Declaration of Peace and Cessation of War (DPCW) and reflected on roles that women can play in championing this cause.

PSAf's work with the IWPG stakeholders is aimed at stimulating pro-peace dialogue at various levels, to create and support platforms through which women can speak against various drivers of conflict in the region. It is expected that these multi-level discussions will flow from the poor and marginalised women to policy and decision makers at national, regional and international level. Through these platforms, women at all levels can express their needs and concerns, and demand relevant, effective and responsive policies and interventions from their duty-bearers.



**Figure 35:** PSAf Executive Director Lilian Saka Kiefer (right) receiving a certificate at the IWPG conference in South Korea in September 2016. PSAf is supporting the IWPG's global movement to put women at the forefront of promoting peace

**4.4.4. Women's voices amplified to promote positive public images of women leaders**

PSAf used mainstream, community and social media platforms to raise awareness and stimulate positive public debate on women leadership. The aim of this media based advocacy was to profile women's positive images to build credibility of women leaders and mobilise for increased participation of women in leadership. This was built on the understanding that positive public visibility for women increases their credibility and influence. The objectives of the media campaign were to:

- i. Use media to challenge political systems and structures that marginalise women;

- ii. Increase positive images of women leaders and women's voices in the public media;
- iii. To increase the use of social media platforms and creative arts to stimulate positive debates on women leadership and influence;
- iv. To build capacity of the media and the creative sector in promoting women leadership.
- v. To increase generation and use of research evidence in championing the relevance of women leadership.

*Strong institutional systems implemented to enhance empowerment of the poor and marginalised to foster accountability of decision makers in the development process*

The PSAf Management and Coordination (M&C) department aims to ensure an effective and efficient PSAf operating in 10 countries. Its main mandate is to offer leadership and strategic direction to PSAf programming and management, overseeing all the organisation's functions to ensure cohesion, coordination, knowledge management and institutional learning.

This department is responsible for ensuring that all PSAf departments, offices and units work together towards the achievement of the organisation's goals, and that all staff members, board members, and other stakeholders adhere to PSAf policies and guidelines.

Through the Communication and Knowledge Management unit, the M&C department coordinates the generation, management and dissemination of institutional knowledge and information, and using that knowledge for institutional learning and foresighting. This is done through the use of different tools to document and track impact of PSAf's interventions, and also use the information to inform development and implementation of institutional plans. PSAf's Communication and Knowledge Management activities focus on improving performance, innovation, the sharing of lessons, integration and continuous improvement of the organisation to respond to the various development issues in the region.

The objectives of the Management and Coordination Unit are as follows:

1. To ensure a well-coordinated PSAf in terms of programmes and project complementarity
2. To support programmes delivery and ensure progress towards set objectives

3. To raise the profile of PSAf among donors and stakeholders.
4. To strengthen the governance and leadership of PSAf
5. To establish and implement effective management systems

### **5.1. GOVERNANCE AND LEADERSHIP OF PSAf STRENGTHENED**

In line with the organisation's policies, the PSAf Board of Directors met in Swakopmund, Namibia in April 2016 to discuss a number of policy related issues, and adopt resolutions meant to strengthen the strategic direction of the organization. The meeting of the board was preceded by meetings of various sub-committees such as the Finance and Audit Committee, the Personnel Committee and the Executive Committee. The board plays an important role in providing oversight to the operations of the organisation.

#### **5.1.1. Effective financial management systems maintained**

An audit of the PSAf accounts for the year ending 31 December 2015 was successfully completed at the beginning of the year and a report presented at the board meeting that was held in Namibia in April. The report was also shared with the organisation's different donors, who were all satisfied with the report. The audit report confirmed that PSAf finances were being managed in line with the organisation's systems, and in accordance with international norms and standards.

#### **5.1.2. PSAf legal, policy documents reviewed**

The Board Meeting reviewed the PSAf policies such as the Articles of Association, Procurement Policy, Disciplinary Code and Grievance Procedure to respond to the operational environment and other factors.





*Figure 36: Cover page of the reviewed PSAf Board Charter. The organisation regularly reviews its policy documents to strengthen them*

### 5.1.3. New Strategic Plan developed

PSAf has developed a new strategic plan for 2017 to 2021. The new Strategic Plan builds on the previous one, which came to an end in December 2016. The development of the new strategic plan started with

a situation analysis, which provided a foundation for the identification of priority issues and response strategies. The new Strategic Plan will be rolled out from January 2017.

### 5.2. KNOWLEDGE BUILDING, AWARENESS CREATION CONDUCTED THROUGH INNOVATIVE EXTERNAL COMMUNICATION TOOLS

PSAf used of different external communication approaches to profile the organisation and its work. The use of these tools, outlined below, enabled PSAf to raise the organisation's profile nationally, regionally and internationally, and enabled the organisation to respond to a changing environment and consolidate its position as a leader in communication for development.

**Mainstream Media Profiling:** The organisation has consistently engaged with different stakeholders through opinion articles and press releases in mainstream media institutions. This has enabled PSAf to be regularly visible among stakeholders in the different countries.

**Profiling on network websites:** PSAf has also consistently networked with development actors through network platforms like the Communication Initiative.

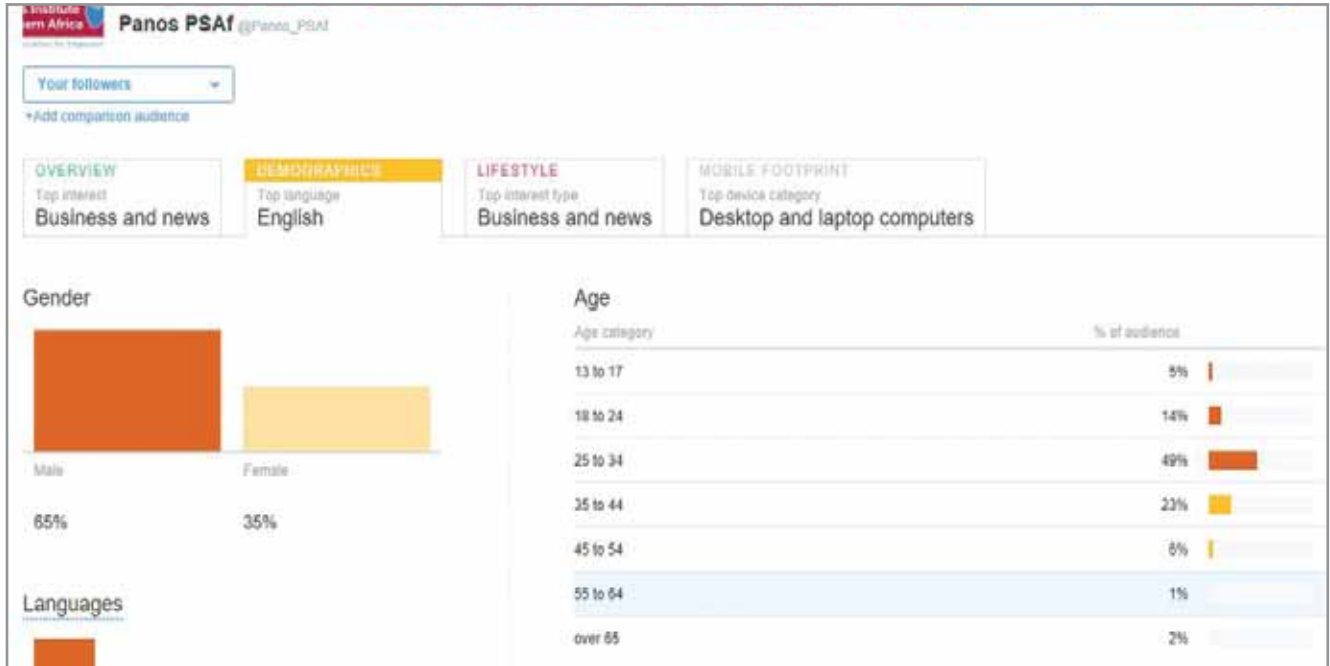
**Websites, online platforms used to profile PSAf:** PSAf has continued to profile its work through the organisation's website. To cater for our stakeholders in Mozambique as well as those in Angola, a new website with predominantly Portuguese content was developed targeting the Portuguese speaking audiences. The PSAf regional office website has continued to be an entry point for people wanting to establish contact with the organisation. To strengthen the website's reach and appeal, PSAf redesigned the website to give it a more digital look, with emphasis on multimedia content.



*Figure 37: A slide from the home page of the new look PSAf website. The website has been redesigned to give it a multimedia look and strengthen its profile and visibility on search engines.*

**Social Media:** PSAf has also scaled up the use of social media as platforms for engagement with stakeholders. The growing impressions and subscriptions to the social media platforms show that more people are looking to PSAf for information on development issues. Regular updates are shared through Twitter, Facebook, LinkedIn and YouTube. The response from the social

media platforms has been very good, with a number of prominent people and organisations establishing contact with the organisation through social media. There has been a lot of constructive feedback from different stakeholders through the Facebook page. The figures below give a picture of the demographics and interest of visitors to PSAf’s social media pages.



**Figure 38:** Sample analytics report showing the demographic details of visitors to PSAf’s Twitter page. The demographic information shows that most visitors to PSAf’s social media platforms are in the 18 to 44 years age groups. The analytics also show the locations of the top visitors to the social media pages.



**Figure 39:** Sample analytics report showing insights from the PSAf Twitter page in November 2016. Social media is one of the key approaches PSAf uses for awareness creation on development issues

### 5.3. ORGANISATION WIDE PLANNING AND REPORTING FACILITATED

PSAf conducted regular planning and review meetings to ensure cohesion in organizational planning and reporting. The monitoring focused on the implementation progress and systematically managed all the information arising from the communities and other stakeholders to assess the extent to which the goals have been met and to generate evidence that these goals have been met.

The organisation developed an annual Programme of Work and Budget (POWB) which guided all activities for 2016. An Annual Review and Planning meeting was held in January 2016, and a Half Year Review and Planning meeting was held in July. The reviews contributed to the compilation and review of the organisation’s POWB, Annual Report, Half Year Report, Quarterly Reports and monthly progress reports.

### 5.4. STRONG, SUSTAINABLE PARTNERSHIPS ESTABLISHED TO PROFILE VOICES OF THE POOR AND MARGINALISED

PSAf entered into a number of partnerships with like-minded institutions in Southern Africa. These included international civil society organisations such as the Graca Machel Trust.

The organisation also got into new partnerships with donors such as the Government of Finland, Winrock Foundation, Amplify Change and the Norwegian People’s Aid. At the community level, PSAf also strengthened partnerships with village development committees, village action groups, traditional leaders, religious leaders, local government leaders, the media, among other opinion leaders.



**Figure 40:** Finland Ambassador to Zambia Timo Olkkonen (Right) and PSAf Executive Director Lilian Saka Kiefer (2nd from right) at the signing of the Deepening CBNRM in Zambia project. Finland is funding this two year project through the Civil Society Environment Fund Phase 2 (CSEF2).

# Financial Report

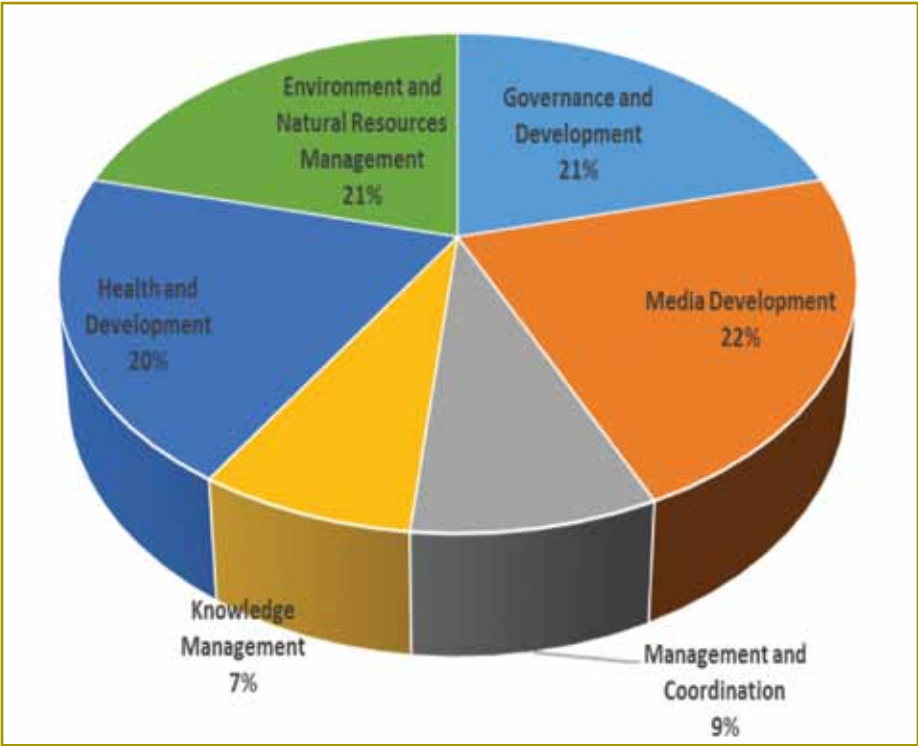


Figure 41: Expenditure Per Programme



# Governance and Staff

## Board Members

Mrs. Julieta Langa	Mozambique (Board Chairperson)
Mr. Grey Mang'anda	Malawi (Vice Chairperson)
Dr. Tachilisa Balule	Botswana
Ms. Madeline Dube	Zimbabwe
Mr. Alexander Muyovwe	Zambia
Mr. Sylvester Black	Namibia
Mr. Pat Mhlongo	South Africa
Mr. Reynolds Shula	Zambia
Dr. Maxwell Vusumuzi Mthembu	Swaziland
Dr. Mpolai Moteetee	Lesotho

## Members of Staff

Lilian Saka Kiefer	Executive Director
Tasila Ngwira	Finance and Administration Manager
Vusumuzi Sifile	Regional Manager, Communication and Knowledge Management
Mamoletsane Khati	Regional Programme Manager, Health and Development
Nervious Siantombo	Regional Programme Manager, Environment and Natural Resource Management
Elias M. Banda	Regional Programme Manager, Media Development and ICTs
Gillies C. Kasongo	Senior Programme Officer, Media Development and ICTs
Adelino Saguete	Programmes Coordinator, Mozambique Country Office
Mbita Sikapoko	Senior Finance Officer
Catherine Mukange	Administrative Officer, Finance
Julia Chissico	Finance and Admin Assistant, Mozambique
Fridah Chiwamba	Administrative Assistant
Reshoketswe Sedibe	Administration Officer, South Africa
Richard Salale	Transport Officer
Peter Mubamba	Driver
Wistone Lungu	Office Orderly/Gardener

# List of Funding Partners

Panos Institute Southern Africa (PSAf) is supported by a number of funding partners. The following donors and partners supported PSAf's work in 2014:

Partner	Support provided
Norwegian Agency for Development Corporation (NORAD)	NORAD continued to provide core funding for PSAf's regional Empowering the Poor and Marginalised to Foster Accountability of Decision Makers in the Development process. NORAD funding contributed to all activities in this report.
Southern Africa Development Community (SADC)	The SADC HIV/AIDS Fund supported PSAf's health activities, namely the Communicating HIV Prevention Project and the Sexual Minorities study.
HIVOS	HIVOS provided financial support for the Media Monitoring of the 2016 General Elections; the Women@Work 16 Days of Activism Campaign; and the Women Empowered for Leadership project
Finland Ministry of Foreign Affairs	The Finland MFA supported PSAf through the Civil Society Environment Fund, which funded the Deepening CBNRM project
European Union (EU)	The European Union provided supported PSAf's human rights work through the Prisoners Rights are Human Rights project, and through support for the protection of human rights for sexual minorities.
Save the Children	Save the Children supporting PSAf through funding for the Strengthening Rural Child Protection Systems project.
Open Society Initiative for Southern Africa (OSISA)	OSISA provided financial support for the Zambia Elections Information Centre (ZEIC) project.
UNESCO Harare	Supported the implementation of ICTs based capacity building for community media
Norwegian People's Aid	APN provided support for the Oil for Development project in Mozambique
Mozambique Civil Society Support Mechanism Foundation (MASC-F)	MASC provided funding for the implementation of activities under the Transparency in the Management of Forests Project
Canadian International Development Agency (SIDA)	Provided support for a project on Advancing Human Rights in Zambia

# About Panos Institute Southern Africa



Working towards achieving its vision of a southern African community empowered to drive its own development, PSAf:



**Amplifies** the voices of poor and marginalised communities so that they are heard at national, regional and international levels.

**Creates** accessible and effective communications channels, and provides platforms for stimulating informed and inclusive debate.

**Supports** the development of local, community and alternative media, particularly in its coverage of development issues, in order to make marginalised voices heard, and disseminate crucial development information

**Builds the capacity** of the media, NGOs and other information providers to communicate development issues effectively, and to subject national, regional and international policies to rigorous, constructive and informed analysis.

**Generates and disseminates** accessible, wellresearched information packages on critical development issues, ranging from climate change to HIV and AIDS.

**Provides an enabling environment** for meaningful exchange of ideas and debates between local and global development actors, ensuring Southern perspectives are heard at international levels.

**Forges links** and works as a broker in development dialogue among civil society, the media, academics, policymakers and key actors.

**Conducts research** on communication and development issues to promote more informed decision-making and to provide guidance on the new information and communication world order.

**Partners** with national and regional media, as well as civil society, academics and NGOs, to advance the cause of the poor.



## Panos Institute Southern Africa

*Communication for Empowerment*

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*PSAf is part of a global network of Panos Institutes located in Addis Ababa, Chennai, Dakar, Dhaka, Kampala, Kathmandu, Kingston, New Delhi, Paris, Port-au-Prince*

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**Vision:** A Southern African community  
that drives its own development