

# MEDIA DEVELOPMENT FOR SOCIAL CHANGE



**MEDIA FOCUS**  
**ON AFRICA**

STRATEGIC DOCUMENT 2017 – 2019

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***If information and knowledge are central to democracy, they are conditions for development, Kofi Annan, former UN Secretary General<sup>1</sup>.***

## **1. Background and Context**

### **1.1 Introduction**

The media plays a central role in the development and functioning of modern day participatory democracy. This is because democracy depends on all contesting points of view being fairly and equitably communicated so that people then make informed choices.

The ability for the people to freely express themselves, share alternative views as well as have access to relevant information is essential to an effective and inclusive political process. All voices need to have access to media platforms through which they can articulate their views and be challenged in equal measure. This however requires the existence of a free, independent, pluralistic and empowered media that will provide the citizens with quality and relevant information that enables them to make informed choices and actively participate in their governance.

Independent media is also crucial to the exercise of freedom of expression because they provide the public platform through which the right to freedom of expression as enshrined in the Articles 19 of the Universal declaration of human rights as well as the International Covenant on Civil and Political Rights of is effectively exercised<sup>2</sup>.

However, the media sometimes plays a role in undermining participatory democracy by disenfranchising people. This is because, media owners and their associates sometimes use their influence and political publicity stunts in ways that weaken the public sphere at the expense of the vulnerable and marginalised groups, including women and children.

And while the advances in the new ICTs have opened up new opportunities for citizens to exercise their right to freedom of expression, they have not been uniform within and between countries, and in some cases aggravating the already huge information divide.

For media development stakeholders therefore, nurturing a media framework that supports development, accountability, participatory democratic processes and the right to freedom of expression and other fundamental human rights becomes critical.

### **1.2. Purpose of the Strategic Document**

This strategic document presents the new MFA strategy for the period 2017 – 2019. The strategic intent expressed in this document is informed by, and seeks to consolidate the achievements, and lessons learnt from MFA's work over the past five years in Uganda.

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<sup>1</sup> Address by Secretary-General Kofi Annan to the World Bank conference "Global Knowledge '97", in Toronto, Canada, on 22 June at <http://www.un.org/press/en/1997/19970623.sgsm6268.html>

<sup>2</sup> UNESCO (2008) Unesco media Development Indicators

The strategy document development involved a review of MFA's current and previous projects in Uganda since 2011 as well as strategic approach. This was done in consultation with both staff and board of MFA, as well as implementing partners. The process also involved a context analysis of the state of the media, freedom of expression and media development trends in Uganda by reviewing relevant literature on the same and discussions with journalists, media trainers, development partners, as well as key players in the media development sector in Uganda.

### **1.3. About Media Focus on Africa**

Media Focus on Africa is a non-profit Communication for Development (C4D) organisation, which is using the media to push for social change. The founders believed in the value of the media as a critical platform for debate and review of development issues. Their ambition was to urge local and international organisations to acknowledge the value of the media in promoting development issues thus integrating communication components within their programmes.

MFA produces contextualized media programmes that provide a space for people to voice their aspirations on development issues. Since its foundation, the organisation has implemented cutting edge multi-media strategies, designed drama series and new media tools promoting good leadership & governance, free & fair elections, peace building & reconciliation, while mainstreaming gender perspectives and promoting socioeconomic justice. MFA has been registered in Kenya since 2005 and in Uganda since 2011.

#### ***VISION:***

A democratic Africa, whose citizens are well informed and empowered to participate in development processes

#### ***MISSION:***

To stimulate social change and development in Africa through media

The MFA methodology places great value in research prior to project implementation, key stakeholder consultation, co-creation, people to people approach, partnerships and monitoring and evaluation.

For the past five years, MFA's strategic approach to its work in Uganda has combined three streams of activities in order to increase the impact of its intervention, namely;

- a) Share information and raise awareness on development issues with media programmes or (multi) media campaigns for social change;
- b) Organise outreach activities for greater impact including the design and implementation of public outreach campaigns, using (mobile cinema) screenings in slums and villages, followed by dialogue sessions by trained facilitators from CSO's and CBO's; and,
- c) Strengthen capacity of key actors - media practitioners, civil society, politicians - who can influence the behavior, beliefs and perceptions of communities.

#### 1.4 The media and freedom of expression in Uganda

It is now over 20 years since Uganda passed the 1995 Constitution that explicitly provided for the right to freedom of expression and that of the press, under Article 29 (1), as well as the right of access to information (Article 41). This came barely two years after the liberalization of the airwaves that had seen the birth of Radio Sanyu, the first privately owned radio station in December 1993<sup>3</sup>. Since then, the country has seen growth of a vibrant media industry – both on and offline - and expansion in civic spaces.

By the end of the first quarter (Jan-March 2016), the estimated number of internet users stood at over 14 million, while the number of operational Free-to-Air (FTA) TV stations was 28, the number of digital terrestrial TV stations and the number of digital satellite TV stations stood at two (2) and four (4) respectively. While the number of operational FM stations was at 292.<sup>4</sup>

Besides the constitutional provisions, there are a number of laws that have been passed intended to regulate, but have instead ended up imposing more control and restrictions on the journalism practice in Uganda, and thus affecting peoples' right to freedom of expression.

These, including the Press and Journalists Statute (now Act of 2000), the Anti Terrorism Act of 2002, the Copyright and Neighbouring Rights Act, 2006; The Penal Code Act Cap. 120; The Official Secrets Act (1964); The Public Order Management Act (POMA), 2013; The Regulation and Interception of Communications Act, 2010; Uganda Communications Act 2013; The Anti-Pornography Act 2014; among others each have provisions that have a bearing on the journalism practice in Uganda.

Professionally, there has been a great improvement in the quality of journalists who have gone through training especially at university and the on-going mid-career courses provided by the various media development partners.

The growth of independent journalists and media outlets that are critical of the government has been on the decline in recent years due to the escalating government restrictions, intimidation and harassments, including physical attacks. In 2015 alone, there were a total of 143 documented cases of attacks against journalists, making it the worst year since 2009.<sup>5</sup> These attacks are committed by both state and non-state actors, especially the police or ordinary citizens as journalists cover news.<sup>6</sup> These attacks have led to reported cases of self-censorship within newsrooms, with majority of the public expressing fear that the media are not free to air facts without fear or undue influence from government, politicians, owners or other powerful groups<sup>7</sup>.

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<sup>3</sup> Lugalambi, G (2010) Public Broadcasting in Africa Series: Uganda Report; Open Society Institute/AFRIMAP

<sup>4</sup> UCC (2016) Post, Broadcasting and Telecommunications Market and Industry Survey Q1 (January-March 2016) <http://www.ucc.co.ug/files/downloads/Q1-Market-Report-for-Jan-March-2016-Mbaga.pdf>. accessed on 20th July 2016

<sup>5</sup> Human Rights Network for Journalists – Uganda (2016) Press Freedom Index Report 2015 'political coverage criminalized'

<sup>6</sup> Freedom House (2016) Freedom in the World/Uganda <https://freedomhouse.org/report/freedom-world/2016/uganda> accessed on 20th July 2016

<sup>7</sup> UCC (2012) 2<sup>nd</sup> Electronic Media Performance Study [http://www.ucc.co.ug/files/downloads/NEMPS\(N&E\)%20final%20report.pdf](http://www.ucc.co.ug/files/downloads/NEMPS(N&E)%20final%20report.pdf)

There is also a clear divide in quality between the print media and broadcast stations in and around Kampala, compared to up-country based journalists. This is because the majority of FM radio stations upcountry are mostly tiny enterprises which tend to concentrate on entertainment, so their news content is generally of low quality<sup>8</sup>.

Also, because many media houses are not financially secure, there is little, if any, investment in outstanding journalism. As a result, there is a high turn-over of journalists as senior and experienced journalists seek greener pastures. Consequently, many newsrooms are too young, inexperienced and understaffed to engage in sustained investigative reporting<sup>9</sup>.

### **1.5 Women and the media in Uganda**

The media sector in Uganda continues to be hostile to women, both as news subjects as well as journalists working in the newsrooms. As news makers occupationally, women are predominantly featured in fields associated with domesticity and care giving such as home makers, parents, and health / social / child care workers. Conversely, men feature mostly in the occupations traditionally associated with power such as royalty, business, religion, and politics.<sup>10</sup>

A study by the African Centre for Media Excellence on the media coverage of the 2016 general elections showed that even during busy political seasons, where there are opportunities for women's participation in political contests, male sources still dominated elections news with 80% across newspapers, radio and television.

This data confirms earlier findings published in a 2014 report, 'Gender dimensions in Uganda's print media: A case for engendering practitioners', commissioned by the Uganda Media Women's Association<sup>11</sup>. That study of five newspapers, conducted in April and May 2014, found that women "are less likely to write about, appear in, or have their voices heard in 'hard' news stories such as politics, defense, spirituality and the economy. They are, however, more evident in 'soft' news areas such as education, health and agriculture, but more so in arts, entertainment and relationships."

It has been argued that women's inability to meaningfully participate in their societies, including setting the agenda on what is written about them in the media, is greatly hindered by their (women's) limited access to communication and other public platforms that would enhance their ability to engage in key decision making processes.

On the other hand, female journalists are often discriminated against on certain beats. They also find challenges balancing family life and work. Some assignments are hard to execute for family women. Women journalists also face problems with sources who want to get rather

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<sup>8</sup> James Tumusiime (2016) A non-profit approach to market-driven journalism challenges in Uganda: A case study of Uganda Radio Network

<sup>9</sup> Ibid

<sup>10</sup> World Association of Christian Communication (2015) Who Makes the News: Global Media Monitoring Project – Uganda [http://cdn.agilitycms.com/who-makes-the-news/Imported/reports\\_2015/national/Uganda.pdf](http://cdn.agilitycms.com/who-makes-the-news/Imported/reports_2015/national/Uganda.pdf) accessed on 18th July 2016

<sup>11</sup> <http://www.umwamamafm.co.ug/>

too close. Some media managers do not want to have many women on staff because they 'cause' staff instability during maternity leaves, or when they change jobs when husbands are transferred.<sup>12</sup>

### **1.6 Media content production in Uganda**

In June 2015, Uganda implemented a phased switch off of analogue broadcasting system into a system of digital television and radio, commonly referred to as the digital migration.<sup>13</sup> The digital revolution was not only an exciting technological development but also an opportunity for greater freedom of expression and access to and exchange of information through the increase in the number of channels available<sup>14</sup>, thus providing viewers and listeners access to more quality and diverse news and information,<sup>15</sup> especially locally generated content; and new reception modes (portable and handheld)<sup>16</sup>.

In January 2014, the Uganda Communications Commission (UCC) set and started monitoring local content quotas (70%) on Ugandan television broadcasting stations, with the major objective of promoting national culture, pluralism, diversity, create employment, as well as developing the local film industry. According to UCC, the 70% is broken down as follows: local drama should contribute 50 per cent of TV broadcasting, local documentaries taking 10% of the airtime, with local children's programmes and local sports contributing 5% each. News and local music shows are not considered.

According to Mr. Godfrey Mutabazi, the Executive Director of the Uganda Communications Commission, "A country that does not have local content of its own, misses out on so many things. You lose out on your culture, your values... There are so many people who have so many stories to tell but are not told."<sup>17</sup>

The UCC's local content monitoring report for the 1<sup>st</sup> and 2<sup>nd</sup> quarter 2015, the highest scoring television station, UBC had an average of 46%, followed by NBS at 44%, with NTV 4<sup>th</sup> at 41%<sup>18</sup>. This was far below the required 70%.

Unfortunately, many media houses are not willing and motivated to invest in buying/producing local content due the high costs involved.

While there have been some efforts to propose local film production such as the "The Uganda Film Festival<sup>19</sup>" by the UCC since 2013, there is still no clear structure to govern and facilitate

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<sup>12</sup> JB Wasswa, Media trainer and scholar – interviewed on 20<sup>th</sup> July 2016

<sup>13</sup> <http://www.ucc.co.ug/data/dnews/66/Public-Notice:-Analogue-switch-off.html>

<sup>14</sup> <https://www.article19.org/resources.php/resource/3615/en/how-to-achieve-media-pluralism-in-the-digital-switchover>

<sup>15</sup> <https://www.article19.org/resources.php/resource/3667/en/tanzania-must-ensure-that-digital-migration-promotes-freedom-of-expression>

<sup>16</sup> <http://www.itu.int/ITU-D/arb/ARO/2014/DB/Docs/S1-LucHaeberle.pdf>

<sup>17</sup> <http://www.observer.ug/business/38-business/38344-we-can-t-remain-backward>

<sup>18</sup> [http://www.ucc.co.ug/data/dnews/77/Local-Content-Monitoring-report-for-the-first-and-second-quarter-of-2015-\(January--June-2015\).html](http://www.ucc.co.ug/data/dnews/77/Local-Content-Monitoring-report-for-the-first-and-second-quarter-of-2015-(January--June-2015).html)

<sup>19</sup> <http://ugandafilmfestival.ug/about-the-festival/background-and-objectives/>

quality production, distribution and marketing of films which is essential for a functional film industry<sup>20</sup>.

Other factors affecting the quantity and quality of local content, including news and information generated by the media, include the lack of skills and professionalism amongst the journalists/producers, the hostile operating environment with no water tight copyright protection, unfriendly media ownership structures and lack of interest by media houses to invest in good journalism. There is also a low level of awareness among the media consumers to demand for and hold the media accountable.

### **1.7 The shrinking civic engagement spaces**

Uganda's civic and engagement space has been shrinking over the years, despite the growth in number of civil society and community based organizations, and other initiatives. The passage of the Public Order Management Act 2013 (POMA) and the strong NGO law in 2015 has meant that NGOs now have to find new ways of engaging with citizens and also with the state<sup>21</sup>.

The POMA is seriously flawed from a freedom of expression and assembly perspective as it fails to establish a presumption in favour of the exercise of the right to freedom of peaceful assembly, or the duty on the State to facilitate peaceful assemblies; defines "public meeting" by reference to "public interest," potentially excluding critical meetings from the scope of the Act; prohibits public meetings, except those in Town Halls, between 7pm and 7am; prohibits public meetings at and around democratic institutions, including Parliament and Courts; allows the Interior Minister broad powers to designate "gazetted" areas where assemblies are absolutely prohibited; and criminalises organisers of assemblies for the unlawful conduct of third parties;<sup>22</sup>

On the other hand, the NGO Act poses a threat to the right to freedom of association. Section 44 of the Act prohibits NGOs from carrying out activities in any part of the country unless they have approval from the District Non-Governmental Monitoring Committee (DNMC) and the local government and have signed a memorandum of understanding (MoU) to that effect<sup>23</sup>.

The Act also creates the National Bureau for NGOs under Section 5, with broad powers, including the power to revoke an NGO's permit under Section 7.

CSOs thus have to walk a tight rope as they attempt to fight for the respect of human rights, democracy and accountability. Unfortunately for many, there are still skills and knowledge gaps on how to effectively engage and work with the media to ensure that the issues generated through their (NGOs') work are amplified by the media more routinely to contribute to more informed conversations regarding service delivery and accountability.

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<sup>20</sup> <http://www.ucc.co.ug/files/downloads/Communications%20Journal%20-%20202.0.pdf>

<sup>21</sup> <http://ngoforum.or.ug/wp-content/uploads/downloads/2016/06/The-Health-and-Sustainability-of-Civil-Society-in-Uganda.pdf>

<sup>22</sup> ARTICLE 19 (2013) Uganda: Public Order Management Act 2013

[https://www.article19.org/data/files/medialibrary/37331/Updated-Uganda-FoPAA-Analysis-Final-\(2\).pdf](https://www.article19.org/data/files/medialibrary/37331/Updated-Uganda-FoPAA-Analysis-Final-(2).pdf)

<sup>23</sup> <http://www.icnl.org/research/monitor/uganda.html>

For most, such information is at best compiled into reports, shared once during launches and then stacked away in various libraries. There are little deliberate efforts to work with the media, or use the available social media platforms to interact with and inform the citizens about the actions and performance of government institutions and officials.

Because of the shrinking operating environment, many civil society actors at both national and local level are preoccupied with security concerns, depoliticizing their work and looking for safe civil society work, thus killing innovation, social movements and ability to speak ‘truth to power’<sup>24</sup>.

## 2. MFA’s Strategic Intervention

In the next three years, (2017-2019), MFA’s work will seek to stimulate social change and development in Uganda through providing tailored support and training to media practitioners and civil society actors in order to enhance their skills and knowledge to engage in the production, dissemination and consumption of high quality news and information.

MFA believes that the media has a crucial role in democracy and that the ultimate goal of media assistance should be to develop a range of diverse mediums and voices that are credible, and to create and strengthen a sector that promotes such outlets. Quality news and information enable citizens to make informed decisions and to participate in the decision making processes and debates that shape their lives within their society.

But for this to happen, the media need to be equipped with the requisite skills for the kind of in-depth reporting that a growing democracy requires. A media sector supportive of democracy should therefore be one that has a degree of editorial independence, is financially viable, has diverse and plural voices, and serves the public interest.<sup>25</sup>

MFA’s approach is based on the understanding that all actors in the communication process - parliament, government, media, civil society and communities - can benefit from stronger capacity to communicate effectively; understand the issues and opportunities in development and governance within their situation and context; and building the capacity of those actors.

For the next three years, MFA’s interventions will therefore be guided by the following five strategic objectives;

- I. **Strategic Objective ONE:** Strengthening the capacity of female media practitioners with the knowledge, skills and confidence to produce high quality journalism.
- II. **Strategic Objective TWO:** Strengthening the capacity of CSOs and CBOs in the use of media and communication to achieve their organizational/project objectives as a way of expanding civic engagement spaces.
- III. **Strategic Objective THREE:** Strengthening the capacity of media content producers to produce high quality content that promotes peace-building, reconciliation and social change.

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<sup>24</sup> Ibid.

<sup>25</sup> Centre for Democracy and Governance (1999) The role of the media in democracy: A strategic Approach <https://www.usaid.gov/sites/default/files/documents/2496/200sbc.pdf>. accessed 11th July 2016

- IV. **Strategic Objective FOUR:** Building strategic partnerships with media and media support organizations/development partners in building a knowledgeable and skilled media sector.
- V. **Strategic Objective FIVE:** Building MFA’s human resource and organization capacity to effectively deliver the aspirations of the strategic document.

### 2.1 Capacity Building for Women Journalists

**Strategic Objective ONE: Strengthening the capacity of female media practitioners with the knowledge, skills and confidence to produce high quality journalism**

Despite recent developments where a number of national media houses have elevated women journalists to the highest levels in the newsrooms<sup>26</sup>; there are still major gaps in ensuring that more female journalists access and utilise the same opportunities as their male counterparts.

While there have been more training opportunities targeting female journalists by organisations such as Uganda Women’s Association, the target for many others is a paltry 30% consideration and expectation of female participants.

MFA believes that there cannot be any meaningful development and representation of gender issues in the media without increasing the number of female journalists with the right journalism skills, knowledge and tools, at all levels (reports, editors and managers.)

#### Strategic Interventions

- ✓ Develop a comprehensive and inclusive training thematic programme to build the capacity of women journalists, especially those working in up-country radio stations
- ✓ Mentor and develop young female journalist to gain the necessary leadership skills to aspire for managerial positions.
- ✓ Provide training and mentoring fellowship opportunities for female journalists to help to reduce the gender divide in media houses.
- ✓ Provide reporting grants opportunities for women journalists to pursue critical stories that inform and engage the public on issues of good governance and accountability
- ✓ Partner with other stakeholders to champion gender responsive reporting in newsrooms
- ✓ Build the capacity of female journalists in the use of new technologies, new media and social media in the course of their journalism work

### 2.2 Capacity Building for Civil Society

**Strategic Objective TWO: Strengthening the capacity of CSOs and CBOs in the use of media and communication to achieve their organizational/project objectives as a way of expanding civic engagement spaces**

Although an independent media and functional civil society are central to the growth of a modern democracy, the two institutions need to develop a healthy symbiotic relationship to

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<sup>26</sup> Barbara Kaija – Editor in Chief (Vision Group); Barbara Among – News Editor (Uganda Radio Network); Carol Beyanga – Managing Editor Digital (Daily Monitor)

ensure that the relevant news and information, that facilitates an informed debate is provided to the ordinary citizens.

Unfortunately, many civil society actors in Uganda lack the necessary knowledge and skills to develop communication products, cultivate lasting media contacts, make newsworthy statements on topical issues, and generally to stay visible and relevant to the media.

In addition, majority of journalists lack a keen understanding of the issues civil society organizations work on, or the skills to report sensitively and effectively on these issues.

MFA believes that for civil society actors to make effective use and engagement with the media to advance their issues and organisational objectives, they need to be equipped with necessary knowledge and skills in advocacy, media relations and knowledge sharing.

#### **Strategic Interventions:**

- ✓ Conduct a training needs assessment on the media engagement skills and knowledge of civil society actors
- ✓ Develop user-friendly manuals on media engagement for civil society actors
- ✓ Build capacity of civil society in establishing and strengthening healthy media relationships
- ✓ Build capacities of civil society communication professionals with the knowledge, skills and tools to develop and implement effective communication and media strategies
- ✓ Provide mentorship and coaching for civil society actors on media engagement, partnership building and production.
- ✓ Equip and mentor female civil society actors with the skills, knowledge and tools to engage with media
- ✓ Build the capacity of civil society organisations to use new technologies, new media and social media in the course of their work

### **2.3 Capacity Building for Media Content Producers**

**Strategic Objective THREE: Strengthening the capacity of media content producers to produce high quality media programmes that promotes peace-building, reconciliation and social change**

The quantity and quality of local film/TV is still a challenge in Uganda, despite the growing opportunities that have been offered by the digital migration, as well as the legal provision for a 70% quota of local content in the broadcast media.

The cost of local content production is still high, coupled with the lack of skills and knowledge among existing local content film/TV producers. This is further complicated by lack of interest from media owners and managers to priorities invest local content productions instead opting to buy cheap foreign content.

There is also the need to establish/strengthen a functioning industrial structure made up of filmmakers, technical team, actors, script writers, editors, producers, actors, directors, among others.

MFA believes that investing in local content/film production will go a long way in promoting diversity media pluralism of issues, and enhance development, reconciliation, peace building and accountability as most of the issues raised in the productions will be locally generated.

**Strategic Interventions:**

- ✓ Conduct a comprehensive mapping study of local content film/media content producers in Uganda
- ✓ Work with partners towards the establishment of seed funds to support local content production and development
- ✓ Provide capacity building for local content film/TV producers through training and mentoring on key themes such as peace building, reconciliation, rural development, service delivery among others
- ✓ Establish of a state of the art digital studio to enhance access to advanced ICTs by local content film/TV producers
- ✓ Design and produce locally contextualised media programmes that promote social change
- ✓ Partner with existing local content film/TV producers to initiate mentorship/internship programmes for younger producers
- ✓ Support the establishment/strengthening of coalitions/associations of film/TV documentary producers – script writers, editors, producers, actors, directors, among others

**2.4 Building Strategic Partnerships**

**Strategic Objective FOUR: Building strategic partnerships with media and media support organizations/development partners in building a knowledgeable and skilled media sector**

Strategic partnerships are essential in realising the success of any given initiative as they have the potential to concentrate the community's focus on a particular problem, creating alliances among stakeholders that might not normally work together.

Partnerships are critical in ensuring an effective and efficient delivery of programmes, as well as eliminating any unnecessary duplication of effort. They also facilitated the pooling of resources, both human and financial and minimise wastage.

MFA understands that the work of developing the media sector in Uganda cannot be a one-man's show and will therefore seek to identify and work with like-minded stakeholders (both individual and organisations) in order to achieve our mission and objectives.

**Strategic Interventions:**

- ✓ Review and strengthen MFA's partnership policy
- ✓ Map and identify key media development stakeholders and researchers including their niche and areas of operation
- ✓ Seek to submit joint-proposals with relevant partners to avoid duplication and wastage of resources
- ✓ Identify and join relevant networks on media development in Uganda

- ✓ Build/strengthen local networks of community based and civil society organisations with whom to conduct outreach activities to disseminate and reinforce the impact of MFAs media programmes for social change

## 2.5 Capacity Building of MFA's Human Resource

**Strategic Objective FIVE: Building MFA's human resource and organization capacity to effectively deliver the aspirations of the strategic document**

In order to achieve MFA's mission and objective, MFA will require both financial resources and a team with the knowledge, right skills and motivation to deliver. MFA will focus on investing in staff to address issues of motivation, performance management, capacity and address issues of recruitment, induction and retention.

### Strategic Interventions:

- ✓ Conduct a human resource review, assessing existing staff profiles and numbers in order to identify staffing gaps
- ✓ Develop and implement human resource capacity building plan including a training needs assessment exercise, induction of new staff and continuous professional development
- ✓ Build a team of effective leaders and technically competent staff across the organisation with a particular focus on promotion of women leadership
- ✓ Review and implement a staff performance management appraisal system
- ✓ Recruit and retain a competent team of external experts to provide specialized support to the core team
- ✓ Develop and implement a unique fundraising strategy to raise enough funds to support both programmatic and institutional development projects
- ✓ Develop MFA's five different programme components, including funding proposals and concepts
- ✓ Develop communications tools to disseminate MFA's new strategy
- ✓ Identify potential partners and funders that could support MFA's programmes

## 3. Monitoring, Evaluation and Learning (MEL)

MFA is committed to ensuring that all our strategic interventions are effective, relevant and provide shared organisational learning. Using a results-based MEL framework, MFA will seek to establish a) how strategic objectives, programmes and project activities are delivered; as well as b) the results and impact of the interventions. Specifically, MFA will;

- ✓ Review, develop and adapt an in-house effective Information Management System (MIS) to capture, analyse, store and retrieve of data to easy on documentation and reporting
- ✓ Employ a continuous participatory monitoring, evaluation and reporting (MER) system where indicators and specific (programme and project) objectives will be tracked, with particular focus at both the efficiency and effectiveness of the project as designed
- ✓ Build capacity of staff and implementing partners in the use of participatory planning, monitoring and evaluation practices such as focus group discussions, project inception and close-out meetings, as mechanisms for shared learning