

**The Panos Institute
Partnership Programme Agreement
(PPA)**

June 2004

Department for International Development

The Department for International Development (DFID) is the UK government department responsible for promoting development and the reduction of poverty. The government first elected in 1997 has increased its commitment to development by strengthening the department and increasing its budget.

The central focus of the Government's policy, set out in the 1997 White Paper on International Development, is a commitment to the internationally agreed target to halve the proportion of people living in extreme poverty by 2015, together with the associated targets including basic health care provision and universal access to primary education by the same date. The second White Paper on International Development, published in December 2000, reaffirmed this commitment, while focusing specifically on how to manage the process of globalisation to benefit poor people.

DFID seeks to work in partnership with governments which are committed to the international targets, and seeks to work with business, civil society and the research community to this end. We also work with multilateral institutions including the World Bank, United Nations agencies and the European Community.

The bulk of our assistance is concentrated on the poorest countries in Asia and sub-Saharan Africa. We are also contributing to poverty elimination and sustainable development in middle-income countries in Latin America, the Caribbean and elsewhere. DFID is also helping the transition countries in central and eastern Europe to try to ensure that the process of change brings benefits to all people and particularly to the poorest.

As well as its headquarters in London and East Kilbride, DFID has offices in many developing countries. In others, DFID works through staff based in British embassies and high commissions

Purpose of the document

DFID agrees Partnership Programme Agreements (PPAs) with UK civil society organisations with which it has significant working relationships and who share DFID's goal to eradicate poverty. In the context of DFID's overall work with the organisation, PPAs provide funding and set out clear and specific outcomes we aim to achieve together. The agreements provide a framework for the open sharing of views and for constructive dialogue on major development issues. While the PPAs should strengthen relationships between different parts of DFID and the partner organisation around the agreed specific outcomes, individual DFID departments and country programmes can negotiate separate arrangements for collaboration, including financial support for specific pieces of work.

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Summary

The Panos Institute was founded in 1986 and uses information and communication to empower people living in poverty. The Institute works particularly with the media to stimulate informed, inclusive public debate within developing countries on poverty related issues.

The PPA between DFID and Panos sets out how the two organisations intend to work together to help achieve the Millennium Development Goals. Its purpose is to provide support to the Panos Institutes to fulfil the principal strategic goals of the organisation over the next six years.

The PPA will be structured around four themes:

- Promoting media pluralism (including within conflict situations), and the role of communication in development
- HIV/AIDS
- Poverty Reduction Strategies (within a Global Trade and Aid programme)
- Global Environment
- Gender issues will cut across all of these.

The work will take place principally within West Africa, Southern Africa, Central Africa, Eastern Africa, South Asia and the Caribbean, augmented by a series of global information outputs and initiatives. The specific outcomes are:

- The generation of more intensive and more inclusive public debate
- The creation of communication channels to enable people living in poverty to receive and debate information, both to communicate their perspectives in public and policy debate
- Improved policy dialogue with international organisations on promoting effective media and communication strategies
- Strengthened capacity of media and other communication actors

- Promotion of partnership, ownership and accountability within the response to HIV/AIDS

Overview of the Panos Institute

The Panos Institute was founded in 1986 and uses information and communication to empower people living in poverty. The Institute works particularly with the media to stimulate informed, inclusive public debate within developing countries on poverty related issues to enable these countries to shape and communicate their own development agendas.

The organisation consists of seven Panos Institutes (for more information on Panos see appendix A). The Panos Institutes have specifically structured their international management to ensure a high level of Southern ownership to provide Panos with the legitimacy and accountability on which its work depends. The strategic priorities of each Panos Institute are shaped and driven by their stakeholders, boards and staff. Panos has recently undergone a major strategic review process designed to sharpen the focus and impact of the organisation's work. Increasingly, the work of the whole Institute will focus on six key areas:

- Trade and aid, with a strong focus on Poverty Reduction Strategies (PRSPs);
- HIV/AIDS and some work on wider public health issues;
- Conflict;
- Gender and reproductive health;
- Promoting Media Pluralism;
- Global Environment.

Panos currently implements over one hundred major media support and communication for development initiatives, working in more than 40 countries with approximately 200 Southern based partner organisations. Its global information outputs and initiatives will focus on three main areas:

- In-country work in Africa, South Asia and the Caribbean to support pro-poor programming in the media, media capacity building and broader work to increase public debate and programming;
- International information and communication outputs and initiatives;
- Engagement with development organisations and specialist policy work on those issues in which Panos has a particular expertise.

Activities aiming to raise public understanding of poverty-related issues include: briefing seminars and workshops, sponsored public debates; media outputs journalism; and briefing papers and public debates with decision-makers and civil society.

Panos employs a range of methodologies in amplifying the perspectives of those living in poverty, including: pro-poor programme support, Radio Listening Clubs, Media Fellowships and Oral Testimonies (pioneered by Panos since 1993). International information and communication outputs and initiatives include Interworld Radio, Panos Reports, Panos Features, Media Briefs, the Panos website and Panos Pictures.

The regional Panos Institutes are also heavily involved in promoting media pluralism throughout their region through policy analysis and public debate on media and communication policy - for instance, through discussion and debate forums.

Current DFID/ Panos Institute Relationship

DFID places a strong and increasing emphasis on the role of voice, information and communication in achieving development goals. Panos believes that only limited progress can be made towards the attainment of the Millennium Development Goals unless people in developing countries, particularly poor and marginalised people, have a greater voice in their own development. Panos believes that ownership can only happen through a greater understanding and engagement, particularly by the poor and marginalized, in development policy; through a greater capacity to subject policy to informed public debate; and a greater capacity of poor and marginalised populations to have their voices heard in the public and policy arenas.

Panos has worked substantively and increasingly with DFID, particularly over the last five years. The existing relationship with DFID is through policy dialogue and funding support principally in the following areas:

- Role of information and communication in development;
- Role of media in development;
- G8 Digital Opportunities Taskforce (DOT Force);
- PRSPs and communications;
- Media and conflict;
- The response to HIV/AIDS.

DFID has supported Panos' involvement in the Building Digital Opportunities programme. This programme has worked to increase access to information and communication technologies and to strengthen local production of media content in developing countries. The second phase of this multi-partner framework is now called 'Building Communications Opportunities'. The focus of Panos' work in this framework will be on building communication environments to work on key global themes such as HIV/AIDS and PRSPs, as well as priority methodologies such as radio.

DFID has supported Panos' involvement in the 'Catalysing Access to Information and Communication Technologies in Africa' programme. This programme aims to expand access by the poor to information and communication technologies and information on development issues. Panos will specifically contribute to work on improving policy and regulatory broadcasting environments and improving networking, connectivity and content for radio stations in Africa.

In 2002, Panos helped convene a World Bank meeting at DFID to examine how to build more open communication processes within countries with PRSPs with DfID support. Panos published an influential report, *Reducing Poverty: Is the World Bank Strategy Working?* which highlighted how little the mass media has been used in raising public awareness of the PRSP process.

Panos believes that the current response to the HIV/AIDS pandemic will fail unless strategies are more deeply rooted in principles of ownership,

participation and accountability. DFID funding has been provided to the HIV/AIDS programme in the past.

Strategic Objectives of the PPA

Goal

The goal of the PPA is to eliminate poverty.

Purpose

The purpose of the partnership is to provide support for the Panos Institutes in pursuit of its strategic objectives around four themes:

- Promoting media pluralism.
- Promoting information and communication and particularly the role of radio in development. This is supporting the long term programme of work "*Building Communication Opportunities (BCO) Programme*". The programme document is available on the DFID web-site.
- Promoting public debate, particularly through the media, in poverty reduction strategies.
- Promoting public debate, particularly through the media, on HIV/AIDS in developing countries. This is supporting the 6 year programme "*Promoting participation, ownership and accountability within the response to HIV/AIDS*". The programme document is available on the DFID web-site.

Outcomes

The work will take place principally within West Africa, Southern Africa, Central Africa, Eastern Africa, South Asia and the Caribbean, augmented by a series of global information outputs and initiatives. The specific strategic outcome areas are:

More inclusive public debate

This outcome area will focus on generating more intensive and inclusive public debate.

Panos will:

- Produce Global Panos Media outputs on issues relating to the promotion of a more inclusive "information society" and poverty reduction;
- Support in-country debates - for instance, seminars bringing together stake-holders from government, civil society and the media;
- Strengthen media capacity to gather and amplify voices of the poor – for instance, through fellowships and programme grants;
- Contribute to DFID's thinking and practice internationally and at a local level;
- Further develop the Panos Development Information Monitoring and Evaluation (DIME) programme, including specific Building Communication Opportunities evaluation and learning activities.

DFID (primarily through the Information and Communication for Development Team (ICD), relevant Policy Department teams and Information and Civil Society Department) will

- Work with Panos to advance thinking and best practice;

- Share its own learning and experience on these issues
- Consult as appropriate on strategic development in these areas.

Improved communication channels

The creation of communication channels will enable people living in poverty to debate issues, communicate their perspectives in public and policy debate, and have their voices heard.

Panos will:

- Stimulate in-country policy debate towards more inclusive communication policies;
- Support Radio Listening and production clubs;
- Support Oral testimony projects: building links between the organisations that gather the testimonies and mainstream media, and making the testimonies available to journalists;
- Support Fellowships to mainstream journalists involved in researching and gathering views from poor and marginalised sections of society, including women;
- Support local content production on priority issues through a range of measures, including the development of the Interworld Radio Network of radio stations;
- Support the South Asia local language radio content network;
- Develop and support further innovation to these ends.

DFID (primarily through the Information and Communication for Development Team (ICD), relevant Policy Department teams and Information and Civil Society Department) will

- Work with Panos to advance thinking and best practice;
- Share its own learning and experience on these issues
- Consult as appropriate on strategic development in these areas.

Policy dialogue

This outcome involves improving the policy dialogue with international organisations on promoting media pluralism.

Panos will:

- Promote policy debate and joint working on media and communication issues and the role of media and communication in development;
- Disseminate to global policymakers a Panos report on experiences of transparency and the role of media in facilitating participation in PRSPs;
- Produce a Panos report on the relationship between radio and development;
- Establish regional agenda-setting seminars on Information Society issues for government, civil society stakeholders and the media;
- Support international dissemination and follow-up activities on “information society” and poverty reduction issues.

DFID (primarily through the Information and Communication for Development Team (ICD), relevant Policy Department teams and Information and Civil Society Department) will

- Work with Panos to advance thinking and best practice in using media and communication strategies to foster more sustainable development,
- Facilitate dialogue with other bilateral and multilateral actors;
- Share its own learning and experience on these issues,
- Consult as appropriate on strategic development in these areas.

4. Capacity building

This outcome will build the capacity of media and other communication actors.

Panos will:

- Produce and disseminate to journalists, media houses, media training institutes, etc., training resources and background information (via print, email and web) on media, and information society issues (i.e., the role of media and communication in poverty reduction and peace-building);
- Establish strategies and initiatives to support the media, including fellowships, seminars, training initiatives;
- Strengthen the capacity of national civil society organisations and governments to build effective relations with the media; and of media to seek information from a range of stakeholders and experts within a country.

DFID (primarily through the Information and Communication for Development Team (ICD), relevant Policy Department teams and Information and Civil Society Department) will

- Work with Panos to advance thinking and best practice;
- Share its own learning and experience on these issues
- Consult as appropriate on strategic development in these areas.

HIV/AIDS

This outcome will promote partnership, ownership and accountability within the response to HIV/AIDS.

Panos will:

- Develop and work with others to implement innovative and effective communication strategies to tackle the HIV/AIDS pandemic;
- Provide in-country pro-poor media programme support, including media training for the International AIDS conference and nationally tailored activities with longstanding networks of Southern journalists;
- Establish Media Fellowships, including HIV fellowships for Southern radio station personnel;
- Provide media and policy training for people living with HIV/AIDS in stakeholder groups;
- Work with policymakers to ensure that HIV policy is consultative, inclusive, and responsive to the views of those most affected;

- Ensure policy engagement and joint working with multilateral and bilateral agencies
- Work with other international communication actors, as well as with DFID, to develop best thinking and practice in this area.

DFID (primarily through the Information and Communication for Development Team (ICD) and the HIV Policy team) will

- Continue a policy engagement on the response to HIV/AIDS, particularly in relation to developing effective strategies to generate increased ownership, participation and accountability in the international HIV/AIDS response.

A monitoring framework can be found in Annex 2.

Monitoring and Management Arrangements

A Memorandum of Understanding between DFID and Panos will set out details of the financial and other administrative arrangements for this Agreement.

Subject to meeting the requirements set out in the MOU, DFID will provide Panos with £1.1million for 2004/05. The funding for future years will be decided by the end of 2004.

Any funding of Panos through DFID overseas offices and other departments will be determined by the relevant DFID department and will be in addition to the strategic grant.

It is important that DFID and Panos maintain regular contact over the duration of the PPA. There will be a concerted effort by DFID and Panos to maximise the outputs of this partnership through learning and disseminating the lessons to a wider targeted audience.

The Panos Institutes will develop more specific indicators and other monitoring criteria to evaluate ongoing performance in relation to PPA strategic outcomes.

DFID will work with Panos primarily through its normal management structure. The Panos Institute London will be the focal point of the partnership. Within DFID, the Information and Civil Society Department will be the co-ordinating department for the PPA.

Overall progress of the Partnership Programme Agreement will be monitored in the UK through contact between DFID and Panos London representatives. An annual end of year report from Panos will detail progress against the outcomes, strategies and success criteria outlined in Annex 2. Where appropriate, reports will indicate actions to be taken either by Panos or DFID.

Annex 1 Key information on Panos

Worldwide Presence

COUNTRY OFFICES	
PANOS LONDON	PANOS SOUTH ASIA Nepal - regional office India – country office Sri Lanka– country office
PANOS SOUTHERN AFRICA – Zambia – regional office	PANOS EASTERN AFRICA Uganda - regional office Addis Ababa– country office Sudan– country office
PANOS WEST AFRICA Senegal - regional office Mali – country office	PANOS PARIS
PANOS WASHINGTON	PANOS CARIBBEAN Haiti – country office Barbados – country office Jamaica – country office
PANOS CANADA	

Staff Breakdown

REGION	MALE	FEMALE	TOTAL
Panos South Asia	6	6	12
Panos Southern Africa	5	3	8
Panos West Africa	12	4	16

Panos Caribbean	7	2	9
Panos London	12	22	34
Panos Paris	4	10	14
Panos Washington	1	1	2
Panos Canada	3		3

Income and Expenditure

£000

Income		2,953,000
Panos South Asia: £311,000; Panos Eastern Africa: £421,000; Panos Southern Africa: £284,000; Panos Paris: £48,000; Panos Institute West Africa: £78,000 and Panos London: £1,811,000		
Expenditure 2001		
Direct Charitable Expenditure:		
Project Costs:		2,475,000
Support Costs		
Fundraising		80,000
Administration		118,000
Total Expenditure		2,674,000

DFID Funding of Panos

998/1999	999/2000	2000/2001	2001/02
71,000	88,000	111,000	368,000

Annex 2 Monitoring framework

Strategic Outcomes	Strategies	Success criteria
Goal		
To eliminate poverty		
Purpose		
The purpose of the partnership is to provide support for the Panos Institutes in pursuit of their strategic objectives.	Support to the following thematic areas: <ul style="list-style-type: none"> • Promoting media pluralism. • Promoting information and communication. • Promoting media involvement in poverty reduction strategies. • Promoting public debate, particularly through the media, on HIV/AIDS. 	
Strategic outcomes		
Generation of more intensive and more inclusive public debate.	<ol style="list-style-type: none"> 1. Global Panos Media outputs on “information society” and poverty reduction issues. 2. Seminars bringing together stake-holders from government, Civil Society and the media to debate policy issues relating to “information society” and poverty reduction. 3. Strengthen media capacity to gather and amplify voices of the poor – fellowships, programme grants. 4. Advancing ICD thinking and practice internationally and at a local level (e.g. media toolkits on key ICD issues; supporting local journalist coverage on ICD: ICD and PRSPs etc.). 5. Support Panos’ Development Information Monitoring and Evaluation programme (DIME) including specific BCO evaluation and learning activities. 	<ol style="list-style-type: none"> 1. More coverage by the media of pluralism and information society issues. 2. Greater range of stakeholders including women and women’s groups, engaged in activities and policy advocacy. 3. Improved quality of stakeholder engagement – better information, stronger analysis, gender-sensitive, more effective. 4. More dialogue between government and different civil society groups including groups representing the poor and marginalised. 5. Participation in seminars of high-level actors; seminars produce outcomes. 6. More evidence available of the poverty impact of ICD.
The creation of communication channels so that people living in poverty can both communicate their perspectives in public	<ol style="list-style-type: none"> 1. Stimulate in-country policy debate towards more inclusive communication policies e.g. rural telephones, rural radio. 	<ol style="list-style-type: none"> 1. CSOs and their members feel empowered to debate, initiate debate and dialogue, within their community and beyond it. 2. Journalists have developed commitment to seek the views

<p>and policy debate, and have those voices heard.</p>	<ol style="list-style-type: none"> 2. Radio Listening and production clubs supported. 3. Oral testimony projects supported; building links between the organisations that gather the testimonies and mainstream media and making the testimonies available to journalists. 4. Fellowships to promote the work of journalists involved in researching and gathering views from poor and marginalised, including women. 5. Development of IWR Network of radio stations. Supporting local content production on priority issues through commissioning, small grants to radio stations and long-term fellowships on “information society” and poverty reduction issues. 6. Support to Panos South Asia’s local language radio content network; and also to the digital media centre there. 	<p>of the poor and allow them to speak for themselves.</p> <ol style="list-style-type: none"> 3. Increased production and exchange of local and international radio content.
<p>Policy dialogue with international organisations on promoting media pluralism improved.</p>	<ol style="list-style-type: none"> 1. Policy debate and joint working on media and communication issues and the role of media and communication in development. 2. A Panos report on role of media in facilitating participation in PRSPs will be disseminated to global policymakers. 3. Panos Perspective Report on C4D discourses about the relationship between radio and development produced. 4. Regional agenda-setting seminars on Information Society issues for government, civil society stakeholders and media. 5. Panos Reports, international dissemination and follow-up activities on “information society” and poverty reduction issues produced. 	<ol style="list-style-type: none"> 1. Panos’ participation in policy discussions and partnerships continues to be sought by key agencies. 2. Key elements of Panos’ approach are adopted by key agencies. 3. Continued positive response from global policy actors to Panos reports etc, and continued use of Panos reports by these actors. 4. Participation in seminars of high-level actors; seminars produce outcomes.

<p>Capacity built of media and other communication actors.</p>	<ol style="list-style-type: none"> 1. Produce and disseminate to journalists, media houses, media training institutes, etc., training resources and background information (via print, email and web) on media, and information society issues (i.e. the role of media and communication in poverty reduction and peace-building). 2. Support strategies to media including fellowships, seminars, training initiatives. 3. Strengthening capacity of national CSOs and governments to build effective relations with media; and of media to seek information from a range of stakeholders and experts within their country. 4. Production and dissemination of Media Toolkit – information/training resource for journalists, to build capacity to report on and debate information on “information society” and poverty reduction issues. 	<ol style="list-style-type: none"> 1. Individual journalists/editors continue to cover the issues after the project support is finished. 2. Coverage of issues including the voices of the poor is institutionalised in media (e.g. job descriptions, funding allocations, programme/ feature slots). 3. Media space continues for communication in which the poor actively participate. 4. Increased recognition by different stakeholders in countries of the value and role of “pro-poor” media. 5. Positive feedback from journalists on the briefing material provided. 6. Media coverage reflects greater range of relationships with stakeholders.
<p>Promoting partnership, ownership and accountability within the response to HIV/AIDS.</p>	<ol style="list-style-type: none"> 1. Develop and work with others to implement innovative and effective communication strategies to tackle the HIV/AIDS pandemic. 2. In-country Pro-poor media programme support, including media training for the International AIDS conference and nationally tailored activities with longstanding networks of Southern journalists. 3. Media Fellowships, including HIV fellowships for Southern radio station personnel. 4. Practical media and policy training for PLWHA in stakeholder groups. 5. Working with policymakers to ensure that HIV policy is consultative, inclusive, and responsive to the views of those most affected. 6. Policy engagement and joint working with 	<ol style="list-style-type: none"> 1. Journalists have developed the capacity to encourage public dialogue and debate, using the media to enhance accountability within HIV/AIDS public policy. 2. Participatory, inclusive and transparent decision-making is made on HIV/AIDS at a national and international level. 3. Those most affected by HIV/AIDS communicate their views and concerns to national and international media and policy agents. 4. National and international policy and donor processes on HIV communication are informed through Southern originated, Southern driven information and analysis.

	multilateral and bilateral agencies. 7. Work with other international communication actors, as well as with DfID, to develop best thinking and practice in this area.	