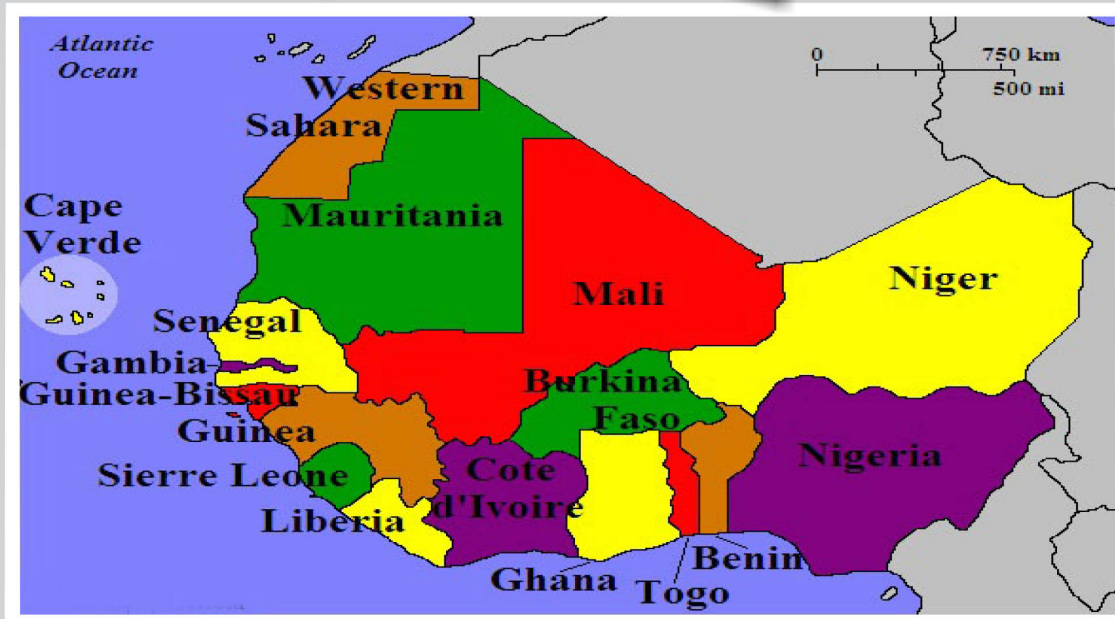




Strategic Plan

January 2016 To December 2020
Abridged Version



www.mfwa.org

Background: —

This Strategic Plan is meant to establish a clear programmatic and operational direction for the Media Foundation for West Africa (MFWA) for the next five years - Jan 2016 - Dec 2020 . The Plan will also ensure that the organisation works within a clear framework that is appropriate to the prevailing context of Freedom of Expression (FoE), governance and development challenges in the West Africa region. In addition, the plan will guide the organisation to channel resources and staff efforts towards agreed outcomes and targets.

The strategy was developed through a participatory process including an initial stakeholders' survey of funders, partners, development experts and board members. There was also a joint three-day strategic planning meeting of board members and staff; separate

staff meetings for review of initial drafts; and solicitation of inputs from partner organisations.

The survey and subsequent meetings were used to review and assess the performance of the MFWA over the past five years; analyse strengths and weaknesses of the organisation; identify prevailing opportunities that the organisation can take advantage of; and determine the real and potential threats to the organisation and its work going forward. The process also involved a thorough review and discussion of the prevailing governance and freedom of expression challenges in West Africa and identifying appropriate strategies the MFWA can adopt to contribute significantly in dealing with those challenges.

Strategic Direction of the MFWA (2016-2020) —

The MFWA remains West Africa's leading freedom of expression and media development organization with 18 years of experience working in the region. After nearly two decades of work in the region, the MFWA has had a strong track record of competence in effectively dealing with free expression issues and media challenges affecting the region.

Based on its track record, the context analysis, the key issues and challenges identified, and the unique competencies of the organisation, the MFWA has crafted its strategic direction for the next five years (January 2016 - December 2020) by redefining its vision, mission, core values, thematic programmes, strategic objectives and targeted outcomes as outlined below:



Our Vision:

A West Africa in which all persons enjoy the right to freedom of expression without fear or threat by any actors.



Our Mission:

To promote and defend the right to freedom of expression of all persons particularly the media and human rights defenders in West Africa.



Overall Strategic Goal

The overall strategic goal of the organisation during the five-year period will be to contribute to ensuring that:

The right to freedom of expression is respected and protected in West Africa, and there are independent and professional media contributing to participatory, accountable governance and development in the region.

Strategic Objectives:

Based on the context analysis, the vision, mission and the overall goal, the organisation's work will be aimed at achieving the following objectives during the five year period:

- Noticeable improvement in respecting and protecting the right to freedom of expression by state and non-state actors in West Africa
- The public's right to access information is guaranteed by regional and national laws and respected in practice
- The media in West Africa are more independent and professional, and contribute to good governance and development in the respective countries in the region
- The MFWA has efficient systems, adequate funding from diversified sources, broad network of national partners as well as competent and highly motivated staff.

Programme Components

Based on the context analysis and the key issues that emerged, the MFWA's work for the next five years will be focused on two broad thematic

areas, which will constitute the main programme departments of the organization as stated below:

A. Freedom of Expression

This programme component will be focused on the following:



B. Media, Democracy & Development

This programme component will be focused on the following:

Promoting Media professionalism and sustainability

Promoting investigative journalism and development reporting



Strategies



The objectives of the organisation will be pursued through five main strategies:

- i. **Strategic Partnerships, Coalition Building and Collaboration** with other relevant actors including the ECOWAS, media rights organisations, rights-based organizations, the African Union, the Commonwealth and relevant United Nations agencies.
- ii. **Advocacy** targeting ECOWAS, national governments and their agencies, policy makers and organisations to ensure that appropriate laws and policy frameworks are adopted and implemented.
- iii. **Capacity Strengthening** of key stakeholders including the media institutions

and partner organisations through mentorship, coaching, training, among others.

- iv. **Research and Documentation** on media development, media rights, access to information, internet freedom, digital migration and broader free expression issues
- v. **Institutional Development of MFWA** focusing on stronger systems, improved staff capacity, improved communication and outreach, and diversified funding including funding from corporate bodies.

LOGICAL FRAMEWORK

OVERALL GOAL:

The right to freedom of expression is respected and protected in West Africa, and there are independent and professional media contributing to participatory governance and development in the region.

OBJECTIVES	OUTCOMES	TARGETS	MEANS OF VERIFICATION
<p><i>There is noticeable improvement in respecting and protecting the right to freedom of expression by state and non-state actors in West Africa</i></p>	<p>States carry out and/or adopt policy and legislative reforms that promote the exercise of freedom of expression rights online and offline</p>	<p>At least two countries de-criminalise libel and defamation</p> <p>At least government of four (4) countries initiate processes to de-criminalise libel and defamation during the period</p> <p>At least governments of seven countries endorse the African Declaration on Internet Rights and Freedoms</p> <p>At least five countries adopt or initiate policies, legislative reforms and practices that conform with international best practices on internet freedom including the provisions of the African Declaration on Internet Rights and Freedoms</p> <p>At least 50% countries in the region meet at least 60% of internationally prescribed best practice in the digital migration process</p>	<p>Annual reports</p> <p>Country mission reports</p> <p>Reviews</p> <p>Monitoring reports</p>
	<p>State and non-state actors take action to fight against attacks on freedom of expression and the media</p>	<p>State actors take action to redress at least 50% of reported cases of violation (prosecution, fines, imprisonment, compensation, condemnation, apologies)</p> <p>Non-state actors take action to redress at least 50% of reported cases of violation (condemnations, support for redress action)</p>	<p>Monitoring reports</p>

OBJECTIVES	OUTCOMES	TARGETS	MEANS OF VERIFICATION
	Safety of journalists' improved in at least five countries (including Nigeria, Guinea, Guinea Bissau) in line with the UN safety of journalists indicators	State actors in at least 5 countries meet at least 60% of their obligations to protect journalists within the context of the UN safety of Journalist indicators Non-state actors in least 5 countries meet at least 60% of their obligations to protect journalists within the context of the UN safety of Journalist indicators	Safety of journalists reports Safety of Journalists index
<i>The public's right to access information is guaranteed by regional and national laws and respected in practice</i>	There is a regional FOI framework that promotes and guarantees the public's right to access information	ECOWAS adopts a regional FOI framework	Monitoring Report Copy of Regional FOI Framework
	More countries have FOI law that meet international standards	At least two countries pass FOI law that meet international standards	Research and annual review reports
	Countries with FOI law effectively implement the law	At least 60% of requests for information are granted timely in accordance with the law More journalists and civil society groups are aware and take advantage of FOI law to enhance their work. At least 60% of court decisions granting access to information are enforced	FOI implementation monitoring reports
<i>The media in West Africa are more independent, and professional, and contribute to accountable governance, democracy and development in the region</i>	More media organisations in Ghana, Senegal, Benin, Sierra Leone, Liberia and Burkina Faso are professional, independent and economically sustainable	At least 5 media organisations in each of the target countries have sustainability and business plans and implement them At least 5 media organisations in each of the target countries have Human Resource strategies and staff development plans At least 5 media organisations in the six target countries have editorial guidelines and are applying them	Business Plans of media houses Editorial Guidelines of target media organisations Monitoring & Evaluation reports

OBJECTIVES	OUTCOMES	TARGETS	MEANS OF VERIFICATION
		At least 5 media organisations in each of the target countries have and are using internal monitoring and evaluation systems	
	Increased quality in the coverage of development and governance issues by the media in target countries	<p>There is at least 40% increase in investigative/critical reporting by media organisations in each of the target countries</p> <p>At least the 5 media organisations in each of the target countries have regular programming and reporting that interrogate governance and key development issues</p>	
	Media are more professional and sustainably contribute to promoting peaceful and credible elections in the region	<p>At least 50% reduction in incidence of unethical reportage by media in at least two countries during their electioneering period (comparison between the beginning and the end of the electioneering period)</p> <p>At least 50% reduction in hate speech in the media in at least two countries during their electioneering period</p>	<p>Media monitoring reports</p> <p>Evaluation Reports</p> <p>Media Monitoring Reports</p>

OBJECTIVES	OUTCOMES	TARGETS	MEANS OF VERIFICATION
<i>The MFWA has efficient systems, adequate funding from diversified sources, broad network of efficient national partners as well as competent and highly motivated staff</i>	<p>The MFWA has more efficient systems and diversified and sustainable funding to meet annual budgets</p> <p>The MFWA has a broader network of partners at national, regional and international levels</p> <p>The MFWA is more influential on FOE and media development issues in West Africa</p> <p>The MFWA has more competent and highly motivated staff</p>	<p>Systems audit report available and implemented</p> <p>Monitoring and evaluation framework developed for this plan and staff trained on its use</p> <p>At least five funders simultaneously support the annual budget in each programme year</p> <p>Active and efficient National partners in at least ten countries;</p> <p>Formal partnership with ECOWAS</p> <p>MFWA publications and reports are cited by personalities, local, regional and international organizations and groups.</p> <p>MFWA publications, reports, and statements are widely shared and 'liked' on social media.</p> <p>Traffic to MFWA's website doubles annually</p> <p>HR manual revised and fully complied with</p> <p>At least one capacity development programme each year for each staff</p>	<p>Systems audit review report</p> <p>Financial manual document and audit findings</p> <p>M&E framework and M&E report</p> <p>MOU, Membership</p> <p>Web links, press cuttings and video/audio recordings</p> <p>Google alerts</p> <p>Number of shares, likes, retweets</p> <p>Google analytics report</p> <p>Staff evaluation reports,</p> <p>Staff capacity development reports</p>



**30 Duade Street, Kokomlemle
P. O. Box LG 730, Legon, Accra, Ghana
Telephone:233-302-242470
Fax:233-302-221084
Email: info@mfwaw.org
www.mfwaw.org**