

## REGIONAL

<b>A. PROJECT IDENTIFICATION</b>		
<b>1.</b>	<b>PROJECT TITLE</b>	<b>REINFORCING THE NAMIBIAN COMMUNITY RADIOS' NETWORK</b>
<b>2.</b>	<b>NUMBER</b>	<b>IPDC/56 RAF/04</b>
<b>3.</b>	<b>MEDIA DEVELOPMENT INDICATORS' CATEGORY</b>	<b>Category 3: Media as a platform for democratic discourse</b>
<b>4.</b>	<b>IPDC PRIORITY AREA</b>	<b>Community Media Development</b>
<b>5.</b>	<b>SCOPE</b>	<b>National</b>
<b>6.</b>	<b>TYPE OF ASSISTANCE REQUESTED</b>	<b>Institutional capacity building</b>
<b>7.</b>	<b>TOTAL COST OF PROJECT</b>	<b>US\$ 36 000</b>
<b>8.</b>	<b>AMOUNT REQUESTED FROM IPDC</b>	<b>US\$ 21 250</b>
<b>9.</b>	<b>BENEFICIARY BODY</b>	<b>AMARC Africa</b> <a href="http://www.africa.amarc.org">www.africa.amarc.org</a> <b>AMARC International Secretariat</b>
<b>10.</b>	<b>IMPLEMENTING OFFICE</b>	<b>UNESCO Windhoek Office</b> <b>CI Regional Advisor: Mr Jaco du Toit</b>
<b>11.</b>	<b>PROJECT LOCATION</b>	<b>Windhoek, Namibia</b>
<b>12.</b>	<b>PROJECT PREPARED BY</b>	<b>Mr Franklin Huizies</b> <b>Vice President of the Board</b> <b>AMARC Africa</b>
<b>DECISION OF THE BUREAU:</b>		

## **B. PRESENTATION**

### **1. PROJECT JUSTIFICATION:**

Community Radio faces many challenges, ranging from unfavourable legislative environments to weak governance and poor sustainability. The advent of community radio was motivated by the empowerment of poor and marginalized communities. Given the relevant role played by community radios in promoting human development, good governance, social justice, empowerment of women and human rights, it is important to promote stronger partnerships, collaboration and harmonization among them. AMARC Africa has identified as a key programme area in the development and capacity building of effective country networks. The AMARC Johannesburg Declaration provided a mandate to the organization to facilitate projects enabling a programme of action which ensures that the latter objective is met. This project is aimed at initiating the process of strengthening Community Radio Networks through building a culture of good governance and self-regulation in Namibia.

Following the Network's workshop held by AMARC Africa in Johannesburg 2010, this project will provide AMARC with the ideal opportunity to develop a toolkit to support sustainable development of country networks. To date, there has never been a single, coherent documentation of the strengths of the most effective community radio networks, and there have been only limited efforts to help them to connect with each other and collaborate with those which are less effective, in order to share experiences, lessons, and advice for community radio network development.

Consequently, this proposal seeks to contribute to knowledge sharing and experience exchanges between community radio network representatives in a sustainable manner to increase the social impact of community radio in achieving development objectives. This proposal further seeks to organize an 8-month governance support programme to keep the momentum after the recent launch of the report on the status of community radio in Namibia. It also endeavours to ensure concrete actions are taken to implement the resolutions and workshop conclusions of the two-day session held concurrently with the launch of the latter report that anonymously agreed for the revival of the Namibian Community Radios' Network (NCRN).

The governance support programme will build capacity within the community broadcasting sector and facilitate the effective development of policies and structures. The latter will depend on support to the existing steering committee in developing discussion papers, draft policies and a charter on community broadcasting in Namibia.

### **2. DESCRIPTION OF THE TARGET GROUP:**

- All 7 licensed Namibian community broadcasters which will benefit from the establishment of structures and systems that ensure an effectively operating national network.
- Main stakeholders: UNESCO, MICTs, Communications Regulatory Authority Namibia (CRAN), MISA Namibia, FES Media Africa, CDC, Vision Africa, National Editors Forum, Media Ombudsman, AMARC, Southern Africa Media Development Fund (SAMDEF), OSISA, GEMSA, COL, DBSA Bank, Nordic SADC Fund, PANOS Institute of Southern Africa.

### **3. DEVELOPMENT OBJECTIVE:**

Media as a platform for democratic discourse within a system of regulation conducive to freedom of expression, pluralism and diversity of the media: Community radios are channels that carry news and public information. Thus, they constitute a source of information and education through which citizens can communicate with each other, disseminate stories, ideas and information, facilitate informed debate between diverse social actors, a means by which society learns about itself and builds a sense of community and which shapes the

understanding of values, customs and tradition, a vehicle for cultural expression and cultural cohesion. If the functioning of community radios is improved, all the above mentioned roles will be enhanced as well.

#### **4. IMMEDIATE OBJECTIVE:**

A self-sustaining community network with a strategic plan developed: The newly appointed steering committee and representatives of the Namibian licensed community broadcasters will attend a 3 day participative work session where a program of action will be developed to facilitate the development of different envisaged stages of the organization. The workshop will identify the key themes and priority project activities and key stakeholders. The outcome will be a strategic overview document including areas for consideration of Strategic Planning, a vision, Board and Governance structures, etc.

A functional structure of the Namibian Community Radios' Network (NCRN) in place with an established steering committee: The institutional structures and systems will be put in place to enable NCRN to function as an organization. NCRN will utilise capacity and support of key stakeholders and on the basis of existing good practices, develop self regulatory mechanisms for the community broadcasting sector in Namibia. NCRN will also develop operational templates related to financial and station management, and good governance plans will be elaborated in order to share a unified and simplified set of templates which will facilitate the oversight role of NCRN and radios' work, thus saving resources.

#### **5. PROJECT OUTPUTS:**

- 7 capacitated community radios in Namibia via the Namibian Community Radios' Network (NCRN)
- National Charter of Community Broadcasting with self-regulatory mechanisms adopted
- Strategic overview document clarifying the vision, values, key stakeholders and key objectives
- Shared set of operating mechanisms implemented for sustainability planning, strategy formulation and fund raising
- Adoption of a Board of members and definition of the necessary organizational planning and set of rules required for the good functioning of the NCRN

#### **6. ACTIVITIES:**

The project's activities will begin with a consultation with partner institutions to approve the programme, and draft an action plan for discussion during the 3-day workshop.

This will be followed by the organization of a 3-day working session with Community Radio Stations in Namibia: The main activity foreseen is a 3-day working session for the purposes of strategic planning and policy development of the Network of community radios. The working session will include a review of the community broadcast sector and the adoption of revised community broadcasting sector vision. This session will develop critical self-regulatory mechanisms that will assist in providing an environment of compliance to good practice codes for governance, community participation and overall station operations. The session will also conclude on NCRN's operational mechanisms, legal status, organizational support structures, statutes, physical address, goals, aim, website functioning (for content exchange) and programme of action. The working session will conclude with a formal AGM of the network, mandating the appointed Board. The necessary travel and accommodation arrangements and meals should be foreseen for the participants representing the all the licensed community broadcasters. Travel expenses and accommodation for the rest of the participants will not be covered by NCRN (but by participants themselves)

#### **7. PROJECT INPUTS:**

- Accommodation for 35 participants for 3 days, to include hotel, food and conference catering
- Hire of conference venue with appropriate equipment

- 2 Facilitators for 5 days
- Secretariat (1 person and hired equipment for 8 months)
- Experts from South Africa / Mozambique for development of self-regulatory mechanisms
- 8 months technical assistance from AMARC Africa for development of documents (national charter, strategy document, capacity development plan and sustainability establishment plan, etc), monitoring and evaluation

**8. WORK PLAN:**

ACTIVITIES / MONTH	1	2	3	4	5	6	7	8	9	10	11	12
Setting date and venue, invitations	■	■										
Working session – discussion of preparations	■	■	■									
Working session			■									
Working session evaluation and follow-up			■	■								
Distribution of draft policy and discussion docs.					■	■						
Stakeholders roundtable to launch charter and self-regulatory mechanisms							■					
Validation of its implementation					■	■	■	■				
Feedback from members, associates and stakeholders								■	■			

**9. INSTITUTIONAL FRAMEWORK:**

The project is submitted by the AMARC Africa network for Eastern and Southern Africa with the support of the AMARC International Secretariat and the AMARC Africa Bureau. Overall financial responsibility and monitoring for the project will rest on AMARC’s International Secretariat. AMARC has established harmonization procedures permitting decentralization of the implementation of projects granting compliance on behalf of its global network. Implementation and follow up of the training/tutoring exercise will be executed by the AMARC Africa Coordinator in relation with the Training Officer and the Vice President for Eastern and Southern Africa. Implementation, monitoring, evaluation and the final assessment report on the project’s impact will be the primary responsibility of the AMARC Africa Coordinator. The AMARC Africa Vice President for Eastern and Southern Africa, AMARC International Secretariat and the AMARC Africa Coordinator are composed of experienced professionals with over 25 years of experience in project implementation and execution.

**10. SUSTAINABILITY:**

The basis for all future training activities of AMARC Africa will be provided through: Knowledge of the situation and experience of the national networks affiliated to AMARC in the various countries; Knowledge of overall contexts of the media and; Knowledge of the organizational structures and working practices of community radios throughout the continent. The Workshop will help develop a National Network with the support of AMARC Africa and will support on a regular basis, in conjunction with other networks, the growth of the network. Increased exchange between different networks and between people of different backgrounds and experiences will not only increase and distribute knowledge and expertise throughout AMARC Africa but will also strengthen the human bonds across the organization. Peer-to-peer training and tutoring at distance will be tested and adopted by AMARC Africa to constitute a relatively cheap and efficient method for capacity development.

## 11. FRAMEWORK OF MONITORING:

Monitoring and evaluation will be continuous. Participating stakeholders will agree on milestones and the regularity of sharing results among themselves. The accomplishment of the effective implementation of the NCRN, as well as the achievement of the expected results will be carried out in cooperation with the UNESCO Office in Windhoek. Effective achievement of the expected goals of the workshop sessions will be assessed by the participants (through questionnaires). A further tangible assessment will be the availability of documents developed through the different working sessions.

## 12. EVALUATIONS CARRIED OUT:

Every year, AMARC Africa sends out through e-mail, fax and by post a Training Needs Survey to inform AMARC Africa of the needs, demands and realities of its members. This survey also helps in strategizing and implementing future training for the sector in Africa. FES Media conducted a study in 2011 entitled 'The sustainability of community broadcasting in Namibia, An assessment and plan of action', which recommends the revival of the Namibian Community Radio Network, with specific reference to the reinforcement of the governance structures

## 13. FRAMEWORK OF BENEFICIARY AGENCY'S REPORTING:

The workshop report of the recent 2-day session of Namibian community broadcasters held in Windhoek will be used to develop a draft programme for the 3-day strategic planning and policy workshop. AMARC will facilitate the compilation of documents and use these as proof of quarterly outcomes met. AMARC Africa will then use this to form the content of a joint narrative report to IPDC. At the end of the project (after 9 months), it will produce a final report based on these quarterly reports. Preparation and submission to UNESCO of the quarterly and final reports will be the responsibility of the AMARC Africa Coordinator, and Vice President for East and Southern Africa.

### D. BUDGET

<b>BREAKDOWN OF IPDC CONTRIBUTION</b> (in US dollars)	
<b>Three-day Workshop</b>	
Accommodation of Participants in Namibia (20x\$60 each for 4 days)	4 800
Accommodation of Participants in South Africa/Mozambique (10x\$60 each for 4 days)	2 400
<b>Sub-Total Accommodation</b>	<b>7 200</b>
Transport Costs in Namibia (20 x \$100 unit cost for 1 day)	2 000
Transport Costs in South Africa (2 x \$700 unit cost for 1 day)	1 400
Transport Costs in Namibia (2 x \$700 unit cost for 1 day)	1 400
<b>Sub-Total Transport</b>	<b>4 800</b>
Conference Facilitators (2 x \$250 unit cost x 5 days)	2 500
Hire of Venue, equipment and stationery (1 x \$500 unit cost x 4 days)	2 000
Conference package (50 x \$20 per unit)	1 000
Report preparation costs (1 x \$200 x 8 days)	1 600
<b>Total</b>	<b>21 600</b>

**BREAKDOWN OF THE BENEFICIARY AGENCY'S CONTRIBUTION**  
**(in US dollars)**

<b>Project Facilitation fees</b>	
Project Coordination (\$200 x 25 days)	5 000
Office Assistant fees (\$100 x 25 days)	2 500
Audit fees (\$250 x 10 days)	2 500
Communication Costs (\$300 x 8 months)	2 400
Administration Costs (\$250 x 8 months)	2 000
<b>Total</b>	<b>US\$ 14 400</b>