



# Panos Caribbean

*Panos Caribbean - Panos Caribe - Panos Caraïbes - Panòs Karayib*



## **Strategic Planning Framework 2008 - 2012**

**“PANOS CARIBBEAN: REAL PEOPLE – REAL VOICES”**

# STRATEGIC PLANNING FRAMEWORK

## 2008-2012

This Strategic Planning Framework resulted from extensive discussions among the Panos Caribbean Board of Directors, staff and partner organisations during 2006 and 2007. It was reviewed and slightly revised in May 2009.

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## MISSION

*The Mission of Panos Caribbean is to amplify the voices of the poor and the marginalized through the media and ensure their inclusion in public and policy debate, in order to enable Caribbean people to communicate their own development agendas.*

## VISION

### **Programmatic Vision**

Information which is independent, accurate and timely is fully utilized as a key resource for development. It includes as a matter of course the local perspectives from the most marginalized people in society. People, all over the region, affected by development issues are empowered to enter into dialogue with decision makers and communicate through the media on how such issues impact on their lives.

Caribbean media and journalists responsibly cover development issues and bring information from local and marginalized people to the table. They disseminate balanced development information, from all sectors, across linguistic, political, socio-economic and cultural borders.

The region maximizes communication processes which strengthen a participatory, inclusive and multilingual information base. Information is shared in a language appropriate to the culture and situation of the audience, and further enriched in ensuing public debate. Caribbean societies enjoy both freedom and pluralism of information.

The Caribbean region is equitable; all forms of exclusion, stigma and discrimination have been eliminated. The region is full of dialogue between all stakeholders and across all borders. The sustainable development of communities, countries and the region as a whole is being achieved.

### **Institutional Vision**

Panos Caribbean has deepened its areas of work widely across the region in many languages

and to many groups of marginalized people: capacity building, information production, information dissemination and networking on communicating Caribbean development issues. The scale of implementation and impact of Panos is large, in particular through providing institutional and programmatic backing to many relevant initiatives. Panos enhances development communication capacity in institutions owned and run by marginalized people, all across the region.

Panos keeps listening to groups of Caribbean beneficiaries ("*Real People*") and designs new and innovative approaches for communicating their information and perspectives ("*Real Voices*") more and more widely in more and more settings, locally, regionally and globally.

The high quality standards of Panos are recognized in all its activities and information outputs. Panos maximizes cost effectiveness and efficiency of all its operations. It employs systematic monitoring, impact measurement and evaluation. It is run in a fully transparent way and employs strong financial control.

Panos Caribbean's staff works as one team, despite being spread out over the region. A large portfolio of activities is maintained, in all types of locations, from remote rural communities to media houses to urban neighbourhoods. Panos keeps increasing institutional partnerships with media and civil society organisations where appropriate. In this way, the impact of Panos keeps growing, in a decentralized manner through locally-based people, while Panos maintains cultural and socio-economic appropriateness of methodologies.

## VALUE STATEMENT

### “PANOS CARIBBEAN: REAL PEOPLE – REAL VOICES”

- **A belief about PEOPLE:** People have a right to information which enables them to make their own minds up about issues, according to their own circumstances, values, culture and convictions.
- **A belief about INFORMATION:** Information is a central resource to development, and people need access to understandable, relevant and unbiased information in order to take appropriate action.
- **A belief about PUBLIC DEBATE:** Informed inclusive public debate

is an essential element of democratic societies.

- Therefore, **PANOS CARIBBEAN is committed to excellence** in all that it does, and insists on adhering to the highest standards of integrity, accuracy and authority in its information outputs and activities. Panos actively promotes reconciliation, debate, collaboration and mutual understanding between Caribbean countries and peoples.

Panos is entirely independent of any political or religious grouping and from its funding sources.



## PROGRAMME STRUCTURE

Over the years 2008-2012, the programme of Panos Caribbean will be structured around four Regional Programmes and one Global Programme. These and their respective objectives are:

- **Children and Youth:** To promote the full participation of Caribbean children and youth in the development process by including their own voices and perspectives through various media into public debate.
- **Health Communication:** To support participatory, inclusive and transparent decision-making on health at national and regional levels through:
  - (a) building the communication capacity of people living with HIV, youth and other groups affected by HIV and AIDS, Tuberculosis (TB);
  - (b) strengthening the capacity in Caribbean media to encourage public dialogue and debate around health issues;
  - (c) making policy makers and decision makers accountable to the priorities of the most affected;
  - (d) providing stakeholders from the grassroots to the global with factual, relevant information as well as the perspectives of youth and other people di-



rectly affected by HIV and AIDS, TB in the region.

- **Community, Media and the Environment:** To empower community people, in particular from rural areas, to effectively participate in shaping national and regional responses to environmental and development issues.
- **Gender:** To highlight gender norms in the region and their impact on key development areas by engaging the voices of those most affected by these issues.
- **Global Programmes and Panos Network:** To be a responsive, active and effective participant in the family of Panos Institutes in order to achieve full participation of

poor and marginalized people in local, regional and international development, as well as the eradication of poverty and injustice.

Additionally Panos Caribbean is researching the feasibility of initiating a Regional Programme on Globalisation, with the objective of engaging poor people in debate on trade and globalisation issues and infusing their information and perspectives into policy-making.

The framework for annual programme planning is summarized in Annex I. Assumptions and Risks have been identified and have been recorded in a separate document.

## TARGETS AND BENEFICIARIES

Panos Caribbean helps groups of poor and marginalized Caribbean people to amplify their voices through the media and ensure their inclusion in public debate. Projects and activities are carried out in collaboration with and support of these beneficiaries (“the voiceless”). Panos Caribbean also targets specific sectors of society as channels for the voices, information and perspectives of poor and marginalized people. The collaboration between beneficiaries and targets enables Caribbean communities and countries to build their collective capacity for information production and dissemination as well as for advocacy. The beneficiaries and targets are presented below for each of the four Regional Programmes.

### CARIBBEAN PEOPLE COMMUNICATING THEIR OWN DEVELOPMENT AGENDAS

	Beneficiaries (“the voiceless”)	Targets (the channels of information and perspectives)
<b>Children and Youth</b>	Children and youth living in poor rural or urban communities Children and youth affected by violence, children in conflict Children and youth living with HIV and AIDS Street children, domestic children (“Restavek”), children without birth certificates Children affected by environmental degradation and natural disasters Children and youth at risk of abuse Trafficked children Orphans Disabled children Migrant children	Journalists Media  Staff in thematic civil society organisations (child rights organisations, AIDS service organisations, environmental non-governmental organisations and gender oriented organisations) Religious leaders and institutions Research institutions and scientists/ researchers on development issues
<b>Health Communication</b>	People living with HIV and AIDS People with TB People made vulnerable to health issues by special circumstances Women, made vulnerable by sexual violence Blind and deaf Men who have sex with men (MSM) Aged people People in prison	UN agencies and donors Government agencies Policy makers Tourism authorities  Youth Parents
<b>Community, Media and the Environment</b>	Community people affected by natural and humanitarian disasters Farmers and fisher folk Rural and urban communities vulnerable to climate change People affected by poor sanitation Local people interacting with tourism-development Environmental refugees/migrants Disabled people	Artists and musicians Sports personalities Caribbean Diaspora
<b>Gender</b>	Low-income female workers Rural women Female media workers People affected by gender-based violence Women affected by discrimination Disabled people Sex workers Women who have sex with women (WSW) Trafficked people Marginalized male children Economic and criminal deportees	

## IMPLEMENTATION

### Methodological Strategy

Panos Caribbean has built up and uses a set of specific methodologies to implement its interventions. These methodologies can be fine-tuned for engaging specific groups of beneficiaries and targets. They are regularly evaluated.

- **Youth journalism:** To give voice to children and youth and make them central agents in the development of their communities
- **Media training of marginalized people:** To enable poor and marginalized people to get their news and perspectives in the media
- **Forums of marginalized people with media:** To build trust between poor and marginalized “information providers” and the media through opportunities for dialogue and debate
- **Training of journalists and other information providers:** To build the communication capacity around development themes of (a) media workers, (b) NGO/community representatives, (c) targeted youth
- **Journalistic fellowships:** To enable journalists to investigate under-reported and emerging issues, through the preparation of in-depth reports
- **International travel fellowships:** To assist stakeholders and partner organisations (representing poor and marginalized groups) to attend an international meeting or conference of interest to the Caribbean
- **Strengthening journalistic networks:** To increase thematic collaboration among journalists at the local, national or regional level
- **Oral testimonies:** To collect information on development issues from the perspectives of the poor and marginalized



- **Commissioning of media productions and co-syndication agreements:** To produce and disseminate a good quantity and variety of media productions with the information and perspectives of poor and marginalized people
- **Material and technical assistance to media houses:** To strengthen management and technical aspects of community media
- **Communication support to agencies (embedded journalism):** To increase development information supply to the public, through supporting the journalistic outreach of agencies
- **Media campaigns:** To increase the role of the media in campaigns on development issues

At the global level, within the wider Panos Network, there is currently limited knowledge of Panos Caribbean methodologies. Panos Caribbean will promote its approaches of amplifying the voices of poor and marginalized globally. In particular, Panos Caribbean aims to assist the Panos Network with its specific expertise on children & youth.



### Communication Strategy

In order to deliver its information products to the right audiences, Panos Caribbean employs three types of communication:

- **Participatory communication for development**, the full process where Caribbean communities are enabled to articulate and communicate, through various channels, their own development agendas to audiences defined by them;
- **Technical communication**, a major part of all Panos Caribbean activities, including the communication by Panos of thematic issues to beneficiaries and targets, in particular journalists and media houses for further dissemination;



- **Corporate communication**, aimed at promoting the brand and image of Panos Caribbean to targets and partner institutions, as well as informing them about the mission and activities of Panos Caribbean.

### Networking and Partnership Building Strategy

Partnerships and collaborations are essential elements of this Strategy Planning Framework. Panos Caribbean seeks to initiate and support networking of its groups of beneficiaries and in particular between beneficiaries and targets. Panos Caribbean also develops partnerships with existing organisations, networks and agencies to enhance the implementation of its objectives, as follows:

- **Local and national civil society organisations (CSOs) and community-based organisations (CBOs):** Joint project implementation; Assistance in gaining credibility and trust with beneficiaries; Panos providing support to their institution building.
- **Regional CSOs:** Joint project implementation; Panos providing support to their region-wide coverage and communication.
- **International CSOs:** Collaboration implementation of activities in the Caribbean; Infusion of knowledge of and interest in Caribbean activities.
- **Other Panos-es:** Joint project implementation; Panos Caribbean contributing to and initiating global outputs; Panos supporting their development in its areas of expertise.
- **Community, local, national and regional media:** Joint activities (in particular regarding youth journalism); Panos providing training, and supporting the production and dissemination of relevant media productions; Panos supporting their knowledge on development themes.
- **International media and international news agencies:** Dissemination of Caribbean media productions; Panos supporting their information base on Caribbean development themes.

- **Networks of journalists:** Panos providing training; Joint production of stories; Dissemination mechanisms; Panos providing institutional and programmatic support.
- **Governments and authorities:** Panos supporting their communication activities on themes of interest to Panos; Collaboration in project implementation.
- **Local, national, regional and international donor agencies:** Panos supporting their understanding of the role of media in development: Panos providing a project implementation mechanism; Panos supporting their information base and their local/ regional/international coverage and outputs.
- **Other corporate sector (non-media):** Panos supporting their understanding of the role of media in development.

## Geographic Strategy

**Panos Caribbean's geographic mandate includes 25 independent countries and 13 dependent territories.** The independent countries are: Antigua & Barbuda, Bahamas, Barbados, Belize, Colombia, Costa Rica, Cuba, Dominica, Dominican Republic, El Salvador, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, St. Kitts & Nevis, St. Lucia, St. Vincent & Grenadines, Suriname, Trinidad & Tobago, Venezuela. Dependent territories include those of France (French Guiana, Guadeloupe, Martinique), the Netherlands (Aruba, Netherlands Antilles), the United Kingdom (Anguilla, Bermuda, British Virgin Islands, Cayman Islands, Montserrat, Turks & Caicos), and the United States (Puerto Rico, US Virgin Islands).

By 2012, Panos will have increased its regional and sub-regional activities and have moved to approximately 50% of activities that



are local or national in scope and 50% of regional activities. In order to achieve this balance, Panos will increase its working partnerships with local and regional institutions, while ensuring that it keeps its own identity.

Either through establishing own offices or through partners, Panos Caribbean will over the next four years establish new, strong local programmes in at least three countries, in addition to Haiti and Jamaica. Outreach to the rest of the region in Spanish, French, Kréyòl and English will be strengthened significantly. A key element will be a very functional, trilingual website (English, French and Spanish), with also materials in Kréyòl.

At present, there is little engagement by Caribbean diasporas in Panos activities. Local programming will be established with Caribbean media in North America and organisations in the diaspora will be progressively engaged in Caribbean projects. The dissemination of Panos productions through these media will be strengthened and stories from the diaspora will be disseminated more systematically within the region.

## Human Resources Strategy

In order to operate its programmes in a decentralized manner, Panos Caribbean has a small number of full-time and part-time staff based in various offices, coordinated as one

team. Panos Caribbean also employs consultants and contractors, either in its offices or in other locations (e.g. in locations where youth journalist groups are based). In 2008, Panos had approximately 12 regular staff on payroll and around 20 consultants and contractors. In order to implement the strategy under consideration, Panos plans to increase its staff gradually to 18-20.

## Fundraising Strategy

Panos Caribbean generates its funding from grants, gifts and revenues. Grants are obtained from governmental and intergovernmental sources, foundations, the corporate sector and NGOs, locally, in the region as well as worldwide for the implementation of specific projects or strategic objectives. From time to time, Panos receives donations and gifts, usually of an unrestricted nature. Revenues are generated through the provision of services or the sale of publications (as allowed within the non-profit status of the Institute).

The annual budget requirement for the full implementation of this strategy is US\$1,500,000 per year.

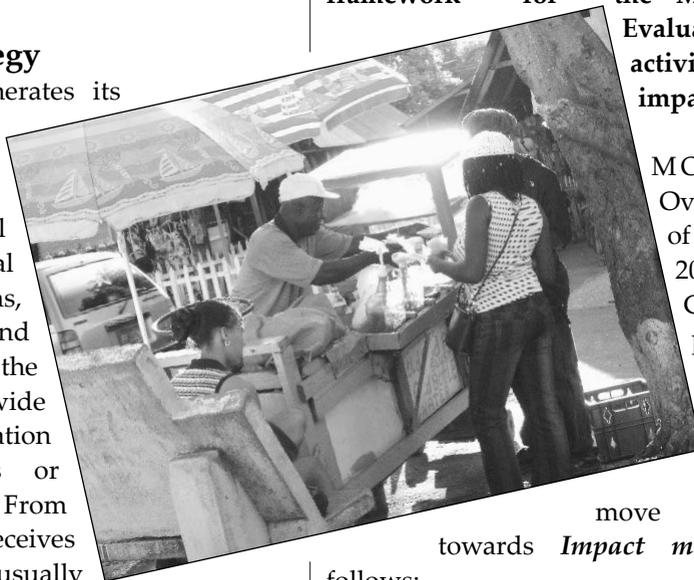
Over the strategy period, PK will:

- Maintain and strengthen relationships with existing donors as much as possible;
- Develop new income sources, particularly in the US, both for project funding and core funding;
- Develop income sources at the regional level;
- Develop corporate fundraising;

- Nurture and increase the base for gifts and revenues;
- Provide the resources needed for fundraising.

## Monitoring and Evaluation (M&E) Strategy

Panos Caribbean has established a detailed framework for the Monitoring and Evaluation of its activities and impact.



**MONITORING:** Over the course of the period 2008-2012, Panos Caribbean will progressively strengthen its *Monitoring* of activities and outputs and

move systematically towards *Impact measurement*, as

follows:

- ✓ First level – achieved in 2008: **Monitoring Panos activities and outputs**, including types of events, numbers of participants, information on media productions, and other indicators measuring the extent of information and perspectives of groups of marginalized people communicated through the media or otherwise.
- ✓ Second level – to be achieved in 2009: **The above, plus monitoring debate** including the logging of interactions (dialogue and multi-logue) between beneficiaries and targets within all Panos activities.
- ✓ Third level – to be achieved in 2010-11: **The above, plus measuring empowerment**

of marginalized people, including the establishment of their own networks, own CSO/CBOs, media outputs, campaigns, etc) as an outcome of Panos activities.

- ✓ Fourth level, to be achieved in 2011-12: **The above, plus measuring participation** of poor and marginalized in governance and their impacts on policy making as an outcome of Panos activities.

Each year, Panos Caribbean summarizes monitoring information in its *Annual Monitoring Report*. By 2010-11, this will be strengthened into an *Annual Impact Measurement Report*.

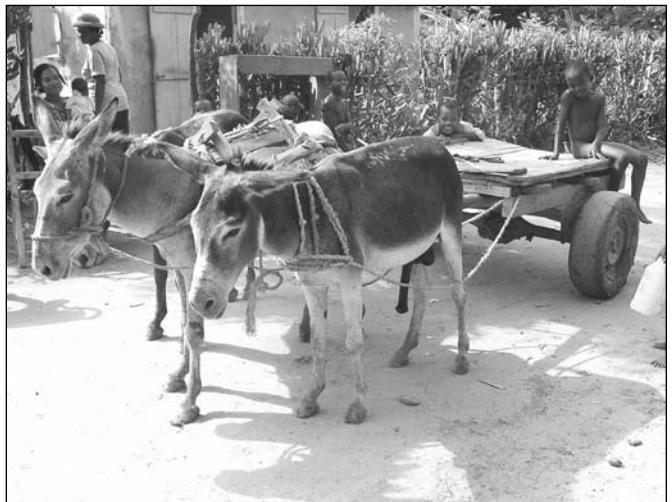
**EVALUATION:** Over the course of this Strategic Plan, Panos Caribbean seeks to implement a series of internal as well as external evaluations, in order to *learn lessons from its experience and inform future planning and programming*. At the programming level, evaluations will normally cover the objectives of an entire Regional Programme, a methodology or a large

group of activities. However, evaluations of specific activities may be carried out as well, especially after some time has passed since implementation and impacts may be assessed more accurately. Such evaluations can yield specific lessons.

Panos Caribbean will also periodically evaluate its implementation strategies (Methodological Strategy; Communication Strategy; Networking and Partnership Building Strategy; Geographic Strategy; Human Resources Strategy; Fundraising Strategy; including its M&E Strategy).

To enable evaluations, Panos Caribbean is currently establishing baseline data relating to Targets and Beneficiaries for the years 2000 (the year Panos geared up much of its work in Haiti), 2005 (the year Panos got started in Jamaica) and 2008 (the beginning of this Strategic Planning Framework).

**INDICATORS:** The following framework will guide the M&E Strategy:



## IMPACT MEASUREMENT INDICATORS OF PANOS CARIBBEAN 2008-2012

	Beneficiaries	Targets
<p><b>Achievement of Mission – level 1: “Voices”</b> Amplify the voices of the poor and the marginalized through the media</p>	<ul style="list-style-type: none"> <li># of beneficiaries engaged (specify) by Panos in activities or series of activities (specify)</li> <li># of training and production events (specify) for groups of beneficiaries (specify) on development themes (specify)</li> <li># of international travel fellowships awarded</li> <li># of info/planning seminars (specify) for groups of beneficiaries (specify) on development issues (specify)</li> <li># of participants (types, male / female, age group) in event</li> <li># of venues/locations (urban/rural, country)</li> <li># of media productions (specify type) featuring information and perspectives of beneficiaries (specify)</li> <li># of media productions (specify type) on development issue (specify) Prominence of media productions</li> <li># of media productions (specify type) developed by youth journalists</li> <li># and variety of other (non-media) productions (newsletters, theatre, etc) by beneficiaries (specify)</li> <li># of testimonies collected from beneficiaries (specify) Languages used</li> <li>Quality/depth of intervention</li> <li>% increase in quality of media reports (specify) on beneficiaries (specify)</li> <li>% increase in dissemination:</li> <li># of media houses engaged by beneficiaries (specify) of Panos programmes</li> <li>% increase in airtime/space devoted to development issues (specify) / special programmes/columns</li> <li># of countries where Panos media productions appear</li> </ul>	<ul style="list-style-type: none"> <li># of journalist training and production workshops on development issues (specify)</li> <li># of journalistic fellowships awarded</li> <li># of policy makers/staff in thematic CSOs, religious leaders, researchers, etc (specify) engaged in activities &amp; present at press conferences</li> <li># of (high-level) meetings with decision-makers (specify)</li> <li># of mentoring relationships built between journalists and youth journalists</li> <li># of internships in media established</li> <li># of media houses engaged in disseminating “voices” (local – rural/urban, national – type, regional, international)</li> <li># of media houses strengthened in programming development issues (specify)</li> <li># of media staff (male/female – type of media) dedicated to reporting development issues (specify)</li> <li>% Increase in types of programming disseminating “voices” Incorporation of development issue reporting (specify) into general reporting</li> <li>% of increase in awareness regarding development issues (specify) among target groups (specify) and in countries (specify)</li> <li># of languages of Panos media productions</li> <li># of speaking engagements (type) by Panos personnel and beneficiaries (specify)</li> <li>Audience research -</li> <li># of targets (specify) reached by media productions (specify)</li> </ul>

	<b>Beneficiaries</b>	<b>Targets</b>
<p><b>Achievement of Mission – level 2: “Debate”</b> Ensure their inclusion in public and policy debate</p>	<p># of debate events/forums (specify) stimulated for groups of beneficiaries and targets (specify) on development themes (specify) Quality/depth of debates generated on development issues (specify) – range of stakeholders involved % increase in analytical media products (specify) # of venues/locations (urban/rural) for debates # of countries Languages used</p>	<p># of meetings with CSOs (specify), religious leaders, researchers, etc on development issues (specify) # of media (mainstream/national, local/minority, special interest, rural/urban) carrying debates, open to participatory communication # of media productions (specify) enhancing or reflecting debate between beneficiaries (specify) and targets (specify) # of artists engaged in raising awareness on themes (specify) and stimulating debate</p>
<p><b>Achievement of Mission – level 3: “Empowerment”</b> Enable Caribbean people to communicate their own development agendas</p>	<p># of collaborative information activities/networks, resulting in coverage, between groups of beneficiaries (specify), across language/geographic borders (specify) Type and scope of collaborative activities between groups of beneficiaries (specify), across language/geographic borders (specify) - exchange of information generated by affected people New development themes and issues identified by beneficiaries # of campaigns planned by beneficiaries (specify) Proven leadership abilities of “Panos graduates”, engaged beneficiaries (specify) # of outputs/media productions (specify) produced by partnerships/networks (specify) # of youth journalism groups established # of organisations/stakeholders engaged in follow-up on Panos outcomes</p>	<p># of journalism networking meetings and collaborative activities (specify) held on development issues (specify) # of partnerships established between beneficiaries (specify) and targets (specify) on development issues (specify) – alliances of stakeholders # of media houses (type) participating in campaigns (specify) Changes in policies (number, type) based on beneficiary (specify) action – incorporation of the needs of the most affected # of governments/agencies actively supporting more independent and plural media % increase in participatory development communication policies in agencies Engagement of diaspora</p>
<p><b>Achievement of Vision:</b> <i>A Caribbean full of dialogue and multi-logue between all stakeholders and across all borders, that allows full participation of poor and marginalized people in governance and policy making, and as such achieving sustainable development of the region as a whole.</i></p>	<p><i>Participation of poor and marginalized people in policy formulation and governance:</i> # of follow-up activities undertaken, resulting from partnerships between groups of beneficiaries (specify) or between beneficiaries and targets (specify) Type and scope of follow-up activities between groups of beneficiaries (specify) or between beneficiaries and targets (specify) # of families, households engaged in stakeholder discussions Range of themes and issues covered by Panos activities and follow-up Changes in attitudes in society to rights and perspectives of beneficiaries (specify) and development issues (specify) % decline in abuse/human rights violations (beneficiary type – specify) % decline in stigma and discrimination of beneficiaries (specify) % of media houses with HIV and AIDS workplace policies Incorporation of gender dimensions in policies and governance</p>	

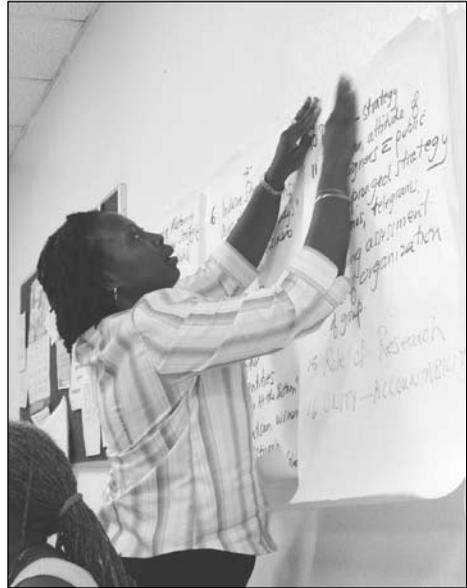


## Internal Management Systems

- **Legal Status.** Panos Caribbean is registered in Washington, DC, as a non-profit corporation under US law (501 (c) 3 under the IRS code). It is currently also registered as an overseas-based NGO in Haiti and in Jamaica, and as such permitted to conduct locally-based operations. Panos Caribbean will be duly registered in any other country where it intends to employ staff and maintain property. Application for local charity status in Haiti and Jamaica is being envisaged.
- **Board of Directors.** Panos is governed by a volunteer Board of Directors (between 3 and 25 members), consisting of professionals in fields of Caribbean development and mainly drawn from the region. Board members are elected for a renewable 3-year period. The Board of Directors elects officers as defined in the Bylaws. The Board meets at least once a year and carries out a self-evaluation.
- **Personnel.** The Board of Directors delegates the implementation of the Institute's programme and budget and the power to enter into contracts to an Executive Director. The Executive Director recruits staff and contractors as needed and feasible. A personnel policy will be finalized in 2009, taking into account the specific situations in countries where offices are based.
- **Data.** Data generated by Panos are integrated and archived in the Main Office in Haiti. Aggregated data are available equally to all partners, usually free of cost. If staff time is required to elaborate certain sets of data for a specific partner or partners, cost is charged. The website provides the main outputs of Panos Caribbean; website management is being coordinated by the Haiti office.
- **Financial Management.** Panos manages its finances according to conventional practice in non-profit organisations. It operates bank accounts and manages funds in Haiti,

Jamaica and the USA. Financial accounts are integrated in the Haiti office on a quarterly basis. Financial summaries are provided to Board and staff for monitoring and management decisions.

- **Equipment.** Panos maintains a limited supply of office and production equipment. A depreciation system has been established for items worth more than US\$200.
- **Accountability.** An external audit of Panos' finances is done on an annual basis. The Panos staff team carries out regular Monitoring and Evaluation of all its activities and results are published on an annual basis. External and internal evaluations of programmes and activities are done occasionally.





## ANNEX 1: SUMMARY ANNUAL PROGRAMMING FRAMEWORK

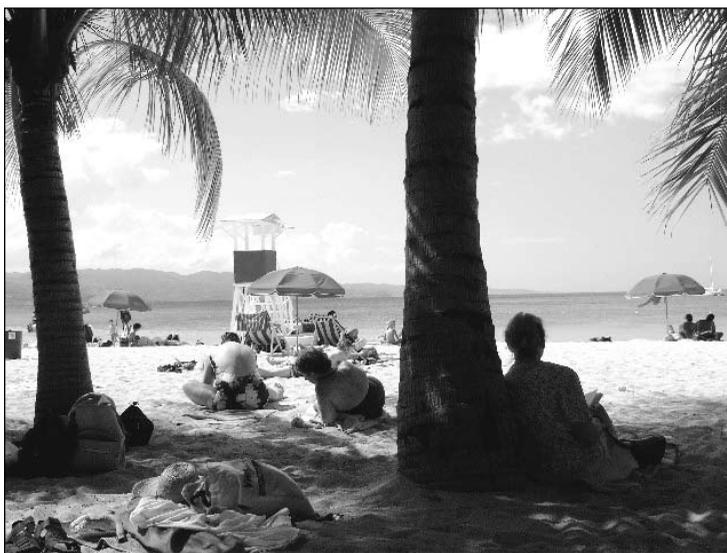
<b>Regional Programme 1: Children and Youth</b>	<b>Programme Objective:</b> To promote the full participation of Caribbean children and youth in the development process by the infusion of their own voices and perspectives through the media into public debate.
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	<b>Expected Result 1</b>	<b>Expected Result 2</b>	<b>Expected Result 3</b>	<b>Expected Result 4</b>
<b>2012</b>	Children and youth in 5 countries able to voice their concerns on development issues through various communication approaches	Region-wide (at least 6 countries) awareness of the concerns of children and young people as it relates to development issues	Capacity in media to cover child right issues and in interviewing children	Networking of youth journalists with other children's groups at national and regional levels.
<b>Milestone 2011</b>	Youth journalist groups become active within external networks and become allies of major stakeholders	Media campaigns in at least five countries to take up outputs produced by youth journalist groups	Youth journalists interviewing children and producing stories in major media on a consistent basis	Regional campaign implemented on child rights and development
<b>Milestone 2010</b>	Youth journalists groups established in 4 countries and networking across the region	Themes for regional collaboration established and campaigns planned	Partnerships between youth groups and media	Networking of youth organisations across borders developed
<b>Milestone 2009</b>	Youth journalists trained to participate in development and policy debates	At least 6 campaigns developed by youth groups in at least two countries on their concerns	Mentoring programmes developed and fuller involvement youth journalists in the media	Capacity of youth journalists to facilitate and intervene in media debates
<b>Milestone 2008</b>	Youth journalist groups established, functioning and producing media outputs in two countries	Concerns of children and young people in Haiti and Jamaica highlighted in local and national media	Adult journalists in Haiti and Jamaica trained in covering child rights issues and aware of the youth journalists work	Youth journalists in each country (Haiti and Jamaica) collaborating with other children's organisations (in particular other youth journalists) on producing and disseminating information

<p><b>Regional Programme 2: Health Communication</b></p>	<p><b>Programme Objective:</b> To support participatory, inclusive and transparent decision-making on health at national and regional levels through:</p> <ul style="list-style-type: none"> <li>- building the communication capacity of people living with HIV, youth and other groups affected by HIV and AIDS, TB;</li> <li>- strengthening the capacity in Caribbean media to encourage public dialogue and debate around health issues;</li> <li>- making policy makers and decision makers accountable to the priorities of the most affected;</li> <li>- providing stakeholders from the grassroots to the global with factual, relevant information as well as the perspectives of youth and other people directly affected by HIV and AIDS, TB in the region</li> </ul>
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	Expected Result 1	Expected Result 2	Expected Result 3	Expected Result 4
<p><b>2012</b></p>	<p>The most affected by HIV and AIDS and TB are able to express their concerns and priorities through a variety of communication approaches</p>	<p>Regular, analytical and sensitive media products and an enabling environment for media personnel to effectively engage in the HIV and AIDS, as well as TB response</p>	<p>Enhanced understanding of policy makers, decision makers and other stakeholders on the needs of the most affected</p>	<p>Opportunities for dialogue and debate exist at global, regional and national levels / increased awareness and understanding of key neglected issues</p>
<p><b>Milestone 2011</b></p>	<p>OT is used to investigate emerging issues in Health, particularly in those associated with HIV, AIDS, and TB always focusing on the situation of the most vulnerable.</p>	<p>Series of media productions on emerging issues related to Health, particularly to HIV, TB, focusing on the situation of the most vulnerable</p>	<p>Results of investigation on emerging issues are disseminated to decision makers and other stakeholders advocating from the perspective of the most vulnerable</p>	<p>Through dialogue and debate, response to emerging issues is advocated from the perspective of the most vulnerable.</p>
<p><b>Milestone 2010</b></p>	<p>Communication approaches (such as Oral Testimonies) are used to investigate ACCESS to Care and Treatment by People infected with HIV or with TB or with both</p>	<p>Even more media personnel are recruited while the older ones are encouraged to call attention of policy makers, stakeholders and the general public on lack of access to care and treatment by people infected with HIV, TB or by both</p>	<p>Results of research thru OT of lack or difficulty of vulnerable groups to access care and treatment are disseminated to policy makers and stakeholders in the form of advocacy to promote increased access to care and treatment by people infected with HIV and TB germs.</p>	<p>Through dialogue and debate, access to care and treatment by people infected by HIV and TB is advocated for the benefit of the most vulnerable.</p>

	Expected Result 1	Expected Result 2	Expected Result 3	Expected Result 4
<b>Milestone 2009</b>	OT is further promoted as research tool to allow vulnerable groups such as women in general and Women Living with HIV to express how they are made vulnerable to the HIV infection.	New media personnel are approached and promoted to join Panos in its mission thru participation in Panoscope articles, radio productions, 2010 Feature articles and regular media briefings covering the Feminisation of the HIV and AIDS epidemics.	Dissemination to policy makers and other stakeholders of results of research thru Oral Testimonies from vulnerable groups to support advocacy for policy change towards protecting women against vulnerability	Thru dissemination of relevant info on HIV, AIDS and TB, Dialogue is fostered among stakeholders on cause of worsening of the HIV and AIDS epidemics among women. Communication is facilitated for debate on ways to better orient TB programs in order to provide better services to neglected groups.
<b>Milestone 2008</b>	Communication approaches (such as Oral Testimonies) promoted which utilize the voices of people affected by HIV and AIDS and TB.	Series of Panoscope articles and radio productions established, Caribbean participation in Features 2010 and regular media briefings on emerging issues.	Policy papers produced and disseminated to stakeholders, with regard to participation of and ownership by the most affected.	Dialogue and debate established on the communication programmes of agencies and institutions in Haiti and Jamaica.



<b>Regional Programme 3: Community, Media &amp; Environment</b>	<b>Programme Objective:</b> To empower community people, in particular from rural areas, to effectively participate in shaping national and regional responses to environmental and development issues.
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	<b>Expected Result 1</b>	<b>Expected Result 2</b>	<b>Expected Result 3</b>	<b>Expected Result 4</b>
<b>2012</b>	Local people in at least 5 areas (various countries) engaged in environmental management and influencing policies	Decision makers and other stakeholders understand the value of including community perspectives	Capacity in regional media, including community media, strengthened to include community perspectives in environmental coverage	Exchange of community environmental stories throughout the region; Increased public awareness on environmental issues
<b>Milestone 2011</b>	Increased interaction between media and communities on environment issues in 5 countries	Community livelihoods and environmental sustainability strengthened through stronger partnerships with stakeholders	To foster greater environmental protection through communication products (print stories, PSA's, oral testimonies) from communities used by mainstream media in the region	Media products disseminated regularly in three languages to 600 mainstream, community and specialized media
<b>Milestone 2010</b>	Communities in Jamaica, Haiti and the Dominican Republic capable of disseminating environmental information to the media	Capacity of communities built to hold decisionmakers accountable	Trust between communities and media boosted through increased dialogue and interaction	Mentoring and sharing of stories between mainstream and community media
<b>Milestone 2009</b>	Sharing of best practices between communities in (Fonds Verrette) Haiti and Jamaica (Mocho).	Strengthening of dialogue between communities, environmental partners and decision makers	Regional media more sensitized to the impacts of environment on communities	Increased communication training to boost community's capacity to communicate environmental stories
<b>Milestone 2008</b>	Local people in Mocho (Jamaica) and various communities in Haiti producing policy information	Local companies and local authorities in Jamaica and Haiti are aware of different perspectives on environmental management, resulting from the inclusion of communities	Journalists in community and local media across the region trained in environmental coverage	Media products disseminated regularly in two languages to 300 media

<b>Regional Programme 4: Gender</b>	<b>Programme Objective:</b> To highlight gender norms in the region and their impact on key development areas by engaging the voices of those most affected by these issues
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	<b>Expected Result 1</b>	<b>Expected Result 2</b>	<b>Expected Result 3</b>	<b>Expected Result 4</b>
<b>2012</b>	Increased awareness of gender and development issues across the region	Vulnerable or marginalized groups are able to express their concerns and priorities through a variety of communication approaches	Improved capacity of media to report on gender and development issues	Key development programmes and policies are gender specific
<b>Milestone 2011</b>	Partnerships between media and stakeholders in 4 countries regarding Womens' livelihoods	Regional Public awareness campaigns on: <ul style="list-style-type: none"> <li>• Sexual harassment</li> <li>• Infidelity &amp; risky sexual behaviour</li> </ul>	Journalists trained in gender dimensions at regional level and networking with media houses established	Health programmes targeted and linked to regional policies on disaster risk reduction (DRR)
<b>Milestone 2010</b>	Increase in stakeholders featured, issues reported and countries covered	Forums for dialogue and debate implemented and facilitated by stakeholders	Additional collaboration between media and social groups (beneficiaries) in 5 countries	Promotion of CEDAW and other legal instruments
<b>Milestone 2009</b>	To make voices of people dealing with gender issues in development prominent in the media. <ul style="list-style-type: none"> <li>• Sexual violence</li> <li>• Trafficking</li> <li>• Sexual &amp; reproductive health issues</li> <li>• Gender legislation</li> </ul>	Communication training provided to women groups in two countries	Female journalists cover frontline stories	Gender concerns and Climate change and disaster programmes investigated
<b>Milestone 2008</b>	Stories produced and disseminated by Haitian and Jamaican media	Economically marginalized women highlighted in media productions	Oral testimony training on gender issues provided to youth journalists as well as parents	Understanding promoted of gender dimensions of climate change, natural disasters, health

<b>Global Programmes</b> <b>Panos Network</b>	<b>Programme Objective:</b> To be a responsive, active and effective participant in the family of Panos Institutes in order to achieve full participation of poor and marginalized people in local, regional and international development, as well as the eradication of poverty and injustice.
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	Expected Result 1	Expected Result 2
2012	Synergy and growth in the Panos network forged, in order to enable its most beneficial development	GAP is externally known as a Major player in the response to HIV and AIDS
Milestone 2011	CCMP is known to (as a driving force) reinforce debate on climate change in the media	PK ensures the sustainability of GAP
Milestone 2010	The WLO becomes more active in and supports the network in Fundraising	GAP is well branded, promoted and involves more beneficiaries
Milestone 2009	Panos Caribbean achieves an overview of Panos network program impact on women and children	GAP is well managed by PK with the Panos network involvement
Milestone 2008	Washington Liaison Office established, lead agency towards MFA/Finland developed and participation in CCMP	Assistance in building the mechanisms of GAP, its governance and impact through GAPEC





## Mission

*Amplify the voices of the poor and the marginalized through the media and ensure their inclusion in public and policy debate, in order to enable Caribbean people to communicate their own development agendas.*

- Our belief about PEOPLE: People have a right to information which enables them to make their own minds up about issues, according to their own circumstances, values, culture and beliefs.
- Our belief about INFORMATION: Information is a central resource to development, and people need access to understandable, relevant and unbiased information in order to take appropriate action.
- Our belief about PUBLIC DEBATE: Informed inclusive public debate is an essential element of democratic societies.
- Therefore, PANOS CARIBBEAN is committed to excellence in all that it does, and insists on adhering to the highest standards of integrity, accuracy and authority in its information outputs and activities. Panos actively promotes reconciliation, debate, collaboration and mutual understanding between Caribbean countries and peoples.

Panos is entirely independent of any political or religious grouping and from its funding sources.

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