MAKING CIVIL VOICES HEARD

MEDIA, INFORMATION AND COMMUNICATION
FOR DEVELOPMENT PROGRAMME
2005 - 2008

Approved by the supervisory board
April 2005

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Overall goal:

The Media, Information and Communication for Development programme (MIC) will empower citizens in developing countries – especially the poor and marginalized and their organisations – to express their voices and make them heard.

Contents

0. Executive summary

The Media, Information and Communication for Development (MIC) programme will empower citizens in developing countries – especially the poor and marginalized and their organisations – to express their voices and make them heard. The programme will enable access to information and communication resources that can help improve livelihoods and stimulate other development opportunities. The programme will also open up and broaden opportunities for a free flow of information, for networking and sharing knowledge and for public and democratic spaces for political debate and participation.

Making Civil Voices Heard is divided in 5 main components and respective purposes:

- **Strategic use of ICTs among Hivos partners**. Means: training and capacity building programmes, financing and implementation of projects, consultancies, expert missions, introductions of information management tools. Result: 25 % of all Hivos partners using ICTs strategically, half of them being partners in the SED (chain transparency) and HIV/AIDS sector
- **Knowledge sharing opportunities among Hivos partners**. Means: funding and (self) implementation of projects/programmes, workshops, South-South exchanges, capacity building, co-operation with research institutes, ICT enabled knowledge platforms. Result: 20% of all Hivos partners participating in Knowledge Sharing activities, half of them through the Civil Society Building Knowledge Network
- **New Media (civil media & communication platforms).** Means: funding of media, primarily new media and innovative combinations of old and new media. Result: more media diversity in 10 Hivos countries through support to new media partners and development of new media outlets.
- **Lobby for inclusive and human rights based ICT & Media policies.** Means: funding of lobby and advocacy partners on national and international level (WSIS), participation in international networks. Result: more inclusive and human rights based national ICT & Media policies in 10 Hivos countries.
- **Research and innovation**. Means: funding and implementation of in-depth research programmes (specifically around civil society building); support to specific innovative ICT & Media initiatives. Result: 4 R & I projects annually (2 R and 2 I related). From the 8 I-projects 2 turn out to be scalable and sustainable.

The programme will be implemented according to a dual strategy of on the one hand, specific ICT & Media sector activities and on the other hand, mainstreamed initiatives in other Hivos sector programmes. The first two components are mainly realized through mainstreaming in other Hivos sectors. The other three components are mainly realized through specific ICT & Media sector activities.
The main intervention strategy for the MIC programme will be the direct **funding** of programmes of local, regional and global partners. This type of intervention is regulated along the lines of all normal Hivos procedures and general funding criteria.

Parts of the programme will be implemented together with current **strategic partners** like OneWorld International, IICD and APC and with new ones like Dgroups and ISS (Institute for Social Studies).

Some parts of the programme will be **implemented by Hivos itself**. This builds on the experience during the Access-for-All implementation period. It applies partly for the programmes together with strategic partners and new partners e.g. around the Satu Dunia-programme in Indonesia, the STAR-programme in Africa, the Dgroups partnership and the CSB knowledge network.

Making Civil Voices Heard is the successor of Hivos' first ICT policy and action programme 2000-2004 called *Access-for-All, Equal Opportunities in Cyberspace*. In 2004 Hivos initiated an independent evaluation of this programme identifying what successes had been achieved but also what approvements were desirable.

1. Media, Information and Communication for Development

In the early days of the information revolution new information and communication technologies (ICTs) were launched as the pre-eminent solution for many development problems. Several years down the road, the widespread maturity of ICT-usage has led to the realisation that ICTs are first and foremost a communication tool. Not an end in itself, but with significant added-value to build capacity, amplify voices, share knowledge and empower people.
In other words, the **focus now lies on information and communication** – technology just happens to be the means.

International development cooperation and local development activities increasingly depend on effective information and communication processes to reach their specific target groups and to help achieve, measure and share intended objectives. Civil society during the last two decades has eagerly taken advantage of these new opportunities for information access, networking and knowledge sharing. In fact the rise of the global civil society has to a large extent been facilitated by the successful use of communication technologies, linking activists, facilitating networking opportunities and mobilising support across the globe. Nonetheless, an inclusive information society cannot be reached through computers and Internet alone – tools that are still beyond the means and reach of many. 'Old' media, such as video, radio, film or even print, can help reach the marginalized – but often combined with new technologies in creative manners. Such dynamic **interplays between old and new media** can be urgently needed in local development activities. "Communication is fundamental to helping people change the societies in which they live, particularly communication strategies which both inform and amplify the voices of those with most at stake and which address the structural impediments to achieving these goals. However, such strategies remain a low priority on development agendas, undermining achievement of the MDGs". [2]

We are living in a media dominated world. A small number of transnational corporations are increasingly monopolizing global and national media. At the same time we are also in the midst of a turbulent technological revolution that empowers independent media and is democratising worldwide communication in an unprecedented manner. Now almost anyone located in an urban centre can share their message globally with a free weblog and a few dollars spent at an Internet cafe. [3]
A complete new *grey* communication area is growing between the traditional media and other societal domains. This area is offering the development domain new and exciting opportunities to circulate information. It also gives improved opportunities to network and share knowledge using civil society owned communication platforms. New chances are given to create **new alternative and independent media** using the Internet as main outlet or linking digital outlets to newspapers, radio and television. This is of particular importance for citizens in countries and regions living under totalitarian and authoritarian regimes or repressive societies. A free and trustworthy press and independent media (non-partisan, non-government) – whether digital or not – remain cornerstones for a democratic and just society.

Media, Information and Communication for Development – MIC – is the synergy that results from these different developments. It will be the focus of the new sectoral Hivos programme.

2. Hivos' ICT Policy 2000-2004

2.1 ICT programme 2000-2004

In 2000 Hivos started a completely new programme under the title "Access for All: Equal Opportunities in Cyberspace". [4] The programme was aimed at the integration of ICT for Development (ICT4D) into all Hivos sectors to enhance efficiency and effectiveness of partners' projects and objectives. The programme gave NGOs (and their intended beneficiaries) in developing countries active

[2] *Bellagio Statement on the Role of Communication in Meeting the Millennium Development Goals*, Communication for Social Change Consortium. November 2004.
[3] *Appropriating the internet for social change*, Surman & Reilly (2003)
[4] *Access for All: Equal Opportunities in Cyberspace. Policy and action programme Hivos & ICT, 2000-2004*. Hivos (2000)

support in utilising the opportunities and possibilities offered by the information revolution and as such, contributed to closing the growing digital gap between the North and the South.

Six policy instruments were devised:
- Help partners to get access to ICTs;
- Train and build human capacities as regards the use of ICT;
- Develop and promote Southern content on the internet;
- Use the possibilities of e-mail and the Internet for lobbying and networking;
- Exploit the economic opportunities offered by ICT;
- Lobby for cyber-rights such as access-for-all and freedom of expression on the Internet.

For the implementation of the programme, strategic partnerships were established with IICD (on strategic use of ICTs by Hivos partners and capacity development), OneWorld International (networking Hivos' partners, promotion of their content and capacity development) and APC (campaigning for ICT policy and internet rights).

Hivos.com was created as a special desk to co-ordinate and accelerate implementation of the programme, to boost Hivos' own use of ICTs for networking and knowledge sharing and to build in-house ICT (for development) expertise. Of the total Hivos funding budget, an annual 6% (around 5 to 6 million euro) was reserved for the implementation, to be spent mainly through funding of local partners organisations and the strategic partners already mentioned.

2.2. Programme evaluation results

In the first half of 2004, Hivos initiated an independent evaluation of the "Access for All" programme, identifying which successes had been achieved but also which improvements were desirable. [5]

The overall evaluation of the programme results was positive. The programme had a concrete impact on development opportunities through enhanced access, improved local capacity and increased local content on the Internet. It stimulated and improved networking opportunities amongst partner organisations.

> **WIRES, CEEWA Uganda**
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> The Women's Information Resource Electronic Service (WIRES) is an Internet-based Information Resource Centre designed to provide relevant business information to women in Uganda with the goal of empowering small-scale entrepreneurs. WIRES provides online information on animal rearing, crop growing, trade, and women's issues, and each subject area covers best practices, market prices, support organisations, and the type of support they give.
>
> The WIRES initiative is creating telecentres and is training women in Uganda to use ICT for accessing financial credit, marketing, and business tips. CEEWA-Uganda employs local people to manage the telecentres and provides computer-training courses on CD-ROM. So far women have been using the telecentres primarily to communicate with other entrepreneurs, which is helping to raise awareness of common issues among the agricultural community. They are learning about best practices and how to record accounting information for their local businesses.

The mainstreaming of ICT into the different Hivos sectors also well received: all sector programmes include projects that demonstrate interesting ways in which ICTs support the partner objectives in their respective field.

Nonetheless, there is certainly room for improvement and a need for adaptation to a quickly changing world. For instance, the high expectations the world had of e-commerce, proved to be unrealistic. As such the e-commerce activities supported by Hivos developed less rapidly than expected. However, a broad scope of other potential areas on economic development with a strong ICT component includes micro-finance & ICT, product quality systems, ICT as employment sector, etc.

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[5] *Programme Evaluation Policy and Action programme Hivos & ICT 2000-2004*. Gerd Junne, Miep Lenoir (in cooperation with German Escobar), August 2004.

2.3. Recommendations programme evaluation

The evaluators recommend a follow-up programme, with an emphasis on capacity building for the strategic use of ICTs, strengthening networking and knowledge sharing to achieve organisational goals. At the same time it is recognised that access still remains a major problem in many rural areas and poor urban environments and deserves continued attention.

Further, Hivos' ICT efforts should be integrated with its knowledge sharing strategy, to increase different forms of south-south knowledge exchange, to make more effective use of combinations of old and new media (such as radio and internet) and to explore the use of mobile phones for development.

Finally, Hivos should pro-actively promote its ICT policy amongst partners and demonstrate the strategic use of knowledge sharing by own example.

> **South-South Exchange, M.S. Swaminathan Research Foundation (MSSRF)**
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> In October 2002, the first South-South travelling workshop on ICT-enabled development was organised in Pondicherry, India. The participating practitioners, project managers, government officials and researchers, representing all corners of the developing world, concluded that rural ICT centres, if properly designed and managed, can be much more than just 'access centres.' They can become community owned 'knowledge centres' that directly and indirectly empower people living in rural areas.
>
> Participants gave high marks to the South-South travelling format and as a result, the workshop has since been repeated both in India and Africa. Participants see concrete projects in operation, are able to explore and deepen their ideas and concepts in discussions, and they can draw on lessons and insights from several countries at once.
>
> Participants and other peers around the world continue the exchanges and knowledge sharing in an open discussion space which has developed into a vibrant community of practice.

3. Strategic principles

3.0 The new ICT programme
The new ICT programme will build on its predecessor. Hivos will continue a special programme on the use of information and communication technologies. But this new programme will focus more on the information and communication side, less on the technology aspects. It will also integrate the already existing Hivos knowledge sharing strategy. A new element is the expansion of the programme with support to media, with a focus on new media and alternative independent media.

3.1. Beyond access
During the evaluation process, partners expressed that the "Access for All"-programme helped empower them in their work through access to ICTs, and that the resulting opportunity to network with others supported their feeling of inclusion in development processes.

As such, access remains a key area of concern in certain regions. However, the emphasis in the new programme will shift to strategic use of ICTs. By "strategic use of ICTs " is meant that people and organisations are using ICT as tool to increase development effectiveness and efficiency.[6] (See also model in annex 1.)

3.2. A *sine qua non* for CSB and SED
'Economic actors can only operate effectively if they are embedded in a wider civil society that harbours social interaction based on trust, honesty and non-violence… In other words, a civil society cannot survive where there are no markets, and markets need a civil society to prosper.'[7]

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[6] Taken from *ICT4D-Connecting people for a better world,* Weigel & Walburger (2004)
[7] Edwards, M., 2004, *Civil Society*, Polity Press, p.50

Civil Society Building: According to Hivos' policy in the field of CSB, access to information is crucial in almost all actions and interventions. "Access to information and knowledge is a major condition for marginalized people to influence the very processes that determine their lives. In a broader sense, access to information and knowledge are essential conditions for democracy".[8] As such, all kinds of civil society building activities – from awareness raising and mobilisation to public campaigning and lobby – depend heavily on communication and media to facilitate and stimulate democratisation processes.

Sustainable Economic Development: Hivos' other policy priority, SED, aims at improving access to sources of income, economic services and support, and improving access to local, national and international markets for small-scale producers and entrepreneurs. It also aims at improving the social and ecological quality of production processes. In all these areas ICTs play a significant role in terms of improving access to relevant information, to services, to markets and market information. The transparency of production chains and interaction between producers and consumers can also be supported by communication media and ICTs.

Communication technologies are critical for civil society building and sustainable economic development. In this context, the new programme will focus on tools in support of CSB and economic activities.

3.3. Sharing Knowledge for Development

With the launch of its knowledge strategy end of 2003, Hivos emphasises the need to share its own knowledge more systematically and initiates platforms and projects for partners (as well as interested groups and individuals) to add and exchange knowledge.[9]

One cannot imagine a knowledge sharing programme without extensive support of ICTs; although experienced users of ICTs are among the first to recognise the value of direct social contacts and face-to-face meetings, ICTs bring an added value to knowledge sharing processes to an extent that was unthinkable only ten years ago – for instance, web-enabled platforms for real-time exchange of experiences and knowledge with people across the planet, or affordable and direct access to scientific information regardless of time and distance, to mention just a few.

Communication tools and knowledge sharing are intrinsically entwined. In this context, the new programme will operationalise an integrated knowledge sharing and ICT strategy.

3.4. An inclusive information society

As the role of ICTs for development is increasingly accepted across the scope of development stakeholders, a more mature and realistic understanding of their potential has replaced dreams of ICT-miracles for poverty reduction, economic development, emancipation and democratisation.

So the ICT-hype is over, but at the same time this has resulted in a more pragmatic and down-to-earth deployment of appropriate technologies. For example, mobile phone use has exploded, becoming a key means of communication and service delivery, and in many developing countries the number of mobile connections has surpassed the number of fixed connections. Further, peer-to-peer sharing technology is turning the worldwide music and film industry upside down. Open source software is severely challenging even the biggest world power in the IT arena, and open-content publication systems (like weblogs and wikis) are radically changing the traditional power relations in the media industry.

In this context, the new programme will focus on *appropriate* technologies including combinations of old and new media – whatever these may be – to contribute to an inclusive information society.

3.5. A new avenue: civil media

New technologies are reshaping the media landscape. Whereas traditional media such as radio, television and print are strong in mass reach, the flexibility and interactivity offered by digital media has broadened the media pallet enormously. The increasing convergence of technologies makes it

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[8] Hivos Policy Paper, *Civil Voices on a Global Stage*, Hivos (2002)
[9] *Knowledge sharing strategy*, Hivos (2003)

possible to supply a whole range of tools through a single medium (text, radio, television, video, phone, etc).

Ownership of information is also undergoing a revolution: digital media can help reduce the distance and differences between producers (journalists, editors, publishers, broadcasters) and content consumers. This enhances the diversity within the media landscape, can contribute to democracy and can be an expansion of the public domain. Individuals and organisations at grass root and local levels are harnessing the unique opportunities provided by digital media to send out their message to national and international audiences and to interact actively with smaller and bigger constituencies, no matter where they are located. They provide – more than traditional media can ever do – smart opportunities to distribute alternative or censored news where restrictions are in place.

But there are limitations. First, digital media are easily used and abused to spread a wide range of negative messages and violent actions, ranging from the exploitation of children to extreme political violence and everything in between. Second, in many parts of the developing world access is still limited to the urban well-off, and traditional or "old" media are needed to reach a mass audience. Print magazines, journals, newsletters, radio and television remain powerful media instruments. Third, the Internet has also become one great reservoir of misinformation and unchecked "facts" and data.
Therefore, a free, but also professional and trustworthy press and independent media (non-partisan, non-government) – whether digital or not – remain cornerstones for a democratic and just society. Here lays for civil society organisations a great interest to promote and intensify links to independent and professional mass media, whilst at the same time creating and strengthening own civil society and community media and link up to new media opportunities.

4. Programme 2005 – 2008: Making Civil Voices Heard

4.1. Vision and overall goal

Hivos aims to contribute to a world in which citizens, both women and men, have access to information and can participate actively and equally in decision-making processes that determine their lives, society and future. The Media Information and Communication for Development programme will empower citizens in developing countries – especially the poor and marginalized and their organisations – to express their voices and make them heard.
The programme will enable access to information and communication resources that can help improve livelihoods and stimulate other development opportunities. The programme will also open up and broaden opportunities for a free flow of information, for networking and sharing knowledge and for public and democratic spaces for political debate and participation.

4.2. Scope of the programme

The intended beneficiaries and partners of the programme can be divided into roughly the following groups.

Beneficiaries and partners
   a. The **current Hivos' network of some 800 partner organisations** and among them the ones with only limited knowledge and usage of ICTs supporting their core business. Enhancing access and basic skills will be the priority focus for this group, including the **staff members and volunteers** of current and new partner organisations, in order to bring access to ICTs and ICT capacities `beyond the boss's desk'.
   b. **Special focus groups** are **partners in the SED (chain transparency) and HIV/AIDS sector** Being two sectors with a high urgency level in developing countries and important sectors for Hivos, the MIC-programme will support interventions to enhance their strategic use of ICTs and to grasp opportunities in that respect. The programme will not exclude other (Hivos) sectors but will be extra sensitive for initiatives in the two mentioned sectors.
   c. **Current ICT-partners within the Hivos-network and new ones** with a focus on capacity building, innovation, development of specific tools and applications for the development field and lobby on ICT & media policies.

d. **Media partners**, (new) media networks and initiatives. Media organisations delivering capacity building or playing "watchdog" roles.
e. **Knowledge sharing partners** with a focus on delivery of knowledge sharing (KS) tools; as a process in itself; as an intrinsic part in sector-specific programmes; and as specific executing agencies for activities and research.
f. The respective **target groups of partners** with a focus on affordable and appropriate access in **rural areas**.
g. **Women and womens organisations** are a specific target group within the broad group of partners and within all the different subgroups mentioned here above.

4.3. Implementing strategy

- **Sector and mainstreamed**

The programme will be implemented according to a dual strategy of on the one hand, specific ICT sector activities and on the other hand, mainstreamed initiatives in other Hivos sector programmes.

Mainstreaming is understood to be the strategic inclusion of ICT-tools in support of core business goals, whatever the sector. For example, where ICTs are used to assign micro credit, ICTs are *mainstreamed* in the sector Sustainable Economic Development. In this example, as with mainstreaming in general, the tool provides a significant added value to the effectiveness of the core business.

Specific ICT sector activities involve programmes or projects whereby ICT-tools are implemented as a product in itself, critical to the success or fulfilment of the organisational strategy, and which could not have been achieved otherwise. For example, an Internet-based platform for Women and Development, or a virtual network between agricultural practitioners. Or programmes and projects which are completely designed to promote and implement specific ICT activities.

- **Funding**

The main intervention strategy for the MIC programme will be the direct funding of programmes of local, regional and global partners. This type of intervention is regulated along the lines of all normal Hivos procedures and general funding criteria.

- **Partnerships**

Parts of the programme will be implemented together with current strategic partners like OneWorld International, IICD and APC and with new ones like Dgroups and ISS (Institute for Social Studies).

- **Own programmes and projects**

Parts of the programme will be implemented under the direct responsibility of Hivos itself and with own human resources. This builds on the experience during the Access-for-All implementation period. It applies partly for the programmes together with strategic partners and new partners e.g. around the Satu Dunia-programme in Indonesia, the STAR-programme in Africa, the Dgroups partnership and the CSB knowledge network (Hivos & ISS).

5. Programme Purposes

The Making Civil Voices Heard programme aims to deliver the following results:

5.1   Improved knowledge on strategic use of information technologies.

The programme will support citizens and non-governmental organisations to reach their development targets more effectively and efficiently through improved and strategic use of ICTs. Strategic use refers to the mainstreaming of ICTs in traditional and existing development activities but it can also refer to completely new windows of opportunities provided through ICTs

The most important mean to achieve the result is a **training & capacity building programme** on strategic ICT usage.

A number of capacity building activities, with an emphasis on the participation of women, will focus on specific strategic ICT competencies. These include the use of interactive tools, content and information management, Open Source Software (OSS), data control and security, communication, networking, knowledge sharing and lobbying. It also encompasses enhanced quality of websites (& local content) and the combination of new and old media.

Hivos will implement the training and capacity programme in collaboration with strategic partners (IICD and OneWorld International) and with local training institutes/consultants, except in some cases where Hivos staff play an active role in enhancing ICT skills, awareness and capacity. Different methods will be used, from workshops to individual in depth training.

Main elements Training & Capacity Building Programme
Southern Voices Online – OneWorld Africa, Asia and Latin America
Country programmes Ecuador, Bolivia and Zambia - IICD
Star programme Southern and East Africa – Hivos, KPN and PSO
Satu Dunia Indonesia - Hivos (Reg. Office), Jaring Jakarta and OneWorld Int
Other training projects initiated by current and new local Hivos' partners

Result indicator: 25 % of all Hivos partners using ICTs strategically, half of them being partners in the SED (chain transparency) and HIV/AIDS sector
Partnerships: IICD, OneWorld International, Jaring Jakarta, KPN

5.2   Employed knowledge sharing opportunities

More and new tools for knowledge sharing are becoming available and slowly but surely the development sector is becoming aware of the necessity and urgency of knowledge sharing in support of basic organisational objectives and efficient resource allocation (avoid reinventing the wheel but rather learn from peers). Peer to peer learning on a south-to-south basis is gaining in popularity as successful communities of practice are developing across the world. The programme will harbour initiatives to improve the learning and knowledge sharing capacity and practice amongst civil society actors[10].

The most important means to achieve the result is a programme on **knowledge sharing activities, tools and methods**

Support in this programme area will go to virtual knowledge sharing networks and platforms as well as to physical and 'live' networking and knowledge sharing programmes and events, in particular related to **civil society building**. Besides knowledge sharing components built into Hivos sector programmes, development-oriented networks and initiatives aimed at (awareness of) knowledge sharing in itself as support to core business processes will also be a focus area for this programme component.

Further, activities will include research and training for and by Southern partners, the expansion of the Civil Society Building Knowledge Network (started end 2004) with a strong content component from Southern partners, and symposiums facilitated preferably by Southern or research partners but on occasion by Hivos itself. These activities will be performed in partnership with other funding agencies, private sector organisations, etc. An important partner for this programme will be the Institute of Social Studies (ISS). The collaboration between the ISS and Hivos brings together practitioners and researchers to share information from their experiences and points of view, thereby enriching each other and contributing to the accumulation of knowledge that may also be beneficial for others.[11]

Hivos, as part of its Knowledge Sharing strategy, is also a member of the network of organisations that manage the Dgroups platform. This means that Hivos and its partners can make full use of Dgroups, free of charge. Dgroups is a user-friendly online exchange platform on development topics.

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[10] For more on this, please see *Knowledge sharing strategy*, Hivos (2003)
[11] The digital platform of this partnership can be found at http://www.civilsocietybuilding.net

An active Dgroup can develop into a community of practice, where people can find peers who they can ask for help, opinions, resources, etc.[12]

An intrinsic part of this effort will be to create new avenues and opportunities for knowledge sharing in Hivos policy areas. These can include traditional (face-to-face) opportunities and new possibilities (e.g. virtually enabled communities of practice) as well as **combinations** of international and/or locally driven (South-South) exchanges of information and knowledge.

Pre-conditions: basic awareness of ICTs, willingness to learn and share, collaboration with other agencies

Main elements Knowledge Sharing Programme
Full development of the Civil Society Building - Knowledge Network
Organisation of South-South Knowledge Exchanges, Peer-to-peer exchanges
Promotion and implementing Dgroups
Development of Knowledge Sharing tools & methods
Specific knowledge sharing initiatives initiated by Hivos' partners

Result indicator: 20% of all Hivos partners participating in Knowledge Sharing activities, half of them through the Civil Society Building Knowledge Network.
Partnerships: Dgroups, Institute of Social Studies

5.3   Strengthened civil media & communication platforms

The programme will foster existing and create new communication platforms and media where civil voices can be expressed and heard, and where civil society organisations can meet or network. Priority focuses are, first, enhancing alternative, independent and public spaces in the media sector and in doing so contributing to media diversity and democracy. A second focus is to explore and use innovative combinations of traditional and new media, such as radio and Internet or photography and mobile phones, in order to broaden access to information opportunities. A third focus is to amplify unheard civil voices and local content through civil communication platforms.

The most important mean to achieve the result is a **Civil Media programme**

The programme will support platforms for public voices that are unheard or neglected by traditional media. Further, attention will be given to initiatives that open up independent and alternative public spaces in the media landscape. It will also support appropriate media channels that meet the specific communication needs of the poor and marginalized.

Priority focus includes:

• Independent and alternative media (with a focus on digital media)
• Community media and information platforms
• Civil society owned or driven media networks

This area of the programme is partly a new area for Hivos and therefore new (strategic) relations with partner organisations active in this field will be sought.

This programme component will focus primarily on new media; traditional media like newspapers, radio and television are not a priority. Exceptions can be made in "emergency" situations when media

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[12] Dgroups is a joint initiative of Bellanet, DFID, Hivos, ICA, IICD, OneWorld, UNAIDS, and the World Bank
http://www.dgroups.org

diversity and democracy are severely threatened and new media cannot deliver an alternative to reach out to a broad public.

Main elements Civil Media Programme
Southern Voices Online – OneWorld Africa, Asia and Latin America
Other civil society owned or driven media networks
Community media and information platforms
Independent and alternative media

Result indicator: More media diversity in 10 Hivos countries through support to new media partners and development of new media outlets
Partnerships: OneWorld International and others.

5.4. Policymakers and (inter-) national decision-makers pressured to formulate and execute inclusive and human rights based ICT & Media policies

The programme will support active monitoring, lobbying and advocacy for inclusive and human rights based national and international ICT & Media policies and regulatory frameworks. During development of these policies, too often civil society voices and citizens' concerns are not included nor taken into account. The programme will support the monitoring of policy development and implementation ('watchdog' function), to ensure policies are formulated inclusive of civil stakeholders, and to support diversity of media.

International and national decision-making processes on regulatory frameworks for media policies and ICT policies (like the World Summit on the Information Society, WSIS) often have far-reaching, often global, implications. Nonetheless, developing countries are generally poorly represented.

This programme component will also support 'watchdogs' and civil society organisations researching, monitoring, critically following, lobbying and mobilising support for inclusive and human rights based national and international ICT, information and media policies. With regards to the WSIS Hivos is a member of the Dutch delegation and will from that position represent partner organisations.

Activities will be implemented through partnerships with organisations actively involved in policy development. An existing partnership with APC will be continued. APC's ICT policy projects monitor relevant policy developments at national and regional levels. This involves research, building online content (through websites and e-newsletters) and networks, and implementing capacity-building workshops with civil society organisations. The project websites provide information and analysis, including legislation, statistics, research documents and reports (commissioned by the project and others), news and listings of ICT projects and organisations among the regions and categorise the information in themes including universal access, infrastructure, freedom of expression, privacy, censorship, and intellectual property.
ICT Policy Monitor projects are implemented in Africa and Latin America and the Caribbean (funded by IDRC, Hivos and Open Society Institute Southern Africa).[13]

ICT & Media Lobby and Advocacy Programme
ICT & media monitor activities
Regional and global ICT & media 'watch dog' organisations
Active participation in national policy development
Active participation in international policy development (WSIS)

Result indicator: More inclusive and human rights based national ICT & Media policies in 10 Hivos countries through support to lobby and advocacy partners
Partnership: APC (Association for Progressive Communications)

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[13] The ICT Policy Monitor websites can be accessed at http://rights.apc.org/

5.5. Research & Innovation

Hivos will expand its research activities, in close collaboration with its regional offices. Research topics will be identified from current and from new partners, and should be linked to existing initiatives, projects or evaluations. The programme will follow a two-track approach involving

1) In-depth CSB research, in co-operation with research institutes (see 5.2)

2) "Small" research: simple, accessible, research accounts and stories for and by partners.

The MIC programme considers *innovation* as one of its guiding principles. More so, the new programme will reserve budget and capacity for specific innovative ICT initiatives. These might include

- "Innovation incubators", coordinated by regional partners (e.g. Sarai (Asia), one in Africa and one in Latin America. Includes innovative projects but extending to creative research opportunities;
- Combining new and old media towards ICT;
- Entrepreneurship/more promotion/visibility;
- MDG-8 (global partnership for development including transfer of knowledge and technology)[14]
- Innovative processes: peer assists/exchanges, tenders for inclusion, public private partnerships.

Research & Innovation Programme
In-depth CSB (Civil Society Building) research
"Small research" programme
Support to specific innovative ICT & Media initiatives

Result indicator: Support to 4 R & I projects annually (2 R and 2 I related). From the 8 I-projects 2 turn out to be scalable and sustainable
Partnerships: OWI and others.

6. Means and conditions

6.1. Access

Though less important than in the first programme period, access needs continued attention, especially in Africa and rural areas in general. Attention will be given to new solutions, to solutions combining old and new media, to access 'beyond the boss's desk', and to the quality of access. Equal access, for women and men, amongst staff and volunteers of partner organisations will get special attention.

Specific support in access will be given only when integrated in broader development strategies or in case of specific demonstration or pilot projects. The programme will not focus on supporting infrastructure at a national level, or supporting access without a direct link to organisation objectives or broader development strategies.

Pre-conditions for support are the availability of basic ICT skills and transparent procedures for usage within the partner organisations.

6.2. Information and data management tools

In some cases Hivos can provide support to making available and developing innovative tools by and for partner organisations where these contribute to the achievement of the key programme purposes. For more effective use of knowledge gained by Hivos and Hivos partners, this programme component will also focus on information flows and management tools between Hivos and its partners. This involves information sharing, project information, etc.

Pre-conditions are the open source based character of the software and the involvement of developers from the South where possible.

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[14] http://www.un.org/millenniumgoals/

6.3   Networking

The most effective and efficient use of ICT has proven to be the creation and strengthening of networks. Networking is an intrinsic component of Knowledge Sharing and Information Management but nonetheless is given specific attention in this programme being a critical means to achieve the goals specified under 5. To ensure the overall programme maintains a broad focus on global developments, linking to and being part of larger initiatives networking is increasingly important in the battle to realise the MDGs.

Support will be given to networks in pursuit of thematic goals (e.g. a CSB network, etc.) and to networks in support of ICT-usage specifically.

7. Organisation of the programme
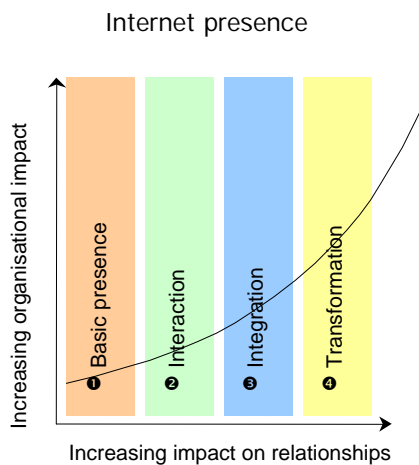
7.1 Internal Hivos

In the new Hivos organisational structure the ICT/Media sector team (including programme officers at both Head Office as well as the 4 Regional Offices) is primarily responsible for implementing the programme. The webforce, consisting of programme officers from the different teams and regional offices, acts as an advisory panel to the ICT/Media team. Within their specific sector team, webforce members are the MIC focal points, which is of particular importance for the mainstreaming strategy. A condition for the successful implementation of the MIC programme is "embedded" MIC (ICT, knowledge sharing and media) capacity in each team/bureau and at each RO.

7.2 External Hivos

Hivos aims to implement the programme with a wide variety of partners, from other donor agencies, to international NGOs, research institutes, training institutes and others. The programme is divided in different components to create as much opportunities for co-operation as possible.

1. Strategic Growth Path for ICTs [15]

Internet presence

Increasing organisational impact → *Increasing impact on relationships*

Basic presence ❶ · Interaction ❷ · Integration ❸ · Transformation ❹

1. **Basic presence**: Involves sharing company information and brochures on the Internet. The costs are relatively low.

2. **Interaction**: The organisation is strategically exploring the Internet as a distribution channel. Additional features include extensive information, start of interactivity with relationships, personalisation of information and basic search facilities. Costs to set up are moderate.

3. **Integration**: Web presence at this level provides a substantial added value in terms of interacting with partners in terms of marketing, relationship management, community building, etc. Besides thorough management capacities this level involves substantial costs for set up and maintenance.

4. **Transformation**: Strategically, the organisation is now fully exploiting the Internet as a channel to deal with all its stakeholders. The organisation's goals are fully integrated into the medium (for example, full e-commerce facilities or a web-only news network). The costs are substantial.

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[15] Adapted from *Making Sense of E-business in Developing Countries*, Olaf Kruidhof and Julie Ferguson, 2003, see also http://ftpiicd.org/files/research/reports/report18.pdf

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