



KABUL

AFGHANISTAN

ISLAMABAD

PAKISTAN

NEW DELHI

NEPAL

KATHMANDU

BHUTAN

THIMPHU

BANGLADESH

DHAKA

MYANMAR

RANGOON

INDIA

SRI LANKA

COLOMBO

MALDIVES

MALE

The Panos Network was established in 1986 in three major cities: London, Paris and Washington. From the outset, as part of its commitment to southern-led development, Panos aimed to build a network of independent institutes across the world. Today, it is a proud family of seven autonomous institutes from the Caribbean to South Asia.

Panos South Asia was established in 1997. Today, Panos South Asia has seven offices across Nepal, India, Sri Lanka, Pakistan and Bangladesh. Panos South Asia is registered as Stichting Panos South Asia in the Netherlands under foundation registration number 27355408. In Nepal, Panos South Asia has a General Agreement with the Ministry of Foreign Affairs, Government of Nepal to operate as a regional INGO in South Asia. We are registered in India as a company limited by shares-not-for-profit under Section 25 of the Companies Act, 1956. In Sri Lanka, Panos South Asia is registered as a Guarantee Limited Company incorporated under the Companies Act, No 7 of 2007. Panos Pakistan is a country office of Panos South Asia, incorporated under License from the Corporate Law Authority under Section 42 of the Companies Ordinance, 1984. In Bangladesh, it is registered as Panos Institute Bangladesh under the Trust Act 1882.

Panos South Asia

Vision





Panos South Asia's vision is to make societies inclusive, democratic and just. We seek to renegotiate power through media by enabling diverse opinions, ideas and theories to be included in the debate on governance and development.

Panos South Asia aims to:

- work in partnership with both local and regional partners, to stimulate and inform public and policy debate and to provide information on key development issues that is accessible to multiple target groups.
- encourage and help develop traditional and innovative information, communication activities and techniques to enable marginalised groups and communities to play an increasingly greater role in development debates.
- utilise issue-based training workshops to promote and build greater capacity in investigative reporting in the region.
- engage in research that enables us to deal with constantly evolving opportunities and threats arising from new communication technologies.

- implement activities to increase the quality of, and capacity for continuing regional analysis of information and communication issues.
- work on conflict issues and create a conducive atmosphere for peace-building in the region, through sustained research and media partnerships.

Panos South Asia is part of a family of Panos Institutes worldwide that encourages and facilitates public discourse on a wide range of issues, particularly those that have direct impact on the least privileged and most marginalised sections of society. Panos South Asia works through media to bring neglected subjects to the fore in developmental debate, so as to give a platform for voices and perspectives, often rendered voiceless in the public sphere.

Panos South Asia

Mission



Panos South Asia's mission is to realise its vision through an innovative understanding of media dynamics and creating an enduring partnership with media to widen the public sphere. It has evolved a roadmap with five clear signposts to reach its ambitious destination.

One: Focus on Media

The media in South Asia is our primary area of focus. The media, of course, is not a monolith. There are various forms of media. There is mainstream and alternate media. Panos South Asia seeks to work with all forms of media to facilitate democratic dialogue on issues critical to the region.

Two: Gender as an integral part of any activity

While Panos South Asia acknowledges the relentless work done by women's groups and the significant changes it has brought in the mediascape leading to a greater presence and participation of women in the world of articulation, it is acutely aware of the huge gap between our dream of equal participation and the current level of limited participation of women in the decision-making process. Be it our governance structure, recruitment policy, fellowships or training programmes, we strive for gender equality.



Three: Three levels of intervention

Panos South Asia seeks to create democratic spaces in media discourse through interventions at three levels. The first is at the entry level with young journalists, who are provided training both at our Media Centre and within their respective countries on honing professional skills, both content and technical.

The second level of intervention is with mid-career journalists who have spent considerable time in the profession but have very little time or opportunity to investigate critical issues of choice. Panos South Asia provides fellowships for such journalists to undertake their desired work and helps publicize their work beyond their own media outlets by bringing out books, monographs and publications that are distributed among peers, policy makers and other important actors in the subject they have researched.

The third and crucial level of intervention is with media owners, proprietors and editors: the gatekeepers who decide media content. The criticality of intervention at this level is self-evident. Panos South Asia does this through organizing exclusive Editors' Retreats with strategic domestic and international players; by calling them in for seminars/discussions on important policy debates and by one-on-one contact to keep them in the loop about activities and interests.

Four: Four forms of media and four strategic thrust areas

The four forms of media that Panos South Asia seeks to work with are print, radio, television and new media. Our Media Centre remains the nucleus of this activity. Several events are centred around providing training on streaming TV and radio through the web besides online journalism.

Given this scenario, Panos South Asia proposes:

- to work increasingly with the local language media in all South Asian countries
- to support and promote radio and its development as the most democratic, cheap and easily accessible media for the region
- to promote public interest broadcasting in both television and radio across the region keeping public interest as the governing principle with regard to use of new media and convergence technologies
- to continue to work with the English language media as we accept its influence and impact on decision makers in the government and civil society.

Five: Five thematic areas and cross-cutting issues:


Panos South Asia's programmes focus on five specific themes:

1. Conflict
2. Environment
3. Public Health
4. Globalisation
5. Media Development

Panos South Asia

Values



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- Panos believes that people most affected by global change – often the most marginalised societies and most marginalised peoples within societies – should help shape such change. To achieve this, more balanced information flows between and within societies on issues that affect vulnerable, marginalised and excluded people are urgently needed.
 - Panos argues that both freedom and pluralism of information within societies are essential preconditions for sustainable development. It believes that a plural media and a plural civil society are vital information multipliers, and critical in ensuring genuinely democratic public debate.
 - Panos holds that information is central to change, and that people need and have a right of access to understandable, relevant and unbiased information in order to be able to take informed action and play an active role as citizens in democratic societies.
 - Panos promotes informed inclusive public debate as an essential ingredient in the effective functioning of democratic societies.
 - Panos believes in a more equitable world, opposes all forms of discrimination and actively promotes racial, gender and other aspects of equality.
 - Panos believes people have a right to information which enables them to make their own minds up about issues according to their own circumstances, values, cultures and beliefs. At the heart of Panos' editorial philosophy is a determination to provide information which includes a range of perspectives from different sides in debates.
 - Panos believes that analysis and reporting on issues should principally originate from people affected by those issues.
 - Panos believes that the process of producing and disseminating information (such as who produces it, who owns it) is often as important as the information itself.
 - Panos 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 and mutual understanding between and within nations and peoples.
 - Panos is entirely independent of any political or religious grouping and of its funding sources. It is committed to excellence and innovation in all its activities.



Panos South Asia

Strategic Goals

Goal 1: To contribute to sustainable development and democracy at local, national and international level by strengthening media, information and communication partnerships and processes.

Goal 2: To strengthen the voices of vulnerable, marginalised and excluded people by bridging the communication divide and improving their access to information so that they can participate in and influence the development agenda.

Goal 3: To build an innovative and effective global network to bring back media to the centre of the development debate.



“We would like to congratulate Panos South Asia on a well implemented and successful project. It is evident that Panos South Asia's Media and Peace-Building in India and Pakistan Project has indeed positively contributed to the dialogue process between India and Pakistan and thereby provided opportunities for a peace momentum. The strategic role of media in the dialogue has been capitalised upon in a creative and most productive way. Further, the results-based and flexible management of the project is impressive... We are proud to have been associated with the project.”

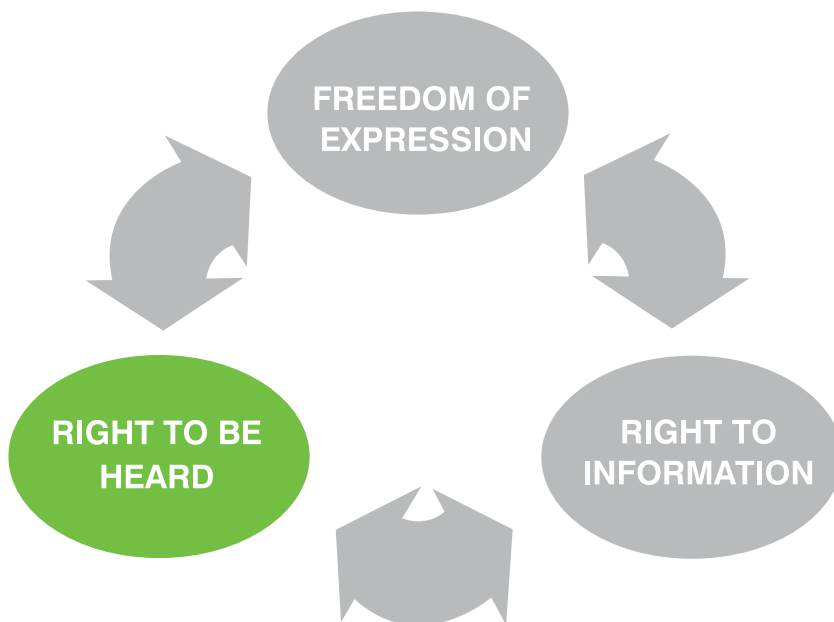
David Holmertz, Swedish International Development Cooperation Agency (SIDA)

Panos South Asia's strategic approach lies in its effort to make the communication cycle complete and making each node to interact, respond and modify their given positions towards other information nodes.

The communication triad has two legal and regulatory nodes aimed at guaranteeing free speech and the right to information. It hopes that multiple voices will be heard through this framework.

Panos South Asia

Strategic Approach



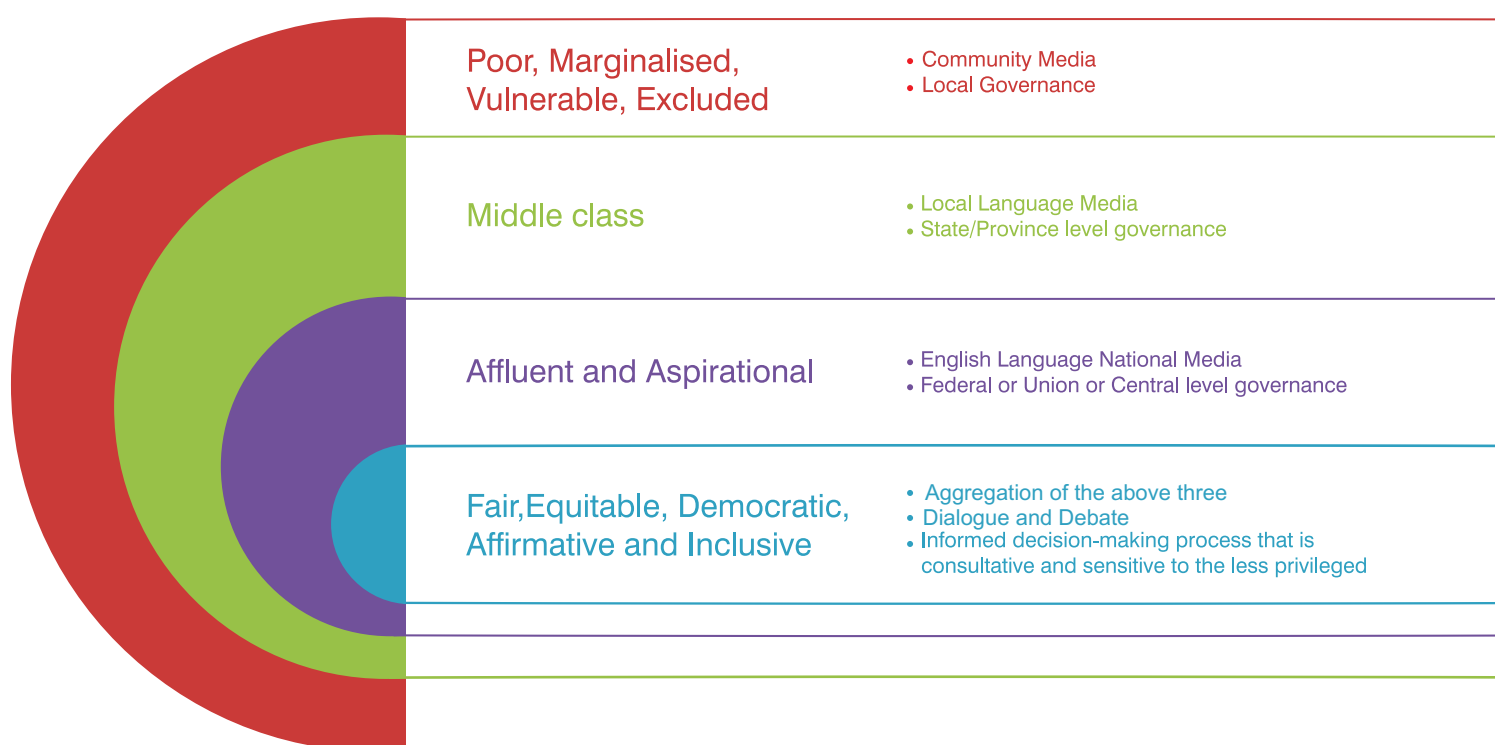
However the right to be heard is neither legally secured nor institutionally mandated. Panos South Asia's work aims to complete this communication triad by amplifying the voices that are guaranteed by the Freedom of Expression laws and the right to quality information guaranteed by the Right to Information Act by making media- the central site for aggregating multiple voices and plural opinions, to mediate ideas, to express dissent and finally, to make informed choices.

Why is the 'Right to be heard' central to Panos South Asia?

The South Asian reality is mediated not through a unified, singular monolithic “Public Sphere”, as understood by the German Philosopher Jurgen Habermas, but through multi-layered, highly textured and complex multiple public spheres; those which form separate though connected entities based on belief, faith, socio-economic status, issues, language, gender and common experience. In this context, the Media for Development versus Media Development debate introduced a hierarchy where either instrumental use of media or media's intrinsic value gained higher currency depending on which ideological frame was deployed.

Panos South Asia's approach is that it is not a choice between media development or media **for** development but a cooperative approach between media development and media **for** development.

The relationship with the multiple public spheres of South Asia oscillates between two extremes. At one end, the desire to propel specific interest of the given public sphere and to become “Information Silos” has gained enormous ground due to the market-politics interplay. At the other end, the democratic quest to be inclusive, fair and just, makes these “Information Silos” more porous and effects a minimum level of dialogue among the diverse groups that includes both the ruler and the ruled.



Panos South Asia's strategic approach to bring about an effective dialogue between multiple social, economic and political layers can be achieved through enabling an atmosphere where all forms of media—community, local, national, regional and international—get strengthened. What we need is cross media dialogue but what we have is cross media ownership. This multi-layered dialogue is central for the fair and equitable developmental model we all crave to create for ourselves.

Panos South Asia

Thematic Focus



1. Conflict: One of our focus areas is India-Pakistan and Afghanistan, as two adversarial nuclear neighbours and entrenched religious radicalism have both regional as well as global ramifications. The second focus area is the Northeast of India where conflict is not just political, but also one of identity. The unrelenting violence over half a century begs closer media scrutiny than the current approach which is subsumed by India's emerging economic prowess. We also work closely with Burmese media in exile, at this crucial transitional stage in

the country's history. Work is afoot in post-conflict Nepal with focus on the peace process, reconciliation and constitution building.

2. Public health: Our focus is on access of citizens to health care & treatment and holding the health care sector accountable. Our strength lies in looking at sexual and reproductive health. Here, we have also devised programmes to specifically target socially excluded women. We have a unique record of informing the global



community of the impact and implications of the HIV/AIDS epidemic. Panos South Asia has been instrumental in placing key issues on the agenda of governments, donors, UN agencies, non-governmental organisations and the media. Another area of concern is the intertwining of market pressure and practices of pharmaceutical companies which lead to unethical and skewed clinical trial methods in the region.

3. Environment: We believe, environment represents an increasingly tense and volatile battleground of ideas and practices that seek to find the golden mean between materialism and nature. Across South Asia, rapid economic growth promises deliverance from global poverty, but continues to threaten ecosystems and those who depend on them for survival. In this context, we focus on three crucial elements that have a profound impact on environment and livelihood, namely climate change, energy and natural resources. With extractive industries coming under the scanner in mineral-rich belts of the region, we continue our exhaustive work on mining, its occupational hazards and its impact on environment, livelihoods and health.

4. Globalisation: Globalisation has the potential to leave its imprint on all the themes of Panos South Asia: it impacts our health; it undermines our environment, it exacerbates our conflicts, and it alters our media scene in a drastic manner. Our strategy is three pronged: one, looking at the central agent of economic globalization, the World Trade Organisation in its entirety; two, looking at the impact of globalisation on livelihoods—in terms of employment,

labour and migration; and three, working with other thematic areas namely, environment, public health, conflict and media development. This phase of globalisation is also facilitated by the phenomenal advances in information and communication technology (ICT) that has enabled not only changes in production organization within firms, but importantly, has enabled firms in disparate locations to be plugged into global networks of production and distribution. The process therefore has diverse and controversial impacts on production, work and employment, especially in low-income regions that need mapping and comprehension.

5. Media Development: Twenty-first century media is at a cusp. Unprecedented technological innovations and trans-boundary capital are reshaping the media landscape, affecting the way citizens are informed, governments and corporations are made accountable, and societies fulfil their potential. These changes and innovations also affect what journalism can achieve—be it in mainstream media or in alternative public spheres. Panos South Asia strives for a media landscape that upholds pluralism, diversity, transparency, accountability, editorial independence, freedom of expression, quality and relevant information, public service values, and high professional standards. Our work in Media Development has three components --- Advocacy, Access and Knowledge Generation---spread across five core issues:

1. Enabling environment that includes a fair regulatory mechanism as well as delivery mechanism to address the question of access to quality information.
2. Press freedom including issues relating to censorship (state, market and self) and safety & security of journalists
3. Inculcating the core values and cardinal principles of ethical journalism in the new media environment (citizen journalism, blog sphere, community radio and other convergent platforms)
4. Challenges and opportunities afforded by new technologies
5. Mapping and critical studies of the media sector

Panos South Asia

Methodologies



The South Asian media is at a critical stage in media development, dogged by challenges. A series of binaries explain the challenges in the sector:

What constitutes public interest Vs what the public is interested in

- Right to information Vs Right to privacy
- State interest Vs Public interest Vs Commercial interest
- Convergence –led merger of content and carriage Vs Old regulatory framework for content and carriage

To make sense of this fluid environment, we have evolved a multi-pronged methodology to be an effective player in the sector.

1. Fellowships

Fellowships have been the mainstay of Panos South Asia's engagement. A methodology aimed at mid-career journalists to get a refreshed and up-to-date perspective on changes in policy thrust on the selected sector, our fellowships help bring about depth and analysis to mundane reportage. Tried, tested and successful, this incorporates a stringent screening process in fellow selection, with close mentoring & monitoring by expert panels for the duration of the fellowship. The team meets at least thrice during the project cycle to tackle challenges, revisit and reorient goals if necessary. The outputs





are whetted and published during the project cycle; while the best pieces get culled out into a publication.

2.Editors/ Media owners' retreats

We realised early that for information and analyses to find voice, we would have to simultaneously adopt a top-down, bottom-up approach. In keeping with this goal, Panos South Asia, for the past decade has been bringing together top editors and media owners from across the region, to evolve fresh ideas and thinking on issues of regional importance. These retreats have become a site for mutual learning of new realities and unlearning of past prejudices and a wellspring to cleanse the scourge of stereotyping 'the other'.

3.Journalists' workshops/Study tours/ Field visits

In an era of digital journalism and shrinking budgets for newsgathering, Panos South Asia provides the depth in capacity building, content assimilation and critical news analyses by conducting workshops, field visits and study tours. The journalists are accompanied by expert mentors who bring to light the nuances of the region which may otherwise well escape an entry level or a mid-career journalist. In an environment where economic growth is an urban phenomenon, these trips help understand development deficits and address issues of deprivation.

4.Exchange Visits

Exchange visits are an innovative way to provide experiences for media persons to visit and work out of each other's countries

and understand the intricacies of the host country. It also provides a networking platform which wipes out the centrality and dependence on the state for information transfer and sharing. Our experience has proved that it more or less does away with the concept of censorship, thus lending credence and objectivity to information.

5.Oral testimonies

The aim of the Oral testimony methodology is to amplify the voices and opinions of the "subjects" of development-people who want to speak for themselves, and not be heard through the distorting medium of outside experts. They are vivid, direct and personal; they challenge the generalisations and platitudes of development rhetoric; they enlighten planners and politicians about what it feels like to be at the sharp end of development

6.Training programmes:

Content & Technical

Panos South Asia has been in the forefront of conducting training programmes and capacity-building workshops for journalists for over a decade. The workshops are held for cub reporters as well as mid-career journalists and include print, radio & television and new media. With state –of-the-art facilities and equipment at its media centre, Panos South Asia's trainings have been much sought after in the region.

7.Seminars /Symposia/Roundtables

Academia remains a cocooned repository of cutting edge knowledge and technology but research findings rarely find its way to the public domain.

Panos South Asia's seminars, symposia and roundtable discussions aim to plug in this shortcoming by facilitating a media-academia interface to enrich knowledge on topical and regional issues. This helps promote free flow of ideas between academia and media which then finds expression in the public domain.

8. People's Assemblies

People's Assemblies are organised through a participatory process that ensures the active involvement of the community concerned. It is designed to give communities an opportunity to put forward their case to those in power. People's Assemblies are non-partisan and promote inclusiveness and tolerance.

9. Toolkits

In today's era of instant news, true understanding, depth and analysis of issues die instant deaths. Deadline and market pressures coupled with lack of in-house mentoring lead to erosion of quality reporting. Panos South Asia periodically brings out media toolkits aimed at enhancing journalistic skills and offering insights into specific subjects.

10. Internships

Panos South Asia facilitates internships for mid-career journalists to understand the dynamics of another media organisation's working environment and to imbibe best practices. Peer training and mutual learning are the underlying principles of this methodology.

11. Content Production

Panos South Asia commissions journalists, film makers and radio producers to do in-depth investigation on specific developmental issues that have been overlooked by mainstream media. Our commissioned content has very often led to increased media attention on these issues.

12. RELAY

Relay aims to provide information, broker relationships between journalists and researchers,

and build the skills of research organisations and the media. We equip journalists to draw on the knowledge and skills of researchers when reporting on development issues. And we support researchers to engage with the media to help research findings contribute to public knowledge and policy debates. Apart from training workshops and fellowships, we have added three more elements to make Relay work at the ground level.

Practical resources – 'how to' guides and briefings for journalists and researchers including summaries of relevant research findings, topic briefings and advice.

Media scans – in-country analysis of how the media in a selected country reports research findings, identifying weaknesses in coverage and opportunities for collaboration

Multi-stakeholder forums – bringing together editors, journalists, researchers, and civil society actors to discuss constraints and opportunities for improved reporting of research.

13. Tie-ups with journalism schools

Panos South Asia has tied up with various journalism schools in India, Pakistan and Nepal to provide quality training to potential journalists. We research and provide course modules on select topics, conduct summer internship programmes, give lectures & presentations and facilitate expert speakers to address the students, thus leading to a vibrant relationship with tomorrow's media.

14. Facilitating journalists to attend international events.

Panos South Asia has been sponsoring and mentoring mid-career journalists to attend and report from international events such as the Climate change conferences, WTO ministerials and the World AIDS conferences year after year. The despatches have also been broadcast and used as radio capsules to encourage wider reach and further debate.

With the help of these methodologies, Panos South Asia has worked with more than 5,500 journalists in 6 countries in its more-than-a-decade long existence. This sustained engagement has seen outputs in 38 languages across 330 media houses in the region.





“Panos South Asia has been playing an invaluable role in mobilizing resources and stimulating debate for creative and pragmatic solutions for South Asian media. Panos has fostered structured relationships not just with media heads but at other tiers across South Asian media bringing about an interactive perspective of issues.

A lot of what I've learnt in the last few years on the framework of reconciliation has been at Panos retreats. I have benefited and continue to benefit in a meaningful and substantial way. Institutions in media across South Asia should mobilize funds for organizations like Panos.”

**Hameed Haroon, CEO,
Dawn Group of Publications, Pakistan**



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