



STRATEGIC PLAN

2022 - 2026
Short Version

Maputo, May 2022



Jeremias Langa

President of the National Governing Council

Note from the President

Dear members and partners of MISA Mozambique,

It is with great satisfaction that, on behalf of the National Governing Council, the members, and in the presence of all partners, MISA launched its Strategic Plan 2022-2026, on 03 May 2022.

This SP systematizes and seeks to operationalize MISA's strategic vision. In this SP, MISA is positioned as a current and relevant actor in the promotion and protection of Freedom of Expression and of the Media, in light of the constitutional dictates and the legal framework in force in Mozambique. MISA's role is focused on, but not limited to, transforming the enjoyment of fundamental rights and freedoms into an indispensable asset to achieve changes in the quality of life of citizens in several dimensions

Without neglecting organisational sustainability in the spheres of Internal Governance, Financial and Human resources, MISA is guided by its contribution to the definition of laws and policies regarding the media, as well as the development of the media's capacities so that it can operate as a true partner for Mozambican Development, while also acting as a guardian of Rights and Freedoms.

Starting from an approach based on advocacy and lobbying, MISA is guided towards bringing about significant changes in the media class and, from there on, consolidating its capacity to respond to society's problems, maintaining a permanent dialogue with partner entities and its beneficiaries.

Jeremias Langa

I. Executive summary

MISA-MOÇAMBIQUE, the Mozambican chapter of the Media Institute of Southern Africa, as part of its mission to promote the freedoms of expression, press and the right to information, approved in May 2022 its new Strategic Plan 2022 to 2026.

This new strategy aims to respond to the challenges of a national context characterized by violations of the freedoms of the press and expression, as well as digital rights; with a low culture of transparency and availability of information of public interest and a low level of professionalism, especially in a context where fake news threatens the quality of information made available from the public sphere, through social networks. The strategic plan is also designed in a context where the country has been consolidating its regulatory framework for the media sector, as well as producing a better response to the context of its growing digitalization

For a 5-year period, MISA has defined as its main goal to contribute to a peaceful, democratic, fair and free society where the media (traditional and new) play a key role as “guardians” and promoters of citizenship, of the accountability of rulers and as a source of credible information for citizens.

Thus, the specific objectives of MISA’s Strategic Plan are structured in specific sub-objectives:

1. **Strategic Objective 1** - To promote and defend a political and legal environment where freedoms of expression, press are respected, citizens, journalists and activists carry out their work without fear and intimidation;
2. **Strategic Objective 2** - Ensure that media (traditional and new) investigate, verify and produce fact-based information that promotes development and citizenship in Mozambique
3. **Strategic Objective 3** - To ensure that citizens are able to enjoy their right to information and that public services are transparent, of quality and proactive in providing useful information of public interest
4. **Strategic Objective 4** - Ensure that MISA operates with adequate, sustainable and well-governed resources to promote freedom of expression, press freedom and the right to information in Mozambique

Across the board, MISA’s work will focus on the priority issues of the Millennium Sustainable Development Goals, with the main focus on gender issues; on health and education, highlighting the policy component and the quality of sectoral policies and services provided to citizens; on environmental and climate change issues; and finally, on youth issues.

MISA will continue to work methodologically on evidence-based advocacy, through information gathering, documentation and information sharing systems; dialogue and lobbying with the various entities involved in the development and implementation processes of public policies linked

to the sectors of freedom of expression, press, information and digital rights, capacity building of its main actors and the strengthening of litigation as a strategic tool for the protection and defence of human rights.

MISA will continue to work with its various national and international partners as a way of capitalising on their experiences, creating solidarity networks and building a network for learning and acting in defence of human rights and freedom of expression, of the press and of information, in particular.

II. About MISA Mozambique

1.1 Our Mission Statement

MISA-MOÇAMBIQUE, the Mozambican chapter of the Media Institute of Southern Africa, is a Mozambican civil society organization founded in 2000, with the mission of creating a media environment characterized by freedom, independence, pluralism, sustainability, competence and a permanent commitment/responsibility towards Society.

To achieve its mission, MISA-Mozambique has been implementing various activities aimed at:

1. To succeed in influencing policy makers and public opinion on the need to ensure freedom of expression, the right to information and diversity in broadcasting;
2. Ensure that civil society and policy makers are sufficiently mobilized and engaged in the struggle to defend freedom of the press in the southern Africa region, and in Mozambique in particular
3. Achieve the objective of guaranteeing professionalism, in the performance of the media, and to ensure their commitment/accountability to society;
4. Ensure the promotion of a culture characterized by the continuous search for information and access to sources (especially official ones) of information, in order to promote transparency in governance and quality public services;
5. Ensure that press freedom is also achieved through legal and strategic actions, providing legal protection and assistance to journalists who are victims of illegal actions of the “predators” of press freedoms;

To achieve these goals, MISA-Mozambique implements research and advocacy activities aimed at improving the environment of freedom of the press and of expression in Mozambique, as well as the Right to Information, engaging the various social sectors that are directly or indirectly linked to its action. In addition, MISA-Mozambique undertakes capacity building activities to ensure better quality and professionalism of journalists throughout the country.

II. Strategic context: Challenges and opportunities in internal and external environment

From an external point of view, the context of MISA-Mozambique’s work is marked by factors that demarcate the national media context which will require its attention. These elements include:

1. **Political context** - The country has a ruling government led by Frelimo, which has been in power since 1975 and has been winning every election, having strengthened its power, with an absolute majority in Parliament, since the last general elections in 2019. On the other hand, the country continues to witness violent attacks and murders carried out by armed groups in the North (Cabo Delgado) which began in 2017. The authoritarian models of governance and exercise of power by the Frelimo party, as well as the context of military conflicts have implied in the control of the media, especially those of the public sector, as well as in high levels of violations against journalists, especially those from private companies.
2. **Right to Information and citizenship in Mozambique** - seven years after the approval of the Right to Information Law, civil society organisations concentrated on a process of dissemination of the legislation for the knowledge of the various sectors of society. The evaluation carried out, in 2020, shows that although this law is known, it does not yet produce its practical effects in promoting participation and availability of relevant information by public institutions to citizens. This is a partnership that has enabled a bringing together of the CSOs and the Government for the achievement of changes, it should be noted that it was possible, from the MAEFP, to mobilize all public administration actors, especially at the highest level, as well as their awareness of the relevance of access to information and the implementation of the Right to Information Law. One of the major challenges that has been posed is the urgency of using the LEDI to advocate and promote human rights.
3. **Regulation of the sector.** A legal framework for regulation of the press activity being updated, with the proposal of new laws (Media and Broadcasting) approved by the Government ,/by a Parliament with many inconsistencies, according to the analyses made by several experts consulted by MISA Mozambique, show that regarding public broadcasting, it should be noted that it although it is defined by the Constitution of the Republic as independent, from a practical point of view, it continues to operate strongly as a state broadcaster, since it is not managed under a professional point of view (receiving direct funding from the government through programme contracts and with the direct appointment of its Chairmen of the Board of Directors). The Media Law remains weak in guaranteeing effective mechanisms to ensure greater protection of journalists, as well as the criminalization of violators of press freedoms.
4. **The environment of freedom of the press and of expression.** Recent years have been marked by serious problems of violations of press freedoms. Since the year 2015, several crimes against journalists have been recorded, such as kidnappings and disappearances of journalists, arrests, vandalism, arson, robberies and threats to journalists. MISA notes that in 2020, the government repealed the decree that imposed high fees for the registration, operation and accreditation of international correspondents. Despite these achievements, Mozambique continues to lower its international ranking in terms of press freedoms and freedom of expression, as noted in the annual reports of MISA on the State of Press Freedoms, Freedom House Index and Reporters Without Borders.
5. **Digital Rights.** In the country, although the internet access rate is still below 10%, the global trend on digital rights and freedoms must be part of the crucial issues for the

debate. The country still does not have a specific law on data protection, as well as on cybersecurity, despite the initial advocacy efforts undertaken by MISA in 2020, which should be continued. Various analyses have shown that the expansion and massification of ICTs is pushing the government to adopt massive digital surveillance systems. Fake news and disinformation, especially in the health sector and on politics (especially elections), are of great concern, and, there are few fact-checking units, one being MISA's which, although it has been installed, still does very little work.

6. **Professionalism in journalism.** The Baseline study of the MISA SP in 2016 detected the occurrence of 763 cases of violation of professional ethics and deontology (Baseline). The cases of violation of ethics and deontology are several, among which: plagiarism, publication of false news, publication of news without the contradictory, extortion of persons targeted for not publishing negative news, participation of journalists in events of the Frelimo party as delegates and also as advisors to ministries and provincial governments¹. Some of these problems are known by the managers of the media where journalists publish their news². During the implementation of the MISA SP training on these matters took place up to the provincial level, mainly on the commemorations of World Press Freedom Day. The media sustainability index reduced from 2.06 to 1.93 from 2016 to 2017, the lowest since 2012³, showing that, in general, the media are facing increasing difficulties, including professionalisation, for their subsistence. The areas where there was a greater deterioration were the professionalization of journalists and the management of media companies, and where there was a slight improvement in the performance of support institutions. However, there is a general feeling that the degree of knowledge of the law, as well as compliance with professional ethics and deontology are still a major challenge within the journalistic class. The problem is much more complex to be solved only by the action of an isolated entity, such as MISA, because it also refers to issues related to anti-corruption and public integrity legislation, issues that go beyond the professional ethics and deontology inherent to journalists and also includes issues of public ethics.
7. **Media and Gender.** Genderlink reports (2015) show that the problem of reporting on gender, not only is revealed by the weak scheduling of the subject, but also in the low participation of women as news sources; but also a low level of knowledge of journalists on gender issues and a stigmatized and poor treatment on the subject. Another factor is the negative treatment and exposure of women in situations of vulnerability and violence in the media. In the current scenario of high levels of gender inequalities as well as gender-based violence, the media is a key sector for promoting change in society through its role in shaping public opinion. MISA and FES initiated a programme of investigative journalism grants on gender issues in 2017, with the aim of stimulating greater coverage and quality.

1 Anguilaze e Celestino, 2016.

2 Idem.

3 IREX (2017). Media Sustainability Index 2017: The Development of Sustainable Independent Media in Mozambique. <https://www.irex.org/sites/default/files/pdf/media-sustainability-index-africa-2017-mozambique.pdf> (Acedido no dia 30 de Agosto de 2020).

III. MISA 2022 – 2026 Strategy

3.1 MISA Strategic objectives

3.1.1 General Objective (Outcome):

Contribute to a peaceful, democratic, fair and free society where the media (traditional and new) play a key role as “guardians” and promoters of citizenship, of the accountability of rulers and are a source of credible information for citizens.

To this end, MISA will have four strategic sub objectives that make up its main programmatic areas and are the following:

1.2. Strategic Objectives

1. **Strategic Objective 1 (Freedoms of Expression and Press Offline and Online):** To promote and defend a political and legal environment where freedoms of expression, press are respected, citizens, journalists and activists carry out their work without fear and intimidation;
2. **Strategic Objective 2 (Media and Quality Information - Investigative journalism, ethics and verification of information):** Ensure that the media (traditional and new) investigate, verify and produce fact-based information that promotes the development and enjoyment of citizenship in Mozambique
3. **Strategic Objective 3 (Access to Information, accountability and transparency in governance):** Ensure that citizens are able to pursue their right to information and public services are transparent, quality and proactive in providing information of public utility/interest
4. **Strategic Objective 4 (Institutional development of MISA):** Ensure that MISA operates with adequate, sustainable and well-governed resources to promote freedom of expression, press freedom and the right to information in Mozambique

IV. Definition of Main Strategic Areas and Specific Outcomes

4.1 Offline and Online Freedom of Expression and Press

MISA intends to continue to enhance its work in protecting press freedoms and expression, promoting an environment where everyone feels free to express their ideas and opinions, whether in the digital environment or not. MISA aims to increase the knowledge of political actors, the judiciary, civil society on the need to protect and hold (actors) accountable for violations of press freedoms. On the other hand, work to ensure support and support for victims of violations. MISA will further advocate for the repeal of laws, or parts of laws that hinder the enjoyment of press freedoms; as well as the introduction of new laws that regulate, ensure digital protection and security.

Pillar 1 Intermediate Results

1. Various actors (government, courts, prosecutors, lawyers, civic organisations and others) know the importance of preserving freedom of expression and of the press as one of the pillars of democracy and development, through specific programmes to promote specialised studies (such as the Afro Media Barometer and the MISA Annual Report on press freedoms) and their dissemination in events such as the World Press Freedom Day (May 3rd) and the World Day of the Fight against Impunity for Press Crimes (November 2nd) and other national dates such as the Mozambican Journalist Day (April 11th);
2. All attacks against journalists and activists are monitored, at the level of the normal environment and online, and shared, through the continuous improvement and enhancement of systems for monitoring and reporting violations;
3. Victims of violations of press and expression freedoms receive legal and psychological support, through the strengthening of MISA's legal and psychological support fund;
4. New laws are passed in line with the Constitution of the Republic of Mozambique and in respect of international standards of press and expression freedoms, with a focus on those of Broadcasting and Media, Cybersecurity and data protection;
5. The Internet to be accessible to all Mozambicans, as a free and secure source for access to information, access to education, entertainment and global communication services
6. Public broadcasting in Mozambique, as well as digital migration, be managed/governed in an adequately effective manner and produce quality information that reflects pluralism of opinion, cultural and political diversity

4.2 Media as a source of quality information: Investigative journalism, ethics and information checking

In a context marked by the proliferation of new media and the uncertainty created by fake news, journalism, in its various formats, must constitute itself as a “vaccine” against misinformation. Therefore, MISA intends to strengthen the practice of investigative and data journalism, in several transversal thematic components, which promote education, citizenship and development. Journalists should be reinforced of their ethical values, as well as the practices of verification of information. MISA also intends to stimulate citizens’ knowledge about the risks and distinction of false news, through the stimulation of entities of verification of false news and disinformation (fact verification units).

Pillar 2 Intermediate Results

1. Journalists practice quality investigative journalism that promotes transparency and the development of society through training programmes, investigative journalism funds and specialised events;
2. Small associations and organised citizen groups that are able to implement fact-checking programmes on various specialised thematic issues such as health, politics elections;
3. Education and Information campaigns that enable citizens to be able to identify fake news and be protected from the risks of misinformation;
4. Citizens receive quality information that ensures greater education on good practices in the areas of health, gender, environmental sanitation, politics (elections) and climate change protection

4.3 Access to information, accountability and transparency in governance

MISA understands that access to information is a cornerstone right under which citizens are able to enjoy other rights and, on the other hand, a fundamental mechanism for transparency and accountability. MISA intends that LEDI be adopted and applied in all State sectors to which it pertains and, in turn, if citizens, civic organisations and the media know it and master the mechanisms of its application.

Pillar 3 Intermediate Results

1. Citizens, media professionals and civic organizations know and use the right to information law to enjoy their rights;
2. Various actors (government, courts, prosecutors, lawyers, civic organisations and others) know the importance of access to information, as well as the ongoing challenges of implementing LEDI;
3. Government proactively provide quality information, either physically or on the internet, in respect of LEDI; repeated
4. Mozambique adopts and implements the norms and standards for contracts

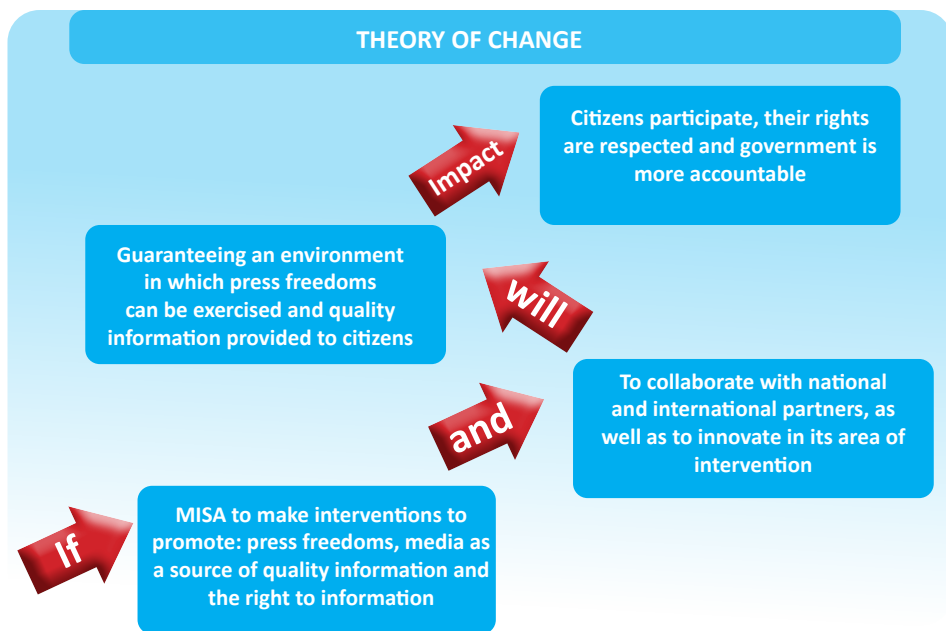
4.4 Institutional development of MISA

With MISA adequately funded and well governed, as well as its management staff with the skills and knowledge to carry out their tasks; the organization will be able to implement the Strategic Plan and consequently generate the desired changes. MISA should consolidate the skills of its staff, increase the membership base, as well as ensure their greater participation; improve its governance and management systems. It must also secure adequate sources of funding to enable the long term sustainability of the organisation. MISA should continue to give greater attention to the integration of technical staff in priority areas, on the other hand, ensure that they have programme management, monitoring and evaluation capacities, strategic communication and financial management capable of responding efficiently, effectively and transparently to all the agency's programmes. On the other hand, MISA understands that its results can only be possible in a context where it responds to the problems of society, on the other hand, it works in interaction with partner entities and in dialogue with its beneficiaries.

Pillar 4 Intermediate Results

1. MISA has sufficient, alternative and sustainable funds;
2. MISA Staff and collaborators have the capacities to implement the Strategic Plan and carry out its tasks;
3. MISA is a well managed and governed organisation, in an open and participatory manner;
4. MISA communicates and shares information on good practices as well as governance and management of its activities;
5. MISA is able to network and work in partnership with other international, national, local organisations, both at state and non-state sector level;
6. To build capacity to ensure that provincial centres are able to promote local initiatives

V. Our theory of change



VI. Cross-cutting areas

Peace and political issues are on MISA's main agenda, due to the nature of its priority areas. However, MISA's work will, across the board, focus on the priority issues of the Millennium Sustainable Development Goals, with the main focus on gender; on health and education, emphasising the policy component and the quality of sectoral policies and services delivered to citizens; on environment and climate change; and finally, on youth issues.

VII. MISA's approaches

MISA's approaches define the strategies and working techniques that MISA will use to achieve the desired results. Based on its experience and accumulated results, MISA will favour the use of the following approaches:

1. **Research and publication/knowledge sharing** - MISA understands that advocacy work, behaviour change and influencing must be evidence-based. Therefore, one of its main approaches will consist in monitoring, researching and evaluating the various indicators of freedom of the press and expression, as well as digital rights in Mozambique. The knowledge produced shall be shared and socialized through various events to be held on specific commemorative dates;

2. **Advocacy and lobbying** - MISA will work towards influencing change as well as the adoption of laws, policies and other instruments relevant to access to information and the protection of freedom of the press, expression and digital rights in Mozambique. MISA will include and combine the use of public communication to influence as well as lobby with key actors of intended changes;
3. **Legal Support and Litigation** - for both press freedoms and access to information, MISA has a legal support program for journalists, under which, from the courts, MISA defends cases of violation of freedoms, whether from the point of view of crimes committed against journalists, legal instruments adopted against press freedoms and the right to information; and finally, cases of denial of the right to information;
4. **Capacity building** - the development of specific skills and knowledge should be seen as a key strategy for the desired changes. MISA will continue to organise specific workshops with the beneficiaries, as to reinforce their knowledge to contribute in strengthening the quality of information to the citizens, the protection of digital rights, the fight against fake news;
5. **Negotiation and dialogue** - Must be considered as fundamental tools in the resolution of conflicts or even to solve cases of violations of press freedoms, at different levels and typifications.

VIII. MISA's Beneficiaries

In this chapter, the beneficiaries are defined in a categorised and general way. The specific indications on the number and gender are made in the goals foreseen in the logframe, in annex, according to the specific actions defined for the years 2021 to 2026. Thus, the following direct beneficiaries of MISA are defined:

- 1.1 Direct beneficiaries (rights-holders) - For the specific programs on press freedoms and the improvement of the performance of its professionals for the quality of information produced, the direct beneficiaries of MISA's actions will be the following: Media companies, Journalists, Media company managers, Researchers and journalism teachers, civic organizations, journalism students, in a share of 50%; the training institutions for journalists, such as Schools and Universities;
- 1.2 Duty-bearers - MISA understands that entities that hold responsibilities for fundamental rights often benefit from its actions, particularly with regard to capacity building and changes in attitudes. The main beneficiaries are the following: GABINFO - Information Office; CSCS - Superior Council for Social Communication; AR - Assembly of the Republic (Commission for social, gender and technology issues and social communication); The Attorney General's Office; The Justice Administration Sector, from the Constitutional Council, the Superior/Supreme Courts, the Administrative Court; the political institutions, such as political parties;
- 1.3 The indirect beneficiaries are all Mozambican citizens who we want to enjoy a free environment in which to exercise their civic freedoms, as well as transparent, accountable and quality governance.

IX. MISA partners

International - FES in the production of the reports on press freedoms, such as the Afromedia Barometer, the transparency and access to information report, as well as specific capacity building programs in the matters of freedom of expression, press and digital rights; FPU - improvement of the environment for the exercise of press freedoms, advocacy and capacity building, as well as adoption of systems to improve the environment for the enjoyment of freedoms and the right to information and Regional MISA - MISA Mozambique is part of the family of Regional MISA, whose objectives and results should contribute to the global picture of the results of what is sought in the southern region;

Local: MISA will collaborate and work closely with local civil society organizations and institutions, such as Sindicato Nacional dos Jornalistas, Centro de Integridade Pública, the Media Media Lab Association, H2N, the Centre for Communication Studies - Sekelekani, the CEC - Centre for Inter-disciplinary Communication Studies, Association of Judicial Magistrates - AMJ, Centre for Human Rights of the UEM - ACDH, the Bar Association - OAM, RECAC - Network of Child Friendly Communicators; the FORCOM - The Forum of Community Radios. On the other hand, MISA will continue to promote

MISA will continue its approach of working in continuous dialogue with the government, especially the sectors dealing with policies and advice to the government on media, legal framework, communication and information technologies, state administration; The parliament for the revision of the legal framework in the Media sector. In turn, the Judiciary sector, especially the Attorney General's Office, to be engaged and stimulated to carry out a more thorough work in the investigation and clarification of cases of violations against press freedoms. On the other hand, to make use of platforms, such as the Higher Council for Media, the Office of the Ombudsman and the National Human Rights Commission, as key institutions in the efforts to litigate and defend the freedoms of expression, press and the right to information.

X. Implementation Strategy

The implementation of MISA's strategic plan will require its development into annual operational plans, containing all the necessary details for the implementation of activities that lead to the expected results, in each of the strategic objectives, according to the various issues and management factors mentioned below.

Fundraising - In its fundraising strategy, MISA will privilege a double approach, according to the types of programs and intervention funds in the area of media and governance. First, from the institutional support that will comprise funding from the strategic approaches; on the other hand, from specific projects that aim to achieve the various results, at different levels foreseen in the Strategic Plan.

Participation of media actors - MISA will privilege working based on the local and national media system, in its diversity (radio, newspaper, TV and multimedia), giving it a greater capacity to participate in the results of the Strategic Plan, within a learning process that will enable its future sustainability of its results. On the other hand, within the framework of its partnerships, MISA will privilege constant consultation, joint work and networking, especially on advocacy issues.

Collaboration with the Government and other stakeholders - MISA has a long tradition of collaboration with the Government of the Republic of Mozambique and other relevant State institutions in the area of media and access to information. For example, in collaboration with the Ministry of State Administration and Civil Service, significant work has been done on access to information within the parameters established by the Right to Information Law. This strategic plan will require specific advocacy actions to ensure greater accessibility of public institutions, at central, provincial and local level in all aspects linked to their strategic objectives.

Monitoring, Evaluation and Learning (MEL) - a specific plan will be developed, with its respective instruments, to ensure the monitoring of the performance of the activities within the context in which the Strategy will be implemented. In this sense, the MEL strategy will provide details on the theory of change and analysis of the context, the logical framework of activities, detailed information on the intervention logic and the relationship between outputs and outcomes with the activities, as well as the various indicators. It should also indicate the means of collecting information, the type of reports and means of sharing information on the results of the impact of the Strategic Plan, as well as the case studies and success stories. On the other hand, the strategy should define the different levels of learning in order to improve the organisation's interventions to the other sectors.

Transparency, Accountability and Grants - MISA has a governance structure that will allow a check and balance in its management, enabling the separation of powers and reinforcing its control and monitoring systems. MISA has adequate policies and procedures in place that require periodic reporting and annual internal/external audits, as well as proactive provision of information to its strategic stakeholders. The National Governing Council will serve as an important platform in ensuring transparency especially in the implementation process at various levels. With its development, MISA has been in need of managing funds that involve providing specific grants to small organisations or even essays for research programmes. Therefore, there is an urgent need for the organisation to develop a grants management manual.

Organisational communication - MISA will design a communication and image strategy that responds to the objectives of the Strategic Plan, both for guaranteeing internal relationship dynamics, as well as for engaging the various stakeholders, disseminating results and sharing information. MISA will opt for a policy of maximum openness and proactive availability of all information on the management of its activities and relevant programmatic content, for public knowledge.

Management structure and human resources - The implementation of the strategic plan will require the adoption of a flexible, capable, competitive management structure composed of program officers capable of managing each of the components. The Executive Director, under the National Governing Council, will assume an important role in coordinating, supervising and leading the MISA team to achieve results. At the programme level, MISA will have a Programme Officer, with three assistants, one for each strategic objective; in addition to a communications and advocacy officer, supported by a publications assistant, supporting the Executive Director and Programme Officer in institutional communication matters. The work of the Programme Officer will even receive support from the MISA lawyers' network of 15 lawyers associated with MISA, who will participate in all litigation and legal support. From an administration and finance point of view, MISA should have a team led by an administration and finance officer, with a team of two

assistants to ensure the management of human resources, assets, logistics and accounting.

Institutional Capacity - MISA Mozambique has a leadership structure and relevant capacities to ensure the implementation of the Programme. As illustrated in the organizational structure chart in Annex xx, MISA has a governance structure consisting of a General Assembly, a Supervisory Board and Provincial Representatives who regularly hold their general assemblies. MISA has a strong executive management structure with a strong knowledge of the media at national and international level. The organisation has internal systems of procedures and verification which will allow a better implementation of the Programme as well as guarantee transparency. Throughout the previous Strategic Plan, MISA accumulated experience that allowed it to manage about USD 1,616,550 in grants from various partners.



Maputo, May 2022