



## **CENTRES OF EXCELLENCE FOR GENDER MAINSTREAMING IN THE MEDIA CONCEPT PAPER**

### **Synopsis**

This concept paper for the establishment of media Centres of Excellence (COEs) is a follow up to the gender and media research, advocacy, training and policy work that Gender Links has been conducting in SADC since its establishment in 2001. GL seeks to bring this work together by going beyond the current six stage gender policy process (buy in; situation analysis; inception workshop; drafting; adoption; monitoring and evaluation) by ensuring ongoing backstopping and support. This will result in GL offering media houses a full gender mainstreaming package that draws from all research and training conducted to date and provides options for self monitoring. Between 2011 and 2014, GL will work with 100 newsrooms in the SADC region with the aim of ensuring that they have at least 30% women sources in news content by 2014 as well as having equal proportions of women and men in all areas and at all levels of the media.



### **Objectives**

The main objective of the COE process is to contribute to the advancement of the SADC Gender Protocol target of gender equality in and through the media by 2015. This project seeks to ensure that gender is mainstreamed into editorial practice and content as well as within media houses.

### **Media provisions in the SADC Protocol on Gender and Development**

Ensure gender is mainstreamed in all information, communication and media policies, programmes, laws and training in accordance with the Protocol on Culture, Information and Sport.

Encourage the media and media-related bodies to mainstream gender in their codes of conduct, policies and procedures, and adopt and implement gender-aware ethical principles, codes of practice and policies in accordance with the Protocol on Culture, Information and Sport.

Take measures to promote the equal representation women in the ownership and decision-making structures of the media, in accordance with Article 12.1 that provides for equal representation of women in decision-making positions by 2015.

Take measures to discourage the media from:

- Promoting pornography and violence against all persons, especially women and children;
- Depicting women as helpless victims of violence and abuse;
- Degrading or exploiting women, especially in the area of entertainment and advertising, and undermining their role and position in society; and
- Reinforcing gender oppression and stereotypes.

Encourage the media to give equal voice to women and men in all areas of coverage, including increasing the number of programmes for, by and about women on gender-specific topics that challenge gender stereotypes.

Take appropriate measures to encourage the media to play a constructive role in the eradication of gender-based violence by adopting guidelines which ensure gender-sensitive coverage.

### **Background and rationale**

This new approach is informed by the results of the 2009 Glass Ceiling in Southern African Media and the 2010 Gender and Media Progress Study (GMPS) which showed an apparent lack of improvement in gender in and through the media compared to earlier studies. The GMPS found that on average the proportion of women sources in the region increased by just two percentage points from 17% in the 2003 Gender and Media Baseline Study (GMBS) to 19% in the 2010 GMPS. The Glass Ceiling Study showed that whilst women are underrepresented in media in general, they are glaringly absent from decision-making positions. GL has used these findings to reflect on its intervention strategies and explore possibilities for a more holistic and sustained approach to addressing gender gaps in the media.

GL has already piloted the COE concept with local government in Southern Africa and will be adopting a similar approach in its work with journalism and media institutions of higher learning. This new approach builds on experience gained over several years of working with media houses on developing and implementing gender policies and action plans through a six stage process. However, the main focus of this process will be on the job support and impact assessment leading up to the 5<sup>th</sup> and 6<sup>th</sup> Gender and Media (GEM) summits in 2012 and 2014. The GEM summits will provide a strategic platform for sharing of good practices and strategies in taking the work forward.

The COE approach is strengthened by the 2008 Southern African Development Community (SADC) Protocol on Gender and Development that sets 28 targets for the attainment of gender equality by 2015, including several key commitments on the media. The media COE's backstopping will revolve around the ten theme areas of the Protocol in the critical build up to 2015, also the deadline for the attainment of the Millennium Development Goals.

GL is strengthened in this approach by the evidence that emerged in the GMPS that while macro level results show slow change in transforming gender relations in and through the media, there is evidence at the institutional level that change is possible. The Mauritian Broadcasting Corporation, one of the first media houses that GL worked with in developing a gender policy, is one such example:



Shirley Chamroo, then Presenter of the SADC Gender Protocol Programme on MBC Radio

### **Change is possible: A case study of the Mauritius Broadcasting Corporation**

The Mauritius Broadcasting Corporation is an example of a media house that has done some introspection as a result of engaging with GL since 2003. During the 2003 GMBS, MBC TV had only 14% women sources and this has doubled in the last seven years to 28% in the Gender and Media Progress Study. The corporation was also the first organisation in the region to develop a gender policy. The MBC's commitment to gender equality in Mauritius was duly recognised at the 4<sup>th</sup> Gender

and Media (GEM) Summit and awards when it scooped the Gender in the Media Best Institutional Practice award.

In 2003, women constituted 30% of the overall staff. The *Glass Ceiling* study (2009) showed that this has since only increased by three percentage points. However, the proportion of women in top and senior management has increased from 4 to 20%. Luximbye Samboo, Principal Officer in Charge of the Human Resources division noted that "the corporation is doing its level best to ensure that there is gender equality in its operations."

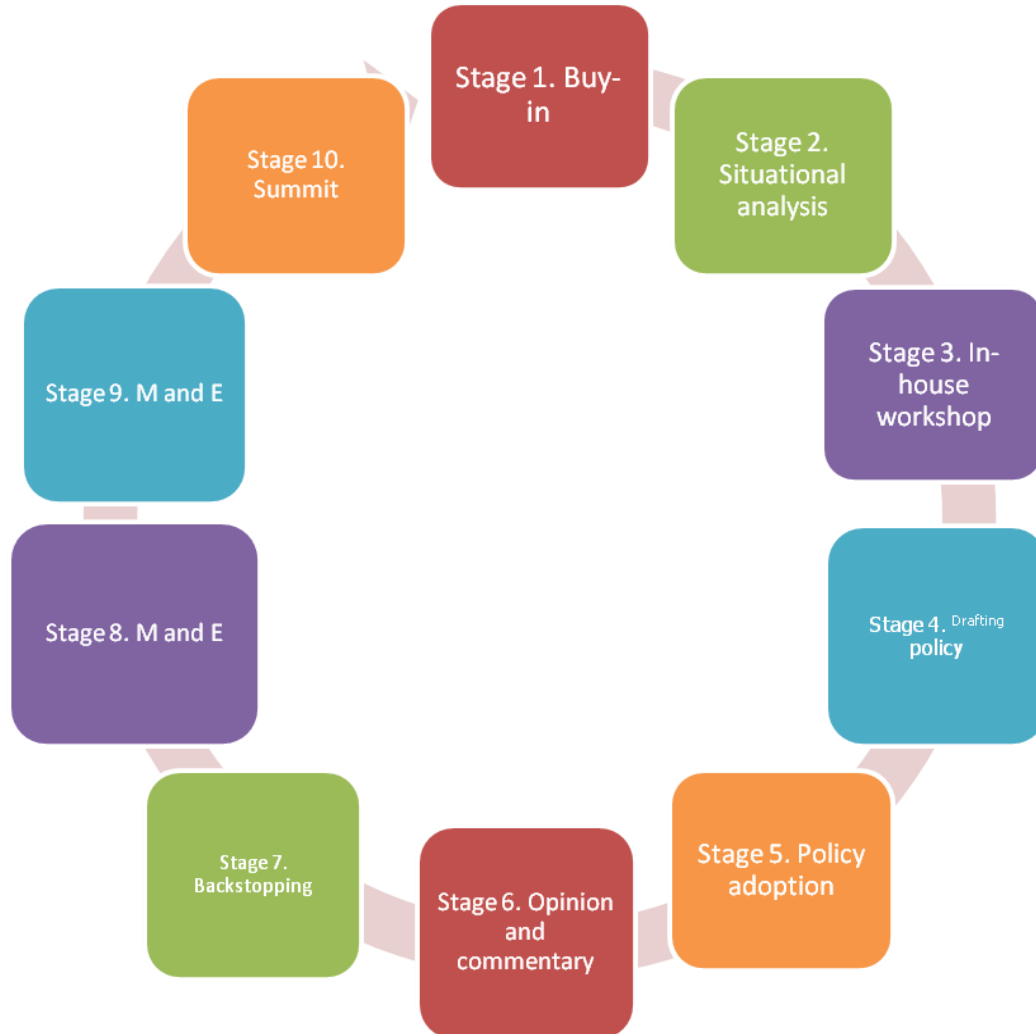
Change at the MBC has come as a result of ongoing support and on-the-job training provided by Gender Links. The GL Mauritius office and Media Watch Organisation (MWO-GEMSA) have played a key role in ensuring that the gender policy is fully implemented by MBC. For example MWO-GEMSA has been actively involved in monitoring and providing feedback to the MBC. GL has also kept a close eye on the performance of the media house.

Speaking at the GEM Summit, Deputy Director General Soondree Devi Soborun said that gender awareness had improved the responsiveness of the public broadcaster, that services women and men. GMPS research found that the MBC also displayed a high standard of reporting, with primary sources accounting for 94% of those sourced in its stories. The majority of sources were also identified, with anonymous sources constituting just 7% of those quoted.

A key ingredient in this success is buy-in from the highest levels of management, has assured GL that it will implement the Action Plan that accompanies the Gender Policy. In a letter addressed to the Director of GL (Mauritius and Francophone office) dated 10 November 2010, Dan Callikan, Director-General of the MBC stated:

"The MBC has always been in close collaboration with GL and takes pride in its firm commitment towards gender equality at the Corporation. We assure you that the Corporation will continue to give its support in making gender justice a reality in Mauritius and we thank you for your collaboration and assure you of our commitment to the SADC Protocol and our Gender Policy."

## Stages to be covered



## Stages

The interventions to be undertaken, summed up in greater detail at Annex A, will include:

***Stage one: Buy in Identifying and working with 100 newsrooms to develop gender policies by 2014.*** Whilst GL has already started working with media houses on developing gender policies, it will continue to strategically seek buy-in from mainstream public and private media (print and broadcast). Participating media houses will sign an MOU with GL to ensure commitment to the COE process.

***Stage two: Obtaining baseline data that is media house specific.*** This will be largely based on the findings of the 2010 GMPS and media house situational analysis

reports. Individual media house country profiles will also be developed as part of this process.

**Stage three: Gender mainstreaming workshops for managers and editors of targeted media houses.** This will ensure that media decision makers are equipped with the understanding and skills to mainstream gender in institutional practice.

**Stage four:** Drafting the policy by a cross disciplinary team appointed at the workshop.

**Stage five:** Adoption of the policy at a formal event.

**Stage six: Opinion and Commentary Service:** Familiarisation with the GL Opinion and Commentary Service to which media practitioners contribute and for further dissemination with participating media houses.

**Stage seven: On the job training and capacity building on key thematic areas.** This will be largely informed by the SADC Gender Protocol provisions that offer possibilities on themes such as governance and political participation, economic justice, HIV and AIDS, gender based violence and implementation.

#### **On the job support and training**

While the CEO process will consist of 10 stages, GL will offer backstopping at every stage. This will include technical support to ensure effectiveness of the process. A key component of this will be support from partner organizations such as journalism and media training institutions as well as SADC Protocol Alliance thematic cluster leads.

Stage 7 will involve on the job training for all participating media. Whilst these will be largely determined by individual country contexts and activities, they will be tailored around the provisions of the SADC Gender Protocol for the following areas;

- Constitutional and legal rights
- Governance
- Education and training
- Productive resources, employment and economic empowerment
- Gender based violence
- Health and HIV and AIDS
- Peace Building
- Media, information and communication
- Implementation



**Stage eight and nine: Monitoring and evaluation:** Administration of media house scorecards, knowledge and attitudes surveys, situational analysis forms and other monitoring and evaluation tools that can be used to measure change in the immediate, medium and long term. A newly devised self monitoring tool will be used by media houses to evaluate performance against set targets. This will ensure participation and ownership of the project.

M and E will take two forms:

*After six months:* This periodic monitoring will be done at 6 months intervals and will be largely done by media houses. As part of capacity building, GL will train media houses on using a simple self-monitoring tool to track progress. Partner organizations and gender policy facilitators will also be involved in external evaluations during this period to ensure ongoing feedback to GL on the process. This stage will include ongoing identification and documentation of best practice.

*Monitoring after one year leading up to the GEM summit:* GL will carry out this evaluation on a larger scale. This will involve more in-depth quantitative and qualitative monitoring leading up to the 5<sup>th</sup> GEM summit. This monitoring will contribute significantly to the selection of case studies to be presented at the regional media event.

***Stage ten: Affirming good practice, Knowledge creation and distribution of gender aware articles and training materials:*** Content and other examples of best practice produced as part of the various capacity building initiatives will be used as resource materials for the GL Virtual Resource Centre for trainers as well as to inspire other media houses. Similarly, the print media will be used as outlets for the GL opinion and commentary service. Throughout the period, GL will work towards gathering and disseminating best practices, case studies, etc that can be presented at the GEM summits.

### **Outputs**

- 100 newsrooms in 14 SADC countries with gender policies; gender in mainstreamed into editorial and institutional practice
- Baseline data for all media COEs
- Periodic gender and media monitoring reports which highlight the impact of GL's intervention strategies.
- Opinion and commentary pieces written and distributed through the media COEs
- Self monitoring tools and piloted with media houses
- Media houses trained on reporting cross cutting issues such as gender based violence and HIV and AIDS. Monitoring projects around key dates such as the 16 Days of Activism campaign and World AIDS day.
- Entries for the Gender and Media Awards.

### **Outcomes**

- Gender built into policy and practice in media houses.
- At least 30% women sources in news content in participating media houses by 2014.
- 50% women in decision making positions in SADC newsrooms.
- Media houses with a quantitative and qualitative overview of their performance– in the form of situational analyses.
- An increased knowledge and awareness on mainstreaming gender in editorial content and programming in broadcast media.
- Media houses and newsrooms are empowered around these processes and take ownership of these processes, in turn creating enabling platforms for replication of this process with other councils.

## PROJECT PLANNING FRAMEWORK FOR MEDIA CENTRES OF EXCELLENCE IN GENDER MAINSTREAMING

STAGE	TIMEFRAME	OBJECTIVES	ACTIVITIES/CONTENTS	DOCUMENTATION	PREPARATION/ ASSIGNMENTS
<b>STAGE ONE</b>					
<b>Meeting with management</b>	June-July 2011	<ul style="list-style-type: none"> <li>To identify media houses that would like to work with GL on gender mainstreaming.</li> <li>Get buy-in and sign MOUs with participating media houses and newsrooms</li> <li>GL media country facilitators will also target media houses that have been part of the GL policy initiative.</li> </ul>	<ul style="list-style-type: none"> <li>Identify key media houses including national broadcasters and mainstream private broadcast and print media</li> <li>Get the necessary buy in for the centres of excellence process and sign MOUs</li> <li>Get the go ahead for doing the situational analysis for individual newsrooms</li> <li>Agree on time frames and scope of the work</li> </ul>	<ul style="list-style-type: none"> <li>Newsroom and media house profiles</li> <li>GMPS reports</li> <li>Glass ceiling report</li> <li>Power point presentation</li> </ul>	<ul style="list-style-type: none"> <li>Set up briefing meeting with key decision-makers.</li> </ul>
<b>STAGE TWO</b>					
<b>Situational Analysis</b>	July-August 2011	Gender policy country facilitators to do situational analysis of the identified newsrooms. This helps identify gender gaps in institutional practice and editorial content.	<ul style="list-style-type: none"> <li>Administer the media house scorecard</li> <li>Do the situational analysis both quantitative and qualitative (narrative)</li> <li>Compile evidence documents for newsrooms around</li> </ul>	<ul style="list-style-type: none"> <li>Media house scorecard</li> <li>Media house gender policy checklist</li> <li>Situational analysis report</li> </ul>	<ul style="list-style-type: none"> <li>Meetings with representatives of all key departments to ensure ownership across departments</li> </ul>

STAGE	TIMEFRAME	OBJECTIVES	ACTIVITIES/CONTENTS	DOCUMENTATION	PREPARATION/ASSIGNMENTS
			their situational gender 'context' <ul style="list-style-type: none"> <li>• Present findings to individual newsrooms during the inception workshop</li> </ul>		
<b>STAGE THREE</b>					
<b>Inception workshop</b>		<ul style="list-style-type: none"> <li>• GL working through gender policy facilitators, will host gender policy inception workshops for identified newsrooms and media houses.</li> <li>• To equip participants with key gender concepts for application in their work.</li> <li>• To familiarise participants with key national, regional and international commitments for achieving gender equality especially those pertaining to the media.</li> <li>• Elect task team from workshop delegates to champion the policy and action plans. This should be representative of all departments</li> </ul>	<ul style="list-style-type: none"> <li>• Do preparations for workshops, i.e. logistical preparations, etc.</li> <li>• Host actual workshop</li> <li>• Write up workshop report and circulate and share with key staff in the newsroom or media house.</li> <li>• Engage elected steering committee around follow up</li> <li>• Difference between sex and gender</li> <li>• Sex roles/gender roles</li> <li>• Gender division of labour</li> <li>• Intersections between various forms of oppression.</li> <li>• Stereotypes</li> </ul>	<ul style="list-style-type: none"> <li>• Various articles on stereotypes.</li> <li>• MM original article on practical and strategic gender needs</li> <li>• Key national, international and regional documents such as the SADC Protocol on Gender and development and National Gender policies</li> <li>• M&amp;E forms,</li> <li>• Reports</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure high level participation within the media house. Involve key players in the media industry such as regulatory bodies, Ministries of Gender and Information and Communication in the opening and closing ceremonies</li> <li>• Participants from all key departments.</li> </ul>



STAGE	TIMEFRAME	OBJECTIVES	ACTIVITIES/CONTENTS	DOCUMENTATION	PREPARATION/ASSIGNMENTS
					<ul style="list-style-type: none"> <li>Political representatives and officials.</li> </ul>
<b>STAGE FOUR</b>					
<b>Drafting gender policy</b>		<ul style="list-style-type: none"> <li>In conjunction with the elected steering committee, GL to support newsrooms and media houses to draft their own gender policies</li> <li>GL to review the draft policies and send to media house for finalisation</li> </ul>	<ul style="list-style-type: none"> <li>Backstopping the newsroom action plans and finalization of the draft policy.</li> </ul>	<ul style="list-style-type: none"> <li>Gender policies</li> <li>SADC protocol on gender and development</li> <li>M&amp;E forms (including SADC quiz)</li> <li>Pamphlets</li> </ul>	<ul style="list-style-type: none"> <li>Drafting workshop at media house premises to ensure ownership and full participation in the process.</li> </ul>
<b>STAGE FIVE</b>					
<b>Policy adoption</b>		<ul style="list-style-type: none"> <li>To give visibility and publicity to the gender policy developed.</li> <li>Put in place plans for implementation</li> </ul>	<ul style="list-style-type: none"> <li>Policies adopted and launched at a public event</li> </ul>	<ul style="list-style-type: none"> <li>Final gender policy</li> </ul>	<ul style="list-style-type: none"> <li>Policy adoption report and implementation plan</li> </ul>
<b>STAGE SIX</b>					
<b>Opinion and Commentary Service</b>		<ul style="list-style-type: none"> <li>To equip media practitioners with skills to write analytical media pieces from a gender perspective.</li> <li>Particular attention will be given to writing opinion and</li> </ul>	<ul style="list-style-type: none"> <li>GEM Opinion and commentary services.</li> </ul>	<ul style="list-style-type: none"> <li>Notes on writing opinion and commentary articles</li> <li>Examples of opinion and commentary pieces</li> </ul>	<ul style="list-style-type: none"> <li>Plan for writing thematic opinion and commentaries that showcase knowledge gained from the training workshops</li> </ul>

STAGE	TIMEFRAME	OBJECTIVES	ACTIVITIES/CONTENTS	DOCUMENTATION	PREPARATION/ ASSIGNMENTS
		commentary services.			
<b>STAGE SEVEN</b>					
<b>On the job training</b>	2011-2014	<ul style="list-style-type: none"> <li>To give on the job thematic training based on the SADC Gender Protocol provisions.</li> </ul>	<ul style="list-style-type: none"> <li>Host modules at newsrooms and participating media houses. <ul style="list-style-type: none"> <li>➤ Implementation</li> <li>➤ Governance and Political participation</li> <li>➤ Economic Justice</li> <li>➤ Gender based violence</li> <li>➤ HIV and AIDS</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Training manuals</li> <li>VRC case studies</li> </ul>	Plan for different workshops and agree with task team on dates and logistics to ensure smooth flow of the training workshops
<b>STAGE EIGHT</b>					
<b>Monitoring, evaluation and documentation</b>	At 6 month intervals	<ul style="list-style-type: none"> <li>To document best practices and collect case studies</li> <li>To monitor the performance of COEs against set targets</li> <li>Evaluate the impact of GL's interventions</li> </ul>	<ul style="list-style-type: none"> <li>Self-monitoring</li> <li>Administering knowledge and attitudes survey tools</li> <li>Collection of qualitative case studies</li> <li>Tracking media usage of GL's opinion and</li> </ul>	<ul style="list-style-type: none"> <li>Self monitoring media tool</li> <li>Data analysis tools</li> <li>Template for collecting case studies and documenting best practice</li> </ul>	

STAGE	TIMEFRAME	OBJECTIVES	ACTIVITIES/CONTENTS	DOCUMENTATION	PREPARATION/ASSIGNMENTS
		<ul style="list-style-type: none"> <li>Equip media houses with skills to do self monitoring</li> </ul>	<ul style="list-style-type: none"> <li>commentaries</li> <li>Media literacy participants monitor participating media houses</li> <li>External monitoring by partners such as training institutions</li> <li>Monitoring during the 16 days</li> <li>Contributions to the annual SADC Protocol Barometer</li> </ul>		
<b>STAGE NINE</b>					
<b>Monitoring and Evaluation after one year</b>	One year into the process	<ul style="list-style-type: none"> <li>To document best practices and progress</li> <li>To monitor the performance of COEs against set targets</li> <li>Monitor and evaluate the impact of GL's interventions</li> </ul>	<ul style="list-style-type: none"> <li>Thematic monitoring projects such as mirror on the media series</li> <li>Identify and keep records of good practice for entry into the GEM awards.</li> <li>Collection of qualitative case studies that demonstrate the SADC Gender protocol at work</li> </ul>	<ul style="list-style-type: none"> <li>Self monitoring media tool</li> <li>Data analysis tools</li> <li>Template for collecting case studies and documenting best practice</li> </ul>	
<b>STAGE TEN</b>					
<b>Summit</b>	2012	<ul style="list-style-type: none"> <li>Share best practice on gender mainstreaming</li> </ul>	<ul style="list-style-type: none"> <li>Participation of media COEs at the GEM</li> </ul>	<ul style="list-style-type: none"> <li>Pamphlets, Summit concept</li> </ul>	In-country-capacity building

STAGE	TIMEFRAME	OBJECTIVES	ACTIVITIES/CONTENTS	DOCUMENTATION	PREPARATION/ ASSIGNMENTS
		<p>in the media</p> <ul style="list-style-type: none"> <li>• Give media houses an opportunity to present on their work</li> <li>• Give visibility to the media COEs</li> <li>• Document best practice</li> <li>• Entry into Gender and Media awards and certification for COEs</li> </ul>	<p>summit which is held every two years</p> <ul style="list-style-type: none"> <li>• UN seal of approval to encourage good practice and inspire COEs</li> </ul>	<p>paper,</p> <ul style="list-style-type: none"> <li>• Application forms</li> </ul>	<p>workshops of presenting best practices</p>