

MOU: Gender Links and Zimpapers

Memorandum of Understanding between Gender Links (GL) and Zimbabwe Newspapers (1980) Private Limited on the Centres of Excellence for Gender Mainstreaming in the Media.



1. Purpose

This MOU concerns collaboration between Gender Links (GL) and Zimpapers to create a Centre of Excellence for Gender Mainstreaming in the Media. The SADC Protocol on Gender and Development has set targets for the achievement of gender equality in and through the media by 2015 (See **Annex A**). GL will work with all Zimpapers publications between 2011 and 2014 to ensure that there are at least 30% women sources in news content and equal representation of women and men in the media house including in decision making positions. The Gender and Media Progress Study: Southern Africa (2010) revealed that there were 16% women sources in Zimbabwe. The *Glass Ceiling: Women and men in Southern Africa (2009)* research study revealed that women constitute 13% of media employees and at Zimpapers there were 12% women employees. This collaboration is part of the Media Centres of Excellence (COE) in gender mainstreaming project (see **Annex A** for concept paper).

2. Background

The Gender and Media Progress Study (GMPS) 2010 showed that on average women constitute 19% of news sources in the Southern African media, up from 17% in the 2003 Gender and Media Baseline Study (GMBS). The GMPS showed that women as news sources make up the following proportions: *Sunday News* 20%; *Chronicle* 15%; *The Herald* 13%; and *Sunday Mail* 14% compared to 16% in the country.

The Glass Ceilings Study in Media Houses study (2009) showed that women constitute 41% of media employees across the region (13% in Zimbabwe) and less than a quarter of top and senior media managers (10% in Zimbabwe).

3. Mutual interests

GL and Zimpapers have a shared interest in promoting a gender responsive media in accordance with provisions of the SADC Gender Protocol media targets (**Annex A**) and in the interests of enhancing and deepening democracy.

The image shows three handwritten signatures in black ink, likely representing the authorized representatives of Gender Links and Zimpapers who signed the Memorandum of Understanding.

4. Responsibilities

The table below outlines the specific responsibilities of the two institutions at different stages of the COE process.

A handwritten signature in black ink, appearing to be "M. A. [unclear]".

STAGE AND WHAT THIS INVOLVES	TIME FRAME	EXPECTATION MEDIA HOUSE	EXPECTATION FROM GL	OUTPUT
<p>Stage one: Buy in and gender sensitisation for managers: Engaging with media managers and agreements to proceed with the COE Process.</p> <p>Stage two: Situation analysis Obtaining baseline data for the media house.</p>	<p>July-August 2011</p> <p>July-August 2011</p>	<p>Media managers and representatives from key departments to be part of the initial consultative meeting and short seminar on why gender is an issue in the media.</p> <p>Provide GL facilitator with gender disaggregated data on staff composition, all relevant policy documents such as gender policy, sexual harassment policy, gender disaggregated data on salaries; access to key informants for interviews and administering of scorecards across different areas of work and levels. Assign a gender focal person for the GL facilitator to work with.</p>	<p>Facilitator to present COE concept and gender sensitisation for media managers</p> <p>Facilitator to collect key documents and data from informants in the media house; conduct baseline monitoring of media where this has not been done; administer the media house score card.</p>	<p>Got buy-in</p> <p>Individual media house country profiles Situation analysis form completed Media house scorecards</p>
<p>Stage three: In-house workshop Gender mainstreaming workshop for managers and editors of targeted media houses.</p>	<p>January-February 2012</p>	<p>Top managers to attend opening and closing and offer strong support for the process; representatives from all key departments to participate throughout; venue and if possible refreshments unless otherwise agreed with GL. One</p>	<p>Facilitator, programme and materials for the workshop</p>	<ul style="list-style-type: none"> • Signed MOU • Task team set up • Work plan

STAGE AND WHAT THIS INVOLVES	TIME FRAME	EXPECTATION MEDIA HOUSE	EXPECTATION FROM	EXPECTATION FROM GL	OUTPUT
		department and the gender focal person to serve on task team.			
Stage four: Policy drafting by a cross disciplinary team appointed at the in-house workshop.	January - February 2012	Media house task team to draft the policy and action plan in consultation with key stakeholders within the media house	Media house task team to draft the policy and action plan in consultation with key stakeholders within the media house	Policy and action plan check list and template. Technical support and backstopping.	Draft policy. Action plan.
Stage five: Adoption of the policy at a formal event and agreements on implementation	March - May 2012	Publicising draft internally and getting policy signed by highest authority within the media house. Logistics for the launch.	Publicising draft policy internally and getting policy signed by highest authority within the media house. Logistics for the launch.	Partnering with Gender and Media Diversity Centre in launching policy during a seminar	Signed policy. Action plan and dates for the on the job training.
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.	June-July 2012	Venue; journalists for training; meeting with editors responsible regarding use and dissemination of opinion and commentary pieces	Venue; journalists for training; meeting with editors responsible regarding use and dissemination of opinion and commentary pieces	Training journalists on writing opinion and commentary pieces; entering agreements for use and dissemination of the service.	At least twenty articles or productions produced and used through the Opinion and Commentary service.
Stage seven: On the job training and capacity building on key thematic areas. This will be largely informed by the SADC	Ongoing throughout the year up to August 2012	Journalists to participate in training; In-house venue for the workshops; responding to possibilities for special assignments and on-the-job training outside newsrooms for	Journalists to participate in training; In-house venue for the workshops; responding to possibilities for special assignments and on-the-job training outside newsrooms for	Facilitators, programme and materials for the workshops on different themes.	Training reports. Journalists trained on ten different themes related to gender and society.

STAGE AND WHAT THIS INVOLVES	TIME FRAME	EXPECTATION MEDIA HOUSE	EXPECTATION FROM GL	OUTPUT
<p>Gender Protocol provisions that offer possibilities on themes such as governance and political participation, economic justice, HIV and AIDS, gender based violence and implementation.</p> <p>Stage eight: 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. Includes in-house monitoring.</p> <p>Stage 9: Monitoring and Evaluation Monitoring after one year leading up to the GEM summit: GL will carry out this evaluation</p>	<p>At 6 months intervals starting six months after policy adoption.</p>	<p>media practitioners who show promise.</p> <ul style="list-style-type: none"> Conduct periodic in-house monitoring Complete M and E tools provided by GL Gather qualitative case studies showing policy implementation Share results of in-house monitoring internally and with GL 	<ul style="list-style-type: none"> Develop self monitoring tool for newsrooms Administer M and E forms Document the COE process Prepare periodic reports and share with media house 	<ul style="list-style-type: none"> Completed M and E forms Reports generated Qualitative case studies gathered
	<p>August 2012</p>	<ul style="list-style-type: none"> Provide qualitative and quantitative data on institutional composition and content 	<ul style="list-style-type: none"> Conduct institutional audit including content analysis and staff composition at different levels 	<ul style="list-style-type: none"> Qualitative case studies Quantitative and qualitative report

STAGE AND WHAT THIS INVOLVES	TIME FRAME	EXPECTATION MEDIA HOUSE	EXPECTATION FROM GL	OUTPUT
<p>on a larger scale.</p> <p>Stage ten: Gender and Media Summit.</p> <p>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.</p>	<p>September 2012</p>	<ul style="list-style-type: none"> • Present best practices at the fifth GEM Summit • Entries into the fifth GEM awards • Nominate representative to participate at the summit 	<ul style="list-style-type: none"> • Throughout the period, GL will work towards gathering and disseminating best practices, case studies, etc that can be presented at the GEM summits. • Sponsor media house representatives to attend the fifth GEM summit 	<ul style="list-style-type: none"> • Best practices • Case studies • GEM awards entries • Presentations at the Summit

5. Agreed arrangements

To ensure smooth and mutually beneficial operations, the organisations agree to the following in respect to the strategy development and roll out of the media COEs.

A. Resource arrangements

GL shall cover the costs of:

- A GL facilitator to conduct training and coordination of process.
- Materials and tools.
- Catering costs where necessary and applicable.
- Special projects that give journalists on-the-job training opportunities; travel to summits and awards where warranted.
- The final certification.

Zimpapers shall:

- Provide leadership and political support to the process.
- As far as possible and as mutually agreed provide in-house venues and catering.
- Conduct in-house monitoring every six months making use of the media houses own staff.
- Cover costs of printing its policy and action plan according to prevailing institutional practice.

B. Administrative and management arrangements

GL shall

- Provide a facilitator and training material for all the workshops.

Zimpapers shall

- Send out invitations and confirm participation of all relevant stakeholders at each workshop including media managers.
- Invite key leaders within the media house to participate in policy implementation.
- Publicise the Centres of excellence project in its publications.

C. Programme facilitation and reporting

GL shall co-facilitate the workshops with the support of the Zimpapers task team.

D. Communication, stakeholder coordination and visibility

- Review meetings shall take place every six months on progress in the COE processes.
- Zimpapers shall, along with other COE's, be featured on the GL website.
- Zimpapers shall feature the COE logo on its website and in other communication as a sign of its commitment to the process.
- Both GL and Zimpapers shall use public forums as an opportunity to canvass the COE process.

E. Monitoring and evaluation

- GL and Zimpapers shall collaborate in administering the monitoring and evaluation tools in this process; sharing results; and documenting change.

6. Dispute resolution



Every effort shall be made to resolve any disputes arising in the course of this agreement through mediation. In the event of the parties being unable to do so, the parties agree to refer the dispute to an independent mediator.

7. Variation clause

The parties agree that this constitutes the entire agreement between the parties and no variation will be permitted except as agreed to in writing by the parties.

Signed on



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**On behalf of Gender Links
Colleen Lowe Morna**



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**On behalf of Zimpapers
Pikirayi Deketeke**

