

**Memorandum of Understanding between Gender Links (GL) and BAM MEDIA  
CENTRE OF EXCELLENCE FOR GENDER MAINSTREAMING IN THE MEDIA**



**1. Purpose**

1. This MOU concerns collaboration between Gender Links (GL) and **BAM MEDIA** 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 **BAM MEDIA** 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. This collaboration is part of the Media Centres of Excellence (COE) in gender mainstreaming project (see **Annex B** 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 Glass Ceilings Study in Media Houses study (2009) showed that women constitute 41% of media employees across the region. At **BAM MEDIA**, women at the time of signing this memorandum constituted 60% of media employees, and 75% of managers.

**3. Mutual interests**

GL and **BAM MEDIA** 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.

**4. Responsibilities**

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

STAGE AND WHAT THIS INVOLVES	TIME FRAME	EXPECTATION FROM MEDIA HOUSE	EXPECTATION FROM GL	OUTPUT
<b>Stage one: Buy in and gender sensitization for managers:</b> Engaging with media managers and agreements to proceed with the COE Process.		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.	Facilitator to present COE concept and gender sensitization for media managers	Signed MOU
<b>Stage two: Situation analysis</b> Obtaining baseline data for the media house.		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.	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.	Individual media house country profiles Situation analysis form completed Media house scorecards
<b>Stage three: In-house workshop</b> Gender mainstreaming workshop for managers and editors of targeted media houses.		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 representative from each department and the gender focal person to serve on task team.	Facilitator, programme and materials for the workshop	<ul style="list-style-type: none"> <li>Task team set up</li> <li>Work plan</li> </ul>
<b>Stage four:</b> Policy drafting by a cross disciplinary team appointed at the in-house workshop.		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.
<b>Stage five:</b> Adoption of		Publicizing draft policy internally and	Partnering with Gender and	Signed policy.

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STAGE AND WHAT THIS INVOLVES	TIME FRAME	EXPECTATION FROM MEDIA HOUSE	EXPECTATION FROM GL	OUTPUT
the policy at a formal event and agreements on policy implementation		getting policy signed by highest authority within the media house. Logistics for the launch.	Media Diversity Centre in launching policy during a seminar	Action plan and dates for the on the job training.
<b>Stage six: Opinion and Commentary Service:</b> Familiarisation with the GL Opinion and Commentary Service to which media practitioners contribute and for further dissemination with participating media houses.		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.
<b>Stage seven: On the job training and capacity building on key thematic areas.</b> 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.	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 media practitioners who show promise.	Facilitators, programme and materials for the workshops on different themes.	Training reports. Journalists trained on ten different themes related to gender and society.
<b>Stage eight: Monitoring and evaluation:</b> 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.	At 6 months intervals starting six months after policy adoption.	<ul style="list-style-type: none"> <li>• Conduct periodic in-house monitoring</li> <li>• Complete M and E tools provided by GL</li> <li>• Gather qualitative case studies showing policy implementation</li> <li>• Share results of in-house monitoring internally and with GL</li> </ul>	<ul style="list-style-type: none"> <li>• Develop self monitoring tool for newsrooms</li> <li>• Administer M and E forms</li> <li>• Document the COE process</li> <li>• Prepare periodic reports and share with media house</li> </ul>	<ul style="list-style-type: none"> <li>• Completed M and E forms</li> <li>• Reports generated</li> <li>• Qualitative case studies gathered</li> </ul>
<b>Stage 9: Monitoring and Evaluation</b> Monitoring after one year leading up to the GEM summit: GL will carry out this evaluation on a larger scale.	August 2012	<ul style="list-style-type: none"> <li>• Provide qualitative and quantitative data on institutional composition and content</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct institutional audit including content analysis and staff composition at different levels</li> </ul>	<ul style="list-style-type: none"> <li>• Qualitative case studies</li> <li>• Quantitative and qualitative report</li> </ul>
<b>Stage ten: Gender and Media Summit.</b> 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.	September 2012	<ul style="list-style-type: none"> <li>• Present best practices at the fifth GEM Summit</li> <li>• Entries into the fifth GEM awards</li> <li>• Nominate representative to participate at the summit</li> </ul>	<ul style="list-style-type: none"> <li>• Throughout the period, GL will work towards gathering and disseminating best practices, case studies, etc that can be presented at the GEM summits.</li> <li>• Sponsor media house representatives to attend the fifth GEM summit</li> </ul>	<ul style="list-style-type: none"> <li>• Best practices</li> <li>• Case studies</li> <li>• GEM awards entries</li> <li>• Presentations at the Summit</li> </ul>

## 5. Agreed arrangements

To ensure smooth and mutually beneficial operations, the organizations 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.

BAM MEDIA shall:

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- Provide leadership and political support to the process.
- As far as possible and as mutually agreed provide in-house venues.
- 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.

**BAM MEDIA** 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 **BAM MEDIA** task team.

**D. Communication, stakeholder coordination and visibility**

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

**E. Monitoring and evaluation**

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

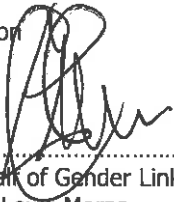
**6. Dispute resolution**

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.

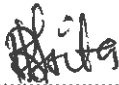
**7. Variation clause**

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



On behalf of Gender Links  
Colleen Lowe Morna



On behalf of **BAM MEDIA**

**Annex A**

**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.

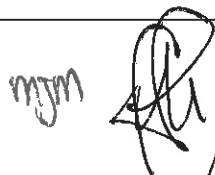
Take measures to promote the equal representation of women in the ownership of, and decision-making structures of the media, in accordance with Article 12.1 that provides for equal representation of women in decision-making positions by 2015.

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.



## Annex B: Centres of Excellence 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

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### 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:

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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.

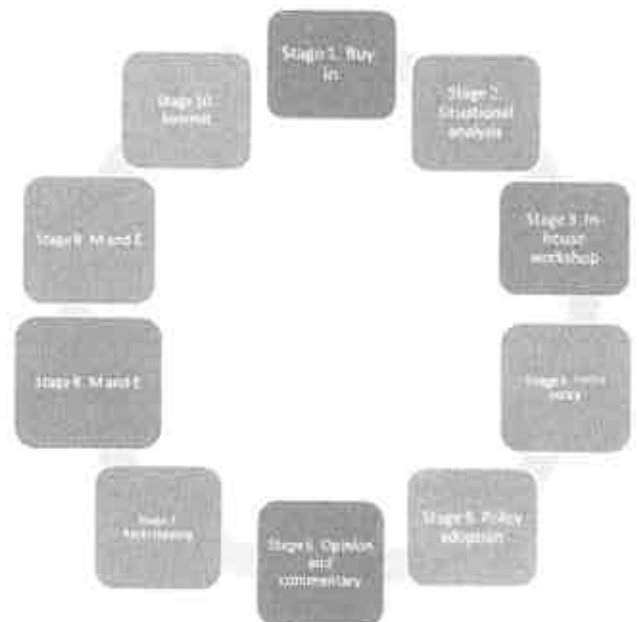
**Stage three: Gender mainstreaming workshops for managers and editors of targeted media houses.** This will ensure that media decision makers are equipped with the understanding and skills to mainstream gender in institutional practice.

**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.



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### 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 media houses.

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