



## VALUE FOR MONEY CASE STUDY

<b>TITLE</b>	<b>COE ripple effects</b>
<b>MANAGER</b>	<b>Sikhonzile Ndlovu</b>
<b>PROGRAMME OR UNIT</b>	<b>COE's – Leveraging</b>
<b>NATURE OF SERVICE/PURCHASE</b>	
<b>DATE/S</b>	<b>April 2013-March 2013</b>
<b>DONOR/S</b>	<b>DFID PPA</b>

### Synopsis

Over the three year implementation period, the Centres of Excellence model has evolved with GL devising new strategies to strengthen the process. This has increased effectiveness as well as led to media houses taking greater ownership and accountability of the process. Media houses have evolved to become key partners in the implementation process and started contributing to the success of the project. This is particularly seen in the level of kind support and funds specifically put into gender.

The impact of the project has extended far and wide with global partners such as the United Nations Education and Scientific Organisation (UNESCO) and the World Association of Christian Communication (WACC) acknowledging the difference GL's work has made in the global fight for 'gender equality in and through the media.'

According to Ranjalay Sylvain, Editorial Director of The Express Group in Madagascar. "The training sessions organized by Gender Links have sparked debates within the media house and outside, and employees have been sensitized on the importance of gender. Gender Links has also helped the enterprise to draft and implement a gender action plan, which helps greatly in mainstreaming gender."

Gender Links is currently working with 108 media houses in 12 countries.

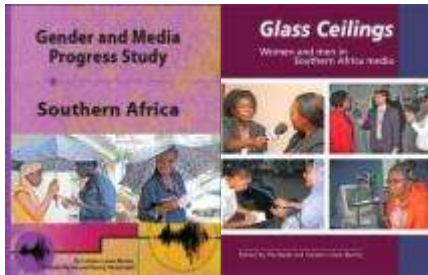
**Table 1: Summary table**

Number of beneficiaries	1090
PPA funds	R1,963,144.00
Other donor funds	R17,647
Money put into gender by media houses	R704,298
Total funds	R2,685,089
Contribution of institutions as % of overall	26%
Cost per beneficiary	R2463

The summary table shows that this process has seen media institutions taking ownership of the project through offering in-kind support or directly putting in funds for gender. Media

houses have contributed 26% to the running of the project with R704, 298 out of R2 685,089. However the total cost per beneficiary is high at R2463. However due to the wide reach of the media, there are multiplier effects associated with this project as media houses are both a target and tool for transformation. Media houses in turn reach out to their audiences in the 12 countries.

## Overview of the project



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 and the media, informed the COE approach.

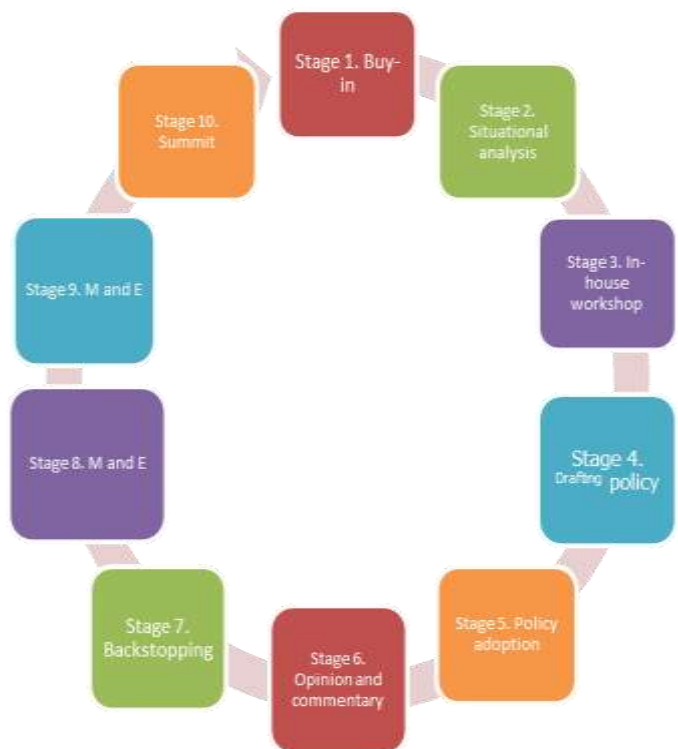
The main objective of the COE process is to contribute to the advancement of the SADC Gender Protocol target of gender equality in and through the media by 2015. This project seeks to ensure that gender is mainstreamed into editorial practice and content as well as within media houses.

### ***On the job training and capacity building***

COE process consists of 10 stages and GL offers support at every stage. This includes technical support to ensure effectiveness of the process. A key component of this is support from partner organizations such as journalism and media training institutions, as well as SADC Protocol Alliance thematic cluster leads. The evidence that emerged in the GMPS was that institutional level interventions are more effective than macro level interventions; this provides a strong argument for this approach.

Whilst the individual country contexts and activities determine the capacity building workshops, these are 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



## **Economy**

### ***Procurement procedures***

The media COE process achieves greater value for money through its procurement procedures. GL works through in-country media COE facilitators to engage with media houses. All facilitators are contracted on a yearly basis with a clear outline of deliverables.

Facilitators' contracts come with financial guidelines that are summarised in a finance pack which contains all the relevant finance and procurement documents. Facilitators are advised to go for the most cost effective option.

The finance pack stipulates that all facilitators:

- Should workshops involve logistic costs over and above the consultant's administrative fees, budgets must be approved by the programme manager, and accounted for using finance forms indicated in the facilitators' pack
- Obtain three quotations for all logistic costs and compile and quote comparison.
- All funds received to be reconciled using the GL reconciliation and retirement form.
- Any advance payments of this nature made and not accounted for shall be deducted from the consultant's fee.

### ***Achieving economy through part-time consultants***

The facilitators have greater contextual understanding of the gender dynamics in the respective countries. Apart from doing the media COE work, these part time consultants combine the work with their other media related activities. They are also better placed to utilise partners and in-country resources. This means the consultant brings to the COE work, a network of media managers and leaders as well as other media stakeholders. For example, through the relationship with the facilitator, the Press Council of Botswana offered support to print 1000 copies of the Botswana media gender policy and individual media house action plans.

Working through facilitators is also cost-effective compared to hiring full time personnel. This means that GL pays only for delivery whereas a full time staff member would require a salary every month, regardless of whether they deliver or not. An analysis of human resource costs shows that having part time consultants is more cost effective compared to having full time staff. The cost of hiring full time staff is R3, 240,000 against R1, 732,060 for part time consultants. Although the HR costs vary depending on no of stages being covered, these average costs are based on facilitators carrying at least 12 activities a year. This model also means that GL does not bear logistical costs of having a full time staff member as well as running an office for this.

***Table 2: Advantages and disadvantages of part time consultants***

<b>Advantages</b>	<b>Disadvantages</b>
Costs are more manageable	Not easy to evaluate performance. Full time staff usually work within a performance management system
Payment based on delivery. This drives consultants to deliver on time.	Consultants may not show the same level of commitment to the project and the organisation's values thereof.
This gives the organisation flexibility to retain or	Competing priorities may hinder progress

<b>Advantages</b>	<b>Disadvantages</b>
release consultants based on performance. It is not always easy to lay off full-time staff.	
Greater flexibility to juggle commitments and plan for activities	No clear identity as sometimes consultants are not viewed as Gender Links personnel
No logistical costs associated with running an office	
More attention and dedication to the project unlike full time staff approach where staff always find themselves torn between project commitments and institutional processes.	

The table above shows that the advantages of this model outweigh the negative aspects. However one still has to consider whether the facilitators do not sometimes compromise delivery and quality due to competing priorities.

## **Efficiency**

### ***Criteria for recruitment***

Recruitment of facilitators is mainly informed by the credentials of the individuals and their experience working in the field of gender and media. GL recruits from its networks and partner organisations. Most of the facilitators are affiliated to Gender and Media (GEM) networks that GL and partner organisations formed as part of the now defunct Gender and Media Southern Africa (GEMSA) network.

This project also considers seniority of the consult in gender and media circles in their country. This is largely because buy-in for the projects happens at decision making level and as such it is important that someone senior and well established engages with decision makers. For example GL works with a former mainstream newspaper editor to roll out the project. In Botswana, GL works through the publisher of *The Voice* newspaper to cascade the project to other media institutions.

### ***Ensuring efficiency through timely delivery***

All facilitators' contracts come with work plans that the facilitators and the programme manager develop under the strategic guidance of the GL Chief Executive Officer. Facilitators sign contracts which clearly outline the deliverables and timelines thereof. All GL contracts come with a clause for late delivery. All GL contracts come with the standard clause "*GL reserves the right to deduct 5% from fees for late delivery of outputs*"

### ***Monitoring contracts***

All media COE work and the deliverables thereof are captured in a Microsoft project plan (MS Project) which GL and the facilitators input into. This forms part of the facilitator's contract. The tool allows for tracking of activities for each country and individual media houses. This allows for constant revisions and adjustments to ensure effective delivery of inputs. After every training workshop GL administers evaluation forms, which help monitor a facilitator's performance.

The COE verification process also allows for monitoring of performance and impact assessment. The verification process allows for a discussion between the media institution and the facilitator. GL uses these verification reports to monitor the facilitators' delivery on the contracts.

### ***On-site training achieves greater efficiency***

Most of the COE workshops take place in-house thereby facilitating easy reach of the participants and greater buy-in from the media house. This approach ensures that GL reaches more in-house personnel as opposed to training in hotels where only a handful of staff can attend. Training is institutionalised and context specific. In order to make a meaningful difference it is important that the project reaches a critical mass to ensure continuity in the event of staff turn-over. In such instances GL works with Gender champions who can drive the process from within.

In-house training has led to greater ownership of the process with some media houses playing an active role in documenting the process. For example, the Mauritius Broadcasting Corporation has compiled a [documentary on gender](#) in the media house. The documentary details the different gender mainstreaming strategies the media house has employed.

The verification exercise in Tanzania has shown that in-house training sessions are more effective than workshops attended by two staffers in hotels. Some of the media house personnel interviewed were not well versed with the components of the project. They felt that the two individuals attending the workshops were better positioned to talk about its impact.

### ***Making use of new technology***

As part of harnessing the efficiency of IT, GL has developed a self-monitoring tool that media houses use to track progress in mainstream gender in editorial content. Media houses use the tool between external monitoring periods. The tool is a Microsoft Access driven database (see graphic) that has analysis coded into it. At the click of a button media houses receive an updated profile showing progress since the previous monitoring exercise.

#### **Media Self Monitoring Hub**



### **Effectiveness**

#### ***Rationale for the approach***

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. An analysis of the media house outcome indicators since project inception has shown steady progress.

**Table 3: outcome indicators**

<b>Indicator</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Women as news sources	21%	22% overall but with five out of the ten COE countries at or close to 25% and a quarter of all COEs over 25%.	21% and at least 32% of media houses reaching 30%
Gender scorecard	Piloting scorecard	63% (47%, lowest, 71% highest)	72% (lowest 65% and highest 79%)

***Shared ownership***

In-kind contribution and money directly set aside for gender set the building blocks of sustainability. This indicates that media houses do not view the project as a GL but see themselves as equal partners. When media houses have contributed to the process there is greater accountability and interest in seeing results. Media houses also start to drive the process from within.

***Long term benefits***

This project aims to contribute to the SADC Gender Protocol of gender equality in SADC by 2015 and beyond. Media houses are therefore a tool through which the message is amplified. Change in attitudes within the media house is the basis for change in the larger society. When media houses start taking ownership of the project and putting in place gender policies, there is change in content and programming. When transformation happens at the institutional level, sustainability is enhanced. The COE project had seen more than 70 media houses draft gender policies.

***Capacity building and enhancement***

This project has a detailed training programme for media house personnel. For example, after the initial buy-in stages, stage three focuses on an in-house workshop where there is detailed training on gender in the media house. The understanding of gender has increased as a result of the process.

The project has enhanced the capacity of media house personnel. This is seen in media house content as well as improvement in workplace practice. The quality of case studies submitted to the SADC Gender Protocol summits are testimony of the value the project has brought in the media. For example FM 101 of Malawi has improved its programming by ensuring gender is central in its programmes as well as news content.

The self-monitoring concept has also equipped media with the skills to monitor their editorial content thereby giving them a qualitative overview of change. Stage eight of the project, requires media houses to monitor their editorial content using a self-monitoring tool developed by GL. Media houses have to undergo training before they can use the tool. This training enhances capacity.

***Making a difference***

This intervention fits into GL's theory of change. The COE project views the media as both a target and tool for transformation. Change has begun with individual media house personnel with staff getting greater appreciation and understanding gender issues in the media.

This has led to media houses developing gender policies to guide their operations and ensure that gender is integrated in all aspects of the work. Lomalangeni Dlamini of the Voice of the Church in Swaziland observes that through this process, "VOC has come a long way in addressing and or redressing societal ills emanating from gender inequality. In yester years, topics pertaining to gender were perceived as taboo for open discussions, particularly in a Christian-based organization. However, after gender-related issues in programming were introduced gradually management started embracing such changes as part of their mandate."

At the bigger level audience perceptions and mindsets have changed. In Zimbabwe for example Radio Dialogue conducts community dialogues for the people of Bulawayo. This addresses a range of issues including gender. Zenzele Ndebele, the Station Manager says, 'through programmes such as *Ezobulili* and our engagements with the community, people's views on the role of women and men in society have changed.

Thandeka Moyo is a reporter at the Chronicle a media COE in Zimbabwe. Moyo has a passion for health and gender reporting. This passion and her interaction with GL has opened doors for her in her tender but progressing career. She is currently on a fellowship at *Mail and Guardian's* health journalism centre, *Bhekisisa* in South Africa, under the mentorship of Mercedes Sayagues, a judge at the 2013 SADC gender summit, where Moyo won the Print media award.

Moyo says "as I am being groomed and have that one person who is focusing on me and ensures that they really train you. It is really having an impact in my life. My bosses are actually saying they want me to go back to Zimbabwe and apply the skills that I have learnt here back at the Chronicle. So yes from the time I met Gender Links I have been going higher and higher and I have been meeting people who are influencing my life in different ways.

The trainings offered by GL have helped my journalism and interviewing skills and I gained vast knowledge and appreciation for how other people live."

Besides Gender Links Moyo has other people who are helping her on her journey to drive change. Virginia Muwanigwa and Sayagues are her biggest mentors and influence her life immensely. Muwanigwa has been making sure she emerges as a good female journalist. Muwanigwa who is an award-winning journalist and gender and women's rights expert believes in Moyo's efforts.

"As the director of the organisation that started the women journalists mentoring programme in Zimbabwe which is where I met Thandeka for the first time as she was accepted one of the first participants in the first group. It has been quite gratifying to see that we catalysed a process where she has been able to identify who she is as a young woman, journalist and a gender activist in the making. She has been able through our initial support to be exposed to other activities. I am particularly happy that as a journalist who just graduated she has already done an investigative journalism piece. This is something we know is not very easy even for experienced journalists, but she was able to be mentored



Thandeka Moyo, Reporter for Chronicle, receiving the print media award at the 2014 Zimbabwe summit; Photo by Tapiwa Zvaraya  
<http://gemcommunity.genderlinks.org.za/gallery/main.php>

through that process again in the Humanitarian Information Facilitation Centre mentoring programme,” noted Muwanigwa.

### **Un-intended consequences**

The impact of this project has extended beyond Southern Africa. In June 2013, GL received an invitation to partner with UNESCO in co-organising the first ever Global Forum on Media and Gender. This is evidence of the global impact and ripple effects of GL’s efforts to achieve gender equality in and through the media.

Whilst the COE project has targeted media in SADC, GL’s nomination to the Global Alliance on Media and Gender (GAMAG) provides a unique opportunity for the organisation to share lessons learnt from the COE project with global partners and media stakeholders.

Similarly the upcoming Global Media Monitoring Project (GMMP) coordinated by the World Association of Christian Communication (WACC) will draw from GL’s experience in working with media COEs to self-monitor using a self-monitoring tool specifically designed for this project. GL is exploring the possibility of adapting the self-monitoring tool for the global project. WACC has invited GL to coordinate the South Africa and Southern African monitoring project.

I would be very grateful if Gender Links will agree to be a key partner of this global initiative. Your involvement will mean that you consent to be a member of a regional committee that will help to rally the primary stakeholders, co-organise joint sessions with UNESCO that are relevant to your mandate, and mobilise resources where possible and necessary to support regional representation. Furthermore, Gender Links would commit to leading a regional caucus during the forum to start discussion about a regional chapter of the GAMG and to contribute to appointing regional representatives who will participate in the high level session.

Yours sincerely,  
Jānis Kārklīņš  
Assistant Director-General for  
Communication and Information at  
UNESCO (Paris)



## Learning and remodelling

The media COE project provides opportunities for ongoing Monitoring and Evaluation (M and E). This has led to continuous learning and innovation.

<b>STAGE</b>	<b>ORIGINAL</b>	<b>CURRENT</b>	<b>COMMENTS</b>
Stage one	Verbal buy-in	Buy-in (MOU signed)	Formal agreements have led to more structured project roll out and ownership. High level of buy-in also enhances effectiveness.
Stage two	Situation analysis	Situation analysis and administering the media house scorecard	Important for understanding the situation and kind of interventions needed. Context specific interventions.
Stage three	In-house workshop	In-house workshop	Key in getting all staff to understand need for gender mainstreaming.
Stage four	Policy drafting	Policy drafting	Participatory drafting led by media house task team. Engagement and ownership.
Stage five	Policy adoption	Policy adoption	Public adoption for accountability
Stage six	M and E	Opinion and Commentary training	This is part of capacity building
Stage seven		Backstopping	Training tailored around the ten theme areas of the SADC Gender Protocol. Contribution to change at the societal level.
Stage eight		Self-monitoring	Capacity enhancing and utilising technology
Stage nine		External monitoring	Opportunity for reflection and stock taking.
Stage ten		Summit	The Summit is a platform for sharing good practice and ideas. Key for documenting impact.

The table above shows that through qualitative and quantitative M and E, the model has evolved to ensure effectiveness and efficiency. The original model stopped at policy development. However content and media houses institutional analysis showed the need for a more structured engagement and continuous capacity building.

After working with media houses to mainstream gender in institutional practise through policy development, the need for a more structured and sustained approach emerged. As part of re-modelling, GL then introduced a Memorandum of Understanding. Media institutions sign MOUs signalling commitment to the COE project. Obtaining buy-in and signing from the highest levels of media houses have led to greater commitment and shared ownership of the project.

Likewise the model has a component of backstopping after policy development. This seeks to help media houses implement their gender policies. Engagements with media houses have as such gone beyond policy development to more on the job support. The M and E component as also been strengthened, with more emphasis on collecting evidence of impact. Verification and periodic content monitoring are also part of the learning. This comes together at the SADC Gender summits where media house personnel showcase good practice.

### **Building on lessons learnt**

In the future GL will engage more with media house leadership to ensure greater ownership. Whilst the project focuses more on training journalists during the backstopping phases, journalists do not make decisions around what content goes out at the end of the day. There is need to maintain the buy-in from the gate keepers.