

Gender-Sensitive Indicators for Media

FRAMEWORK OF INDICATORS
TO GAUGE GENDER SENSITIVITY
IN MEDIA OPERATIONS
AND CONTENT



United Nations
Educational, Scientific and
Cultural Organization

Communication and
Information Sector

Published in 2012 by the United Nations Educational,
Scientific and Cultural Organization
7, place de Fontenoy, 75352 Paris 07 SP, France

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ISBN 978-92-3-001101-7

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Graphic design: Gérard Prosper
Printed by: UNESCO

Printed in France

“Inequality condemns individuals to poverty, it undermines the health of societies, and it curtails opportunities for sustainable growth”.

Irina Bokova, Director-General of UNESCO

“Sustainable development, human rights and peace can only be realized if women and men enjoy expanded and equal opportunities to live in freedom and dignity. Equality exists when women and men have equal access to quality education, resources and productive work in all domains and when they are able to share power and knowledge on this basis. Gender equality must be seen as both a practical necessity and an ethical requirement” (Editor’s emphasis).

Irina Bokova, Director-General of UNESCO

ACKNOWLEDGEMENTS

The process that led to the publication of this Gender-Sensitive Indicators for Media resource has been profoundly enriched thanks to several organizations and people. UNESCO acknowledges the invaluable contribution of the International Federation of Journalists, Ms Ammu Josephs and Ms Rosa María Alfaro.

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ONLINE CONSULTATION WITH BROADCAST/PRINT MEDIA UNIONS/ASSOCIATIONS

Asia-Pacific Broadcasting Union

Caribbean Broadcasting Union

Commonwealth Broadcasting Association

COPEAM (Permanent Conference of the Mediterranean Audiovisual Operators)

OTI (Organización de Telecomunicaciones Iberoamericanas)

Radio France

Radio Télévision Belge Francophone

Southern Africa Broadcasting Association

World Association of Newspapers and News Publishers

World Broadcasting Union

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PREFACE

Gender equality and women's empowerment is one of the overarching priorities of UNESCO, the other being priority Africa. 'Equality' as used here is meant to ensure that the potential of women/girls and men/boys is fully unleashed and that the value of each person is recognized without prejudice. Increasing attention is being placed on gender equality issues globally, buoyed by several legal and normative instruments: conventions and declarations. Chief among these are the Convention on the Elimination of All Forms of Discrimination against Women and the Beijing Declaration and Platform for Action.

The latter, which was the outcome of the United Nations Fourth World Conference on Women, in 1995, emphasizes the key role of media to promote gender equality in all spheres; all stakeholders are called to join forces to combat "stereotyping of women and inequality in women's access to and participation in all communication systems, especially in the media". In 2010 as a show of its commitment to gender equality and women's empowerment, the United Nations General Assembly established UN Women. UNESCO's commitment and strategy to this end is well formulated in the "Priority Gender Equality Action Plan for 2008-2013" and is pursued through a two-fold approach: (i) gender-specific programming and (ii) gender mainstreaming with action in all of UNESCO's fields of competence.

UNESCO's Communication and Information Sector has fully embraced this commitment and has engaged globally in a wide range of gender-specific initiatives across its divisions and main actions. The two perspectives, equality between women and men working in the media, and equality in news reporting on women and men, are of equal importance and are being stridently pursued.

It is against this backdrop that UNESCO, in cooperation with the International Federation of Journalists and many other partners, has elaborated this global framework of Gender-Sensitive Indicators for Media (GSIM). This is a part of a suite of indicators being developed across all sectors of the organization to enable effective assessment or diagnosis of areas within UNESCO's mandate of media development.

The welcoming of the GSIM initiative by the International Programme for the Development of Communication (IPDC) attests to the importance of this topic to UNESCO Member States. The IPDC is the only Intergovernmental Council in the UN system designed to mobilize the international community to discuss and promote media development in developing countries. The Intergovernmental Council of the IPDC is a major platform to facilitate debates and reinforce its role as standard-setting at international level in media development field. The 2012 IPDC Thematic Debate, "Gender and Media: Getting the Balance Right", addressed the UNESCO Gender Sensitive-Indicators for Media. The debate brought together stakeholders, experts and Member States to discuss how to mainstream gender in media.

The process which led to the preparation of the GSIM was very comprehensive. It extended over a two year period. It began in early 2010 with a global debate on the UNESCO Women Make the News policy advocacy platform, organized around the International Women's Day celebrations under the theme, "Towards Gender Sensitive Indicators for Media: Best practices for gender perspective in media and in media content". This was intended to launch a global exchange on the importance and the need for gender-sensitive indicators for media organizations. A first draft of the GSIM was then prepared and a year later, it was reviewed during an international consultation organized by UNESCO and IFJ in Brussels on 14 and 15 April 2011. Thereafter a second draft was prepared. For this first round of consultation, experts representing national, regional and international organizations working in the field of media and gender and covering all regions of the world were convened. This meeting recognized that, although their primary target user group is the media, the GSIM will also be relevant and useful to NGOs and other civil society organizations working in the field.

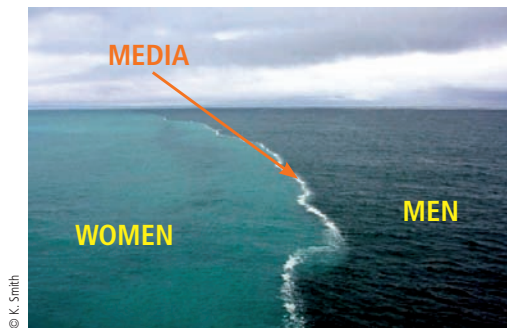
In order to further enrich the second draft of the GSIM resource, and as a fundamental step for its completion, a second round of consultation was carried out online with UNESCO media partners globally. Broadcasting and print associations designated people to contribute comments, suggestions and insights to further enhance the document. The consultation with these associations was essential because it enables UNESCO to embed into the GSIM the perspectives of these key partners. This enables us to underline that use of the GSIM is not an attempt to limit freedom of expression and the independence of media, but to voluntarily enrich these cardinal characteristics.

UNESCO is confident that, if fully implemented and properly harnessed, the GSIM will have an impact that should be detectable in both qualitative and quantitative terms.

Jānis Kārklīņš

Assistant Director-General – Communication and Information – UNESCO

MERGING OCEANS



"I searched for an image that could sufficiently communicate gender equality without biases or stereotypical representation, and being in a networked world, I came across this image. It is an amazing natural phenomenon captured by Kent Smith while on a cruise in Alaska. He calls it 'Merging Oceans'. There is a permanent white line at the point where these tides meet because they have different densities. If you sail with me on this cruise, then you may also agree that this is a fitting description of gender equality. Why? Because we could together see this permanent white line as a recognition of similarities between women and men – boys and girls – equal strengths, capabilities, freedom to be, to aspire to achieve to flow... But this white line could also be a symbol of the celebration of differences, another type of freedom – the freedom for women and men to meet as equals in the same board rooms, offices, communities, newscast, movies or even advertisement, despite their differences.

This same image also bears much significance to gender and media which is the purpose of this GSIM resource. For as women and men meet as equals, the media, regardless of technology used, as a part of their function to reflect diversity in society, should play a role in opening up thinking on gender equality and gender-based stereotypes in and through media. Therefore, if you are still sailing with me, this permanent, always visible, white line also represents the function of media and the role of all journalists to make gender equality issues transparent and understandable to the public."

Alton Grizzle

Introduction

*In relation to media organizations, "Men hold the vast majority of the seats on governing boards and in top management across seven regions, at 74.1% and 72.7%" – **Global Report on the Status of Women in the News Media, 2011.***

*"76% of the people heard or read about in the world's news are male. The world seen in news media remains largely a male one." – **Who Makes the News, Global Media Monitoring Project, 2010.***

The aim of the Gender-Sensitive Indicators for Media is to contribute to gender equality and women's empowerment in and through media of all forms, irrespective of the technology used.

There are arguably three waves of thinking about women and their empowerment since the 1900s into the 21st Century¹. The first wave was that of women's suffrage, a demand for the right to vote, which started in the United States in 1845 and began to be conceded in several countries by 1920. The second wave was that of social movements for women's liberation. Emerging in the United Kingdom, the United States and other countries in the 1960s, these movements were concerned with a broader agenda than the right to vote. They advocated for a broad spectrum of social and cultural phenomena that hampered women's freedom vis-à-vis that of men. These included issues such as images of women in advertising and media, unequal salaries and career opportunities. The third wave went beyond these issues of women to delve deeper into the question of gender roles of all people. Its concern is on how these roles can perpetuate inequality and constrain individual choice and expression.

Media (newspaper, radio, television) and new technology are a part of culture and society. It is widely accepted that media are transmitters of culture and engines behind globalising cultures. In countries of high media density, there is no aspect of society on which media have not had an impact, albeit to varying degrees. Media can also be framed as social actors in and of themselves, with the power to give impetus to social development. It was Amartya Sen who famously observed, that never before has there been mass poverty where there are free media². One could add free information providers such as Internet, libraries, archives, museums, etc.

As with the history of women, media have also evolved into what they are today, starting with the newspaper in the nineteenth century, radio in early 1900s, television, in the 1940s, and the explosion of new technologies in the 1990s³. The development of media with respect to ownership, independence, pluralism and diversity can roughly be placed in four overlapping



1. See detailed analysis by Liesbet Van Zoonen, 1995 in *Questioning the Media: A Critical Introduction*, Edited by Downing, Mohammadi and Sreberny-Mohammadi: Sage Publications, London and New Delhi
2. See *At the Heart of Change: The Role of Communication for Sustainable Development*: Panos London, 2007 – www.panos.org.uk.
3. See *Mass Communication and the Modern World* by Ken Ward, 1989: MacMillan Press, London

trajectories: Government controlled, private enterprises, pure public service models and community owned media. These four forms impact on levels of diversity in operation and content.

There is a clear intersection between women's empowerment and media development. Media were explicitly implicated in the second and third waves of women's empowerment. The proliferation of media, the explosion of new technologies and the emergence of social media in many parts of the world have provided multiple sources for access to gender-related information and knowledge. The news media, regardless of the technology used, remain one of the main sources of information, ideas and opinion for most people around the world. While inequalities and gender stereotypes exist in social structures and the minds of people, media have the potential to propagate and perpetuate or to ameliorate these. Furthermore, the conscious or unconscious biases that many media professionals, both men and women, sometimes have towards one-sidedly reductionist masculinist perspectives is partially due to the lack of capacity to report on women and gender more broadly.

Germane and central to media development is the recognition that if the media are to accomplish their democratic potential then they should reflect diversity in society⁴. Social diversity embodies a variety of complex characteristics of the human population such as language, culture, religion, race, ethnicity and gender. For the media to accurately mirror our societies and produce coverage that is complete and diverse, it is critical that the news in particular reflects the world in a way that goes deeper than a male-centric and stereotypical perspective. All journalists can play a role in opening up thinking on gender equality and gender-based stereotypes in and through media.

The Gender-Sensitive Indicators for Media (GSIM) seek to address this intersection of women's empowerment and media development. Its main focus is on the equality and gender dimensions of social diversity in the media.



4. Media Reflects Diversity of Society is a key indicator of Category 3 – Media as a Platform for Democratic Discourse in the Media Development Indicators: A framework for assessing media development: UNESCO, 2008, Paris - <http://unesdoc.unesco.org/images/0016/001631/163102e.pdf>

Target Audience and Design of the GSIM

The GSIM is a non-prescriptive set of indicators⁵, designed particularly for media of all forms. However it bears much relevance and usefulness to citizens' media groups advocating for gender equality, other non-governmental organizations, media associations, journalists' unions and clubs, media self-regulatory bodies, civil society organizations, especially those concerned with gender and media, government ministries or entities, academic institutions and research centres such as journalism, communication, technology schools and universities and other training institutes. The purpose is to encourage media organizations to make gender equality issues transparent and comprehensible to the public, as well as to analyze their own internal policies and practices with a view to take necessary actions for change. The hope is that media organizations will, through their own mechanisms, decide to adapt and apply these indicators to enhance media development and quality journalism. In saying that the GSIM is non-prescriptive and requires adaptation, UNESCO recognizes that it is not a "one-size-fits-all" approach. It is expected that individual media organizations could use the indicators as a whole or in part depending on relevant context and the statistical generalizability sought.

The GSIM is an extension of the Media Development Indicators (MDIs)⁶, bringing to the forefront UNESCO's global priority gender equality. The MDI has been used to assess while giving impetus to media development in our Member States. Already assessments have been carried out in ten countries and are ongoing in another eleven. In addition, the MDIs is being used as a basis for project proposals submitted to UNESCO's International Programme for the Development of Communication (IPDC), with the end result being a cumulative contribution to initiatives that will ultimately achieve in Member States, the principles for media development outlined in the MDIs. The GSIM bears much relevance to all five categories of the MDIs, and in particular Categories two and three relating to plurality and diversity of media and democratic discourse.

.....

5. "An indicator is an instrument which provides information about the status and progress of a specific situation, process or condition. They enable simple, straightforward and accessible knowledge regarding specific phenomenon. They may be simple or complex, depending on whether they are a set of specific and precise data or the result of a number of simple indicators gathered together." - Study Assessment Criteria for Media Literacy Levels," Final Report edited by EAVI for the European Commission, 2009

6. Media Development Indicators: A framework for assessing media development: UNESCO, 2008, Paris - <http://unesdoc.unesco.org/images/0016/001631/163102e.pdf>

A key starting point for the application of these indicators will be publicly funded and community media organizations which logically carry the obligation to demonstrate gender-sensitivity as a part of reflecting social diversity. This is not to say that private sector media organizations ought to ignore gender equality issues, especially those that also benefit from the use of the broadcast spectrum which is a public good. However it is important to establish initial achievable targets to create momentum.

An underlying intention is that these gender indicators will enable all free and independent media institutions to effectively assess their gender-sensitive responsiveness. The indicators can further serve as a tool whereby civil society can in turn evaluate this responsiveness. The content of the document is categorized in such a way so as to address issues related to:

- Internal institutional policy requirements necessary for ensuring gender-sensitivity in media;
- Capacity building for media professionals;
- The role of professional associations/unions and academic institutions. Civil society groups, therefore, are the secondary target groups of this resource.

This comprehensive set of gender-sensitive indicators takes into consideration both qualitative and quantitative data collection and is conceived to embrace the input and process necessary to monitor gender equality in media.

It is divided into two interrelated rather than discrete categories, each addressing the main axes of gender and media: Category A – Actions to foster gender equality within media organizations (divided into five subsections) and Category B – Gender portrayal in media content (two subsections). Each category is organized according to five dimensions, namely: User group; Critical area of concern; Strategic objective; Indicators; and Means of verification.

Application of the GSIM

The use of this instrument will first and foremost depend on context such as budget, goal of the media organization or institution, the status of gender equality and women’s empowerment in the organization, and the availability of expertise. With any combination of these factors, adaptation of the instrument may be required. The first application of the indicators can

generate findings that can serve as a baseline against which subsequent applications can be compared. Compiling the findings into a status report can be used to articulate policy and strategic direction, set measurable and achievable targets and carry out monitoring and assessment to map progress.

As is the case with any piece of research undertaken, defining the scope is of absolute necessity. It would require a large investment of time and money to conduct a comprehensive assessment using all the indicators at the same time. It may also be complex to assess the operations and content of a single media organization, let alone to assess each media organization in a country. Selecting the right sample is salient and requires expert guidance. For instance, there is no magic sample size in assessing content or time period in analyzing organizational practices. Sensitivity is needed however to ensure that meaningful patterns are not overlooked by employing too short an assessment timeframe or too small a sample size from which certain generalizations will be drawn. Either way, these parameters should always be made explicit in regard to qualifying any findings.

It should be noted that the existence of certain content in media, for example, does not necessarily mean that this content is having a particular effect on audiences. Just as if the head of newsroom is a woman, this does not necessarily mean gender stereotypes will automatically be reduced. Audience research⁷ is often necessary to assess the significance of findings from content analysis or institutional analysis to ascertain the way in which the public is affected by particular content. The GSIM does not substitute for this.

Included in the GSIM tool is a selection of “self-assessment” case studies undertaken by five broadcasting unions/associations in coordination with focal-points designated within member media houses. The partners are Asia Pacific Broadcasting Union, Caribbean Broadcasting Union, COPEAM (Permanent Conference of the Mediterranean Audiovisual Operators), OTI (Organización de Telecomunicaciones Iberoamericanas) and Southern Africa Broadcasting Association (SABA).



7. Audience research is a type of communication research methodology that is carried out on a specific audience to collect information about attitudes, knowledge, interests, preferences, or behaviours in relation to messages received from the media. A specific audience grouping may be based on characteristics such as gender, race and ethnicity, age, education, or family income.

UNESCO commissioned these case studies on the basis that piloting of the GSIM should not be merely about research. This is a necessary but far from sufficient step to achieve the desired objectives of UNESCO, many other international organizations, conventions and other instruments on gender equality and women's empowerment. Internal gender related policies and strategies are often missing building blocks. Furthermore, the thrust is for media partners to take ownership of the process. There are many non-governmental organizations and universities who have carried out or are carrying out research on gender in media content and operations. This is good and must continue. However, there is a research gap. Many media partners are not doing the necessary internal assessment and taking other relevant steps towards policy and strategies.

*Only 16%, 27% and 69% of the sample of media companies studied have company-wide policies on gender equality in Eastern Europe, Middle East and North Africa and the Sub Saharan region of Africa, respectively – **Global Report on the Status of Women in the News Media, 2011.***

In addition to the case studies in Annex 1, users of this GSIM resource are invited to see the *Global Report on Status of Women in the News Media*, supported by UNESCO and spearheaded by the International Women Media Foundation.

The final point to be made is that this resource is a living document. The indicators, while generally comprehensive, are by no means exhaustive. The hope is that the instruments will be used by key stakeholders and lessons learnt will in turn inform the continued evolution of the GSIM.

Category A
ACTIONS TO FOSTER
GENDER EQUALITY
WITHIN
MEDIA ORGANIZATIONS

A1 Gender balance at decision-making level

Users: *Media organizations*

Critical area of concern: *Decision-making levels in media managements*

A1.1-Strategic objective 1: Gender balance among decision makers within media organizations

INDICATORS

1. Proportion of women in ownership, business management and board positions.
2. Proportion of women holding leadership positions within media (editors-in-chief, editors, heads of department, heads of desks).
3. Cyclical review and reporting on actions to ensure gender balance at decision-making levels.
4. Effective equal opportunity policies with comprehensive implementing measures, targets, timeline and monitoring mechanisms.
5. Equal opportunity policies developed within media houses in a cooperative manner and with endorsement of staff.
6. Measures/policies adopted for the removal all obstacles to equal opportunities and for the enhancement of women's work. (e.g. company nurseries, part-time employment; shared and transparent selection criteria to reach management level, etc.).
7. Specific budget to support comprehensive equal opportunity policies.
8. Existence of specific quota system for representation of women in decision-making.
9. Existence of affirmative actions and affirmative action committees to increase female presence in media at all levels of the organizational structure.
10. Proportion of job announcements made in a transparent method, accessible to everyone in the workplace.
11. Publicity of policies on gender balance in decision-making.

12. Efforts to assess awareness of equal opportunities policies.
13. Reporting of performance results in relation to implementation of equal opportunities policies.

MEANS OF VERIFICATION

- ◆ Mapping of workplaces highlighting women holding decision-making positions, either internally (including with unions) or by external audit.
- ◆ Internal policies.
- ◆ Staff interviews.
- ◆ Financial records.
- ◆ Relevant HR records.
- ◆ External policies such as Employment Equity Act.
- ◆ Affirmative Action reports.

A2 Gender equality in work and working conditions

Users: *Media organizations*

Critical area of concern: *Working conditions*

A2.1-Strategic objective 1: Equal treatment and recognition of capacities for women and men in the workplace

INDICATORS

- 1.** Existence of gender desk or gender mainstreaming officer(s) for monitoring and evaluation of gender equality in the workplace.
- 2.** Awareness among staff members that the gender desk or gender mainstreaming officer(s) exists to address concerns of both women and men.
- 3.** Existence of systems for monitoring and evaluation of gender equality in the workplace.
- 4.** Proportions of women and men working in media organization sections (eg. according to newsroom and production) and at all levels (junior, middle and top management).
- 5.** Cyclical review and reporting on actions to increase the percentage of women working in the newsroom.
- 6.** Existence of media policies securing equal treatment with respect to general working conditions/environment and rights including wages and promotion opportunities.
- 7.** Cyclical reviews and reporting on equal wages and promotion rates of women and men.
- 8.** Proportions of women and men promoted annually and offered wage increases as per established policies.
- 9.** Equal conditions of employment and benefits, including pension schemes.
- 10.** Equal and transparent recruitment practices (e.g. all interview panels should be gender balanced, gender officer involved in the recruitment process/programme of the organization at some point).

11. Existence of collective agreement securing equal treatment between women and men.
12. Alignment of all gender equality related policies to relevant articles of CEDAW such as Article 2, 4, 10, 11, etc.
13. Monitoring for gender-responsive budgeting with participation of women.
14. Existence of human resources policies on gender including on equal treatment.
15. Publicity of human resources policies on gender.
16. Media organizations facilitate the dissemination/availability of labour legislation concerning equal treatment of women and men to their staff members.
17. Proportions of men and women staff members with part-time contracts.
18. Proportions of men and women with fixed-term contracts.
19. Proportions of men and women producing or reporting various news subjects (e.g. sports, politics and armed conflicts).
20. Specific actions to increase percentage of women who produce or report various news subjects where this is low (e.g. quotas).
21. Cyclical review and reporting on actions to increase women's involvement (e.g. producing or reporting) in all news subjects.

MEANS OF VERIFICATION

- ◆ HR records related to recruitment, job descriptions, etc.
- ◆ Internal evaluation of policies, procedures, facilities regarding equal treatment of staff.
- ◆ External evaluation of policies, procedures, facilities.
- ◆ Surveys of staff on working environment.
- ◆ Collective agreements provisions on equal treatment.
- ◆ Gender analysis report of media organizations.
- ◆ Sex-disaggregated wages and promotion ratio.
- ◆ Sex-disaggregated data on staff members with fixed term contracts.
- ◆ Sex-disaggregated data on participation in various news subjects.

A2.2-Strategic objective 2: Safe working environment for women and men

INDICATORS

1. Existence of facilities taking into account the different needs of women and men (including safe transport and/or dormitory facilities after late night duty for women, separate toilets for women, safety equipment for women covering war zones).
2. Existence and implementation of comprehensive prevention, complaints, support and redress system with regards to sexual harassment and bullying in the workplace.
3. Alignment of media policies to relevant articles of CEDAW¹ concerning safe working environment for women and men and actions taken to address gaps.

MEANS OF VERIFICATION

- ◆ Provisions on safety, harassment, and bullying in collective agreements.
- ◆ Workplace inspection.
- ◆ Policies against sexual harassment and bullying.
- ◆ Dignity at work clauses in media house policies.
- ◆ Number of complaints and successful resolutions of complaints.
- ◆ Surveys of staff in working environment.
- ◆ Internal evaluation of policies, procedures, facilities regarding safety.
- ◆ External evaluation of policies, procedures, facilities regarding safety.
- ◆ Collective agreements.

1. The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), adopted in 1979 by the UN General Assembly, "is often described as an international bill of rights for women. Consisting of a preamble and 30 articles, it defines what constitutes discrimination against women and sets up an agenda for national action to end such discrimination." – UN Women 2012

A2.3-Strategic objective 3: Equal pay

INDICATORS

1. Comparative wages of women and men media professionals for work of equal value.
2. Implementation of ILO's² equal remuneration convention (100).
3. Transparent pay scale within the media company, using the same criteria to determine pay structure for men and women.
4. Transparent pay audits on yearly basis.
5. Cyclical internal evaluation of wages.
6. Cyclical external evaluation of wages.
7. Staff/collective agreements provisions securing equal pay for women and men.

MEANS OF VERIFICATION

- ◆ HR records.
- ◆ Internal evaluation of policies, procedures, facilities regarding equal pay.
- ◆ External evaluation of policies, procedures, facilities regarding equal pay.
- ◆ Collective agreements' provisions on equal pay.
- ◆ Audit reports.
- ◆ Sex-disaggregated data for wages/promotion ratio (percentage of men and women).

2. Convention concerning Equal Remuneration for Men and Women Workers for Work of Equal Value (Note: Date of coming into force: 23:05:1953.)
- <http://www.ilo.org/ilolex/cgi-lex/convde.pl?C100>

A2.4-Strategic objective 4: Work-life balance

INDICATORS

1. Existence and implementation of flexible working arrangements for women and men.
2. Collective agreements providing for flexible working arrangements.
3. Specific policies on flexible working arrangements.
4. HR records on uptake rates of flexible working arrangements.
5. Access to paid maternity and paternity leave for all media professionals for an adequate duration.
6. Availability and accessibility of quality childcare and support facilities for all staff members.
7. Specific clauses and policies on maternity/paternity and parental leave and support for children.
8. Cyclical surveys of users of childcare.

MEANS OF VERIFICATION

- ◆ HR records on uptake of leave.
- ◆ Records on use of childcare facilities.
- ◆ Financial records.
- ◆ Internal evaluation of policies, procedures, facilities regarding equal pay.
- ◆ External evaluation of policies, procedures, facilities regarding equal pay.
- ◆ Collective agreements' provisions on flexibility, maternity and paternity leave.

A3 Gender equality in unions, associations, clubs and organizations of journalists, other media professionals and media self-regulatory bodies

Users: *Unions, associations, clubs and organizations of journalists, other media professionals and media self-regulatory bodies*

Critical area of concern: *Unions, associations clubs and organizations of journalists, other media professionals and media self-regulatory bodies*

A3.1-Strategic objective 1: Equal presence and participation in decision-making of women leaders in these structures

INDICATORS

- 1.** Existence and implementation of a system of monitoring and evaluation of the presence and participation of women in decision-making at all levels in these structures.
- 2.** Availability, accessibility and promotion of training on leadership for women in these structures.
- 3.** Availability, accessibility and promotion of voting rules associated with membership.
- 4.** Existence of quota systems for representation of women in decision-making in these structures.
- 5.** Existence of affirmative actions to increase female leadership presence in these structures.
- 6.** Proportions of women and men in membership records.
- 7.** Proportions of women and men in voting presence records.
- 8.** Proportions of men and women working in the organizations.

9. Proportions of women and men in decision-making positions at all levels in these structures.
10. Yearly evaluation of these structures to ascertain and report on women's participation in leadership and in all activities/programme.

MEANS OF VERIFICATION

- ◆ Sex disaggregated data on women and men in voting presence records.

A3.2-Strategic objective 2: Gender mainstreaming in all the activities of these structures

INDICATORS

1. Regular meetings of structures promoting gender.

MEANS OF VERIFICATION

- ◆ Statutes.
- ◆ Policy documents.
- ◆ Surveys of membership on perception of gender friendly policies.
- ◆ Financial records.
- ◆ Internal evaluation of policies, procedures, facilities regarding gender mainstreaming.
- ◆ External evaluation of policies, procedures, facilities regarding gender mainstreaming.
- ◆ Minutes/reports of structures in charge of gender equality.
- ◆ Gender analysis report.

A3.3-Strategic objective 3: Structures which promote gender equality in the workplace

INDICATORS

1. These structures develop and propose recommendations for more gender equality (decision-making, wages, leave, etc.) to media executives and local, regional and national governments.
2. These structures undertake regular gender audit of media organizations.
3. These structures organize awareness-raising on gender-equality in the workplace.
4. These structures advise and support their members in cases of gender inequality in the workplace, providing or pointing them to mechanisms of defence against discrimination or legal challenge, etc.
5. Existence of transparent mechanism to receive recommendations on gender equality.
6. Existence of transparent mechanism to receive alerts and cases on gender equality.
7. Percentage of alerts or cases on gender equality issues resolved transparently as a percentage of total number of cases received.
8. Proportion of statements of the associations, unions and clubs in regard to cases concerning violence against women.
9. Cyclical surveys of membership on perception of gender equality in the workplace.
10. Awareness-raising sessions on gender equality.
11. Proportions of women and men attending the awareness-raising sessions.

MEANS OF VERIFICATION

- ◆ Training course participation lists (ratio of women to men).
- ◆ Gender analysis report.
- ◆ Policy documents.
- ◆ HR records.
- ◆ Internal evaluation of policies, procedures, and facilities on gender equality in these structures.
- ◆ External evaluation of policies, procedures, and facilities on gender equality in these structures.

A3.4-Strategic objective 4: These structures integrate gender awareness into media practice through adoption of policies and uptake of initiatives to promote gender consciousness with regard to enhancing diversity in the media

INDICATORS

1. Inclusion of gender-sensitivity among guiding principles and professional values of unions/professional associations.
2. Promotion of these principles and values among members.
3. Adoption and promotion of resources such as policies, codes of ethics, stylebooks/manuals reflecting the need for gender sensitivity and respect for diversity in media practice.
4. Organization/facilitation of training programmes/workshops for members (male and female) and other media professionals at all levels to encourage integration of gender awareness into media practice.
5. Organization of periodic/ongoing monitoring of media content to gauge gender sensitivity and respect for diversity in media practice.
6. Gender-disaggregated participation lists for training opportunities.

MEANS OF VERIFICATION

- ◆ Interviews with union/association leaders and members.
- ◆ Survey on or records of prevalence of written organizational policies, codes of ethics, stylebooks/manuals, on gender and media practice in journalists' unions and associations and other media professionals.
- ◆ Survey on or organizational records or existence of training programmes/workshops on gender and media practice in journalists' unions and associations and other media professionals.

A4 Media organizations promote ethical codes/editorial policies in favour of gender equality in media content

Users: *Media organizations*

Critical area of concern: *Institutional commitment to gender sensitive practice in media houses/organizations in relation to content output*

A4.1-Strategic objective 1: Integration of gender awareness into media practice through adoption of policies and uptake of initiatives to promote gender-conscious journalists and other creative/technical personnel contributing to production of media content

INDICATORS

1. Existence of (written) gender policy with specific reference to media practices (such as sourcing).
2. Existence of (written) code (of ethics) that includes reference to gender representation.
3. Existence of resources for gender-sensitive reporting such as stylebook/manual, directory of women experts in different subject areas, roster of individuals or agencies that can provide a gender angle or perspective on different subjects, etc., to help journalists and other creative/technical staff avoid sexism and adopt gender-sensitivity as essential ingredients of professional practice.
4. Professional staff, including editors, made aware of and accept gender/diversity policy, gender and diversity sensitive code of ethics and stylebook/manual.
5. Managerial personnel, including board members and senior managers, made aware of and accept gender/diversity policy, gender and diversity sensitive code of ethics and stylebook/manual.

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6. Organization/facilitation of training programmes/workshops to familiarise professional staff with relevant resources such as gender policy, gender-sensitive code of ethics and stylebook/manual and help them integrate awareness of gender into media practice.
7. Existence of periodic/ongoing internal monitoring of media content to gauge effectiveness and assess outcomes of measures such as gender policy, gender-sensitive code of ethics, stylebook/manual, and training programmes/workshops.
8. Internal mechanisms to provide the public with a forum for complaints and criticism about gender equality issues in content such as in the form of an ombudsman, readers' editor and/or press council, and to ensure that public is made aware of this mechanism.
9. Publicity of gender policy and regular reporting to public regarding institutional responsiveness to complaints or perceptions of performance on gender issues.
10. Adherence to gender/policy relating to media content taken into account for performance appraisal and promotion rules.
11. Recognition of independent organization (or equivalent) as an external mechanism to provide the public with a forum for complaints and criticism about media content, and to make the public aware of such a mechanism.
12. Sex disaggregated participation lists for workshops.
13. Promotion of use of sex disaggregated data in journalistic content.
14. Review of monitoring data and action on significant problems (ref. Indicator 7).

MEANS OF VERIFICATION

- ◆ Survey on prevalence of written policies, codes of ethics, stylebooks/manuals, on gender/diversity and media practice in news & current affairs media organizations.
- ◆ Survey on prevalence of training programmes/workshops on gender/diversity and media practice in news & current affairs media organizations.
- ◆ Assessment of journalists, other media workers and managerial personnel at different levels of news & current affairs media in terms of: Familiarity with policy and processes, as well as attitudes to relevance of gender issues to journalism and programme-making.

A5 Gender balance in education and training

Users: *Journalism schools and universities, communication schools, training institutes and NGOs*

Critical area of concern: *Education and training/ Life-long training*

A5.1-Strategic Objective 1: Gender equality awareness of professors/trainers, journalism students and other students pursuing studies relating to media and communication (e.g. media management, programme content, production/editing techniques and other forms of technical areas including ICTs)

INDICATORS

1. Percentage of women and men teaching journalism and other media/communication related courses.
2. Percentage of women and men who are heads of department, directors of programmes, deans of programmes and occupying other leadership positions.
3. Professors of journalism Universities/colleges given training to integrate gender specific content and to mainstream gender in curricula and lectures.
4. Existence of content specifically dealing with gender equality issues and the existence of gender mainstreaming in the curricula of schools and universities of journalism/communication and industry courses.
5. The issue of gender equality included for study, research, debate and practice.
6. Relevant training institutions conduct monitoring, particularly of female journalism students' performance during education and after graduation.
7. Percentage of agreements between journalism schools and media organizations for internships and scholarships that make particular provision for female students.

8. Proportions of female and male students attending gender training courses and exchanges of experiences made in different countries.
9. Existence of courses on the production of investigative journalism that generate greater depth and discussion of gender equality issues.
10. Proportions of women and men enrolled in formal studies at tertiary level in different fields of journalism and media in technical colleges disaggregated into journalism training institutions and universities.
11. Existence of quota system for female and male enrolment in different fields of journalism and media, in technical colleges, specific journalism training institutions and universities.

MEANS OF VERIFICATION

- ◆ Universities' and schools' students records.
- ◆ Universities' and schools' curriculum.
- ◆ Specific syllabuses on gender.
- ◆ Surveys among students.
- ◆ Baseline Survey Report.

A5.2-Strategic objective 2: Gender equality awareness of journalists, other media workers and media officials (male and female) and; Access to education and training, including on gender related issues, for women and men in the media

INDICATORS

1. Existence of compulsory and regular training of all journalists and other media workers at all levels, including management, on gender equality in the workplace.
2. Existence of compulsory and regular training of all journalists and other media workers at all levels, including management, on gender portrayal in media content.
3. Gender equality issues mainstreamed into all training courses organized or financed by media organizations.

4. Proportions of women and men in gender training courses.
5. Actions taken to increase female enrolment in training courses/sessions.
6. Actions taken to increase male enrolment rate in gender training courses/sessions.
7. Media organizations monitor career of female journalism trainees during and after completion of training courses.
8. Enrolment rate of women in continuing career development programmes as a percentage of all staff enrolment.
9. Actions to increase the percentage of women accessing continuing career development programmes.
10. Review and reporting on actions to increase the percentage of women accessing life-long career development programmes.
11. Accessibility and availability of training for women in new communication technologies.
12. Proportion of training courses on gender issues in media as a percentage of all courses.
13. Allocation of resources for training courses, regarding female access and contribution.

MEANS OF VERIFICATION

- ◆ Media training participants' lists.
- ◆ Internal evaluation of media trainings on gender equality.
- ◆ Evaluation of impact of training courses on men and women.
- ◆ Evaluation of impact of training on trainees' news content.
- ◆ HR records concerning training courses and other relevant career development activities including allocated budget.
- ◆ Universities' student records.

Category B

GENDER PORTRAYAL IN MEDIA CONTENT

B1 News & Current Affairs

Many projects examining gender representation in the content of news media focus exclusively on news reports (and, in some cases, only those reports that appear on the front and general news pages of daily newspapers or primetime news bulletins on broadcast media). A more holistic picture may emerge if different forms of news & current affairs media (including periodicals) and different types of coverage (reportage, opinion/comment/analysis, feature articles, documentaries, etc.) in different sections/segments of the media (including special focus pages/programmes on sports, business, health, civic/environmental issues, etc.) are taken into consideration. Accordingly, this outline of indicators to measure levels of gender awareness in the editorial content of news media relates to a wider range of news & current affairs media forms and coverage than daily news reports.

Users:

Media organizations and secondarily journalists (including editors), programme makers, media associations, journalists' unions and clubs, other media professionals, media self-regulatory bodies, media NGOs, civil society organizations, especially those concerned with gender and media, academic institutions, research centres, government ministries or entities.

Critical area of concern: *Gender parity in editorial content of news media (written, broadcast and/or posted online by private, community and/or public media).*

B1.1-Strategic objective 1: Balanced presence of women and men – reflecting the composition of society, and human experiences, actions, views and concerns, in media coverage of news and current affairs

INDICATORS

- 1.** Proportions of women and men seen, heard or read about in news & current affairs content (excluding images) over a random selection of one week.
- 2.** Proportions of women and men directly interviewed/quoted in news & current affairs content as sources of information and/or opinion.
- 3.** Proportions of women and men appearing as 1) Spokespersons; 2) Experts; and 3) ' Ordinary' citizens/vox pop in news & current affairs content.
- 4.** Proportion of external or societal orientation of women and men seen, heard or read about in news & current affairs content including images (e.g. work-related rather than home-related, relationship-related rather than family relationship-related).
- 5.** Proportions of women and men seen, heard or read about in news & current affairs content disaggregated according to social status (e.g. wealthy, working class, political elite, poor and rural).
- 6.** Proportions of women and men seen, heard or read about and/or interviewed/quoted as sources of information/opinion in news & current affairs content differentiated according to thematic areas such as 1) Politics & government; 2) Economics & business; 3) War & conflict; 3) Science & technology; 4) Sports; 5) Other.
- 7.** Percentage of stories focusing centrally/specifically on women and/or issues of special relevance/concern to women in news & current affairs content (e.g. gender-based violence, women's rights, women's achievements, etc.).
- 8.** Proportion of time/space and prominence (in respect to prime time or peak hours, front page or feature story) given to stories featuring women as sources of information/opinion and/or focusing centrally on women or issues of special relevance/concern to women in news & current affairs content.

MEANS OF VERIFICATION

- ◆ Sex-disaggregated analysis of news & current affairs content retrieved from media archives or independent studies carried out by other stakeholders including NGOs.
- ◆ Monitoring and sex-disaggregated analysis of news & current affairs content.
- ◆ Assessment reports on and/or evaluations/critiques of news & current affairs content by managers, editors and/or journalists and other media workers.

B1.2-Strategic objective 2: Fair portrayal of women and men through elimination of stereotypes and promotion of multi-dimensional representation/portrayal

Critical area of concern: *Gender portrayal in editorial content of news media (written, broadcast and/or posted online by private, community and/or public media)*

INDICATORS

1. Proportion of stories with stereotypes (openly sexist interpretations of the characteristics and roles of women and men in society).
2. Proportions of stories with stereotypes (depiction of traditional “feminine”/“masculine” characteristics and male/female roles, thereby making them appear normal and inevitable while excluding other possible traits and functions for men and women in society).
3. Proportions of women to men portrayed as victims (e.g., of crime, violence/atrocity, conflict, disaster, poverty, etc.).
4. Proportions of women to men portrayed as survivors (i.e., with evidence of active agency despite adverse experiences/circumstances such as crime, violence/atrocity, conflict, disaster, poverty, etc.).
5. Percentage of stories that include multi-dimensional representation/portrayal of men and women (indicating journalistic effort to challenge/counter gender-based stereotypes).

6. Percentage of stories that contain sexist language used by reporters or broadcasters excluding in case of direct quote from a source (i.e., indicative of bias, discrimination or stereotyping based on sex or gender role).

MEANS OF VERIFICATION

- ◆ Monitoring and sex-disaggregated analysis of news & current affairs content or independent studies carried out by other stakeholders including NGOs.
- ◆ Sex-disaggregated analysis of news & current affairs content retrieved from media archives.
- ◆ Application of the rule of inversion or role reversal (to help illustrate the meaning of stereotype).
- ◆ Assessment reports on and/or evaluations/critiques of news & current affairs content by managers, editors and/or journalists and other media workers.

B1.3-Strategic Objective 3: Coverage of gender equality and equity issues as an important and integral part of the media's acknowledged role as a watchdog of society

Critical area of concern: *Gender equality in editorial content of news media (written, broadcast and/or posted online by private, community and/or public media)*

INDICATORS

1. Percentage of stories focusing on issues of gender equality/inequality (stories about specific cases of equality or inequality between women and men, relevant policies, legislative issues, programmes designed to protect and promote human rights, women's rights and gender equality).
2. Percentage of stories highlighting gender equality/inequality aspects of events and issues (including politics & government, economics & business, war & conflict, crime, violence/atrocity, poverty, science & technology, sports, etc.).

3. Percentage of time or space and prominence (in respect to prime time or peak hours, front page or feature story), as compared to other stories, given to stories highlighting gender-related issues or drawing out the gender aspects of events or issues.

MEANS OF VERIFICATION

- ◆ Monitoring and sex-disaggregated analysis of news & current affairs content.
- ◆ Sex-disaggregated analysis of news & current affairs content retrieved from media archives.
- ◆ Assessment reports on and/or evaluations/critiques of news & current affairs content by managers, editors and/or journalists and other media workers.

B1.4-Strategic Objective 4: Evidence of gender consciousness in different types of editorial content (e.g., reporting, editing, commentary, features, documentaries, interviews, talk shows, etc.) and across the spectrum of subject-areas (politics & governance, economics & business, science & technology, etc.) and content categories/sections (e.g., news pages, edit/op-ed page, business section, sports section, etc.)

Critical area of concern: *Gender awareness across editorial content of news & current affairs media*

INDICATORS

1. Percentage of such stories on the front page or during prime time bulletins, on the editorial or op-ed pages, in columns, studio discussions/interviews, features/documentaries, talk shows, etc.
2. Percentage of stories on gender-related issues or gender aspects of events/issues in subject areas such as politics (including election coverage), economics & business, science & technology, rural development, sports, etc.
3. Percentage of stories that include sex-disaggregated data on such events or issues.

MEANS OF VERIFICATION

- ◆ Sex-disaggregated analysis of news & current affairs content retrieved from media archives.
- ◆ Monitoring and sex-disaggregated analysis of news & current affairs content.
- ◆ Assessment reports on and/or evaluations/critiques of news & current affairs content by managers, editors and/or journalists and other media workers.

B1.5-Strategic Objective 5: Evidence of accurate and holistic understanding of gender-based violence in all its forms as an internationally recognized violation of human rights (ref. UN Declaration on the Elimination of Violence against Women, 1993)

Critical area of concern: Coverage of gender-based violence

INDICATORS

1. Use of non-judgmental language, distinguishing between consensual sexual activity and criminal acts, and taking care not to blame the victim/survivor for the crime.
2. Use of the term ‘survivor’ rather than ‘victim’ unless the violence-affected person uses the latter term or has not survived.
3. Identification of persons affected by gender-based violence as sources, with their evident consent.
4. Percentage of stories that: 1) invade privacy and/or 2) denigrate dignity, of the violence-affected person on gender/sex lines.
5. Use of background information and statistics to present gender-based violence as a societal problem rather than as an individual, personal tragedy.
6. Inclusion of local contact information for support organizations and services available to persons affected by gender-based violence.
7. Proportion of time or space and prominence given to stories on gender-based violence in relation to other stories.

MEANS OF VERIFICATION

- ◆ Monitoring and sex-disaggregated analysis of news & current affairs content.
- ◆ Assessment reports on and/or evaluations/critiques of news & current affairs content by managers, editors and/or journalists and other media workers.
- ◆ Sex-disaggregated analysis of news & current affairs content retrieved from media archives.

B2 Advertising

Users:

1. Media organizations
2. Unions, associations, clubs and organizations of journalists, other media professionals, media self-regulatory bodies
3. Citizens' media groups and other NGOs
4. Journalism schools and universities, communication schools, training institutes and NGOs

Critical area of concern: Gender portrayal in advertisements

B2.1-Strategic objective 1: Fair portrayal of women and men in commercial messages in the media

INDICATORS

1. Proportions of women and men in advertisements (voices and images)
2. Proportions of women and men as ad voice-overs (voice of authority)
3. Proportions of women and men appearing assertive rather than passive in advertisements (voices and images)
4. Proportions of women and men featured in ads as expert/advisor, informed/intelligent/ conscious/cautious consumer, uninformed / gullible / pliant consumer, decorative prop
5. Occupations of women and men in ads
6. External or societal orientation of women and men in ads (e.g. work-related, home-related, family/relationship-related, etc.
7. Appearance (including closing and posture) of women and men in ads that are presented as primary, and other characteristics only secondary or absent

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8. Proportions of women and men in ads for various product categories that stereotype or naturalise gender roles (e.g. household goods associated with cooking and cleaning, food, beverages (alcoholic/non-alcoholic), grooming & hygiene products, products for children, electronic goods, automobiles, sports equipment/accessories, etc.)
9. Proportions of women and men in ads for different categories of services/activities which stereotype or naturalise gender roles (e.g. travel & leisure, hospitality, education, health, childcare, telecommunications, banking & investment, real estate, sports events)
10. Depiction of sexuality in ads (e.g. relevant or not)

MEANS OF VERIFICATION

- ◆ Monitoring and sex-disaggregated analysis of ads appearing in news & current affairs media

B2.2-Strategic Objective 2: Identification of gender-based stereotypes in commercial messages in media

INDICATORS

1. Percentage of ads depicting subtle stereotypes (which emphasise traditional “feminine”/“masculine” characteristics and male/female roles, making them appear normal and inevitable)
2. Percentage of ads that include multi-dimensional representation/portrayal of men and women (indicating creative efforts to challenge/counter gender-based stereotypes and other forms of sexist representation)

MEANS OF VERIFICATION

- ◆ Monitoring and sex-disaggregated analysis of ads appearing in news & current affairs media

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GENDER GLOSSARY

Empowerment: Collective and individual process of women and men having control over lives, setting their own agendas, gaining skills, building self-confidence, solving problems and developing self-reliance.

Gender: Differences between males and females that are socially constructed, changeable over time and have wide variations within and between cultures. As opposed to biologically determined characteristics (*sex*), gender refers to learned behaviour and expectations to fulfil a specific image of masculinity and femininity. Gender is also a socio-economic and political variable with which to analyse people's roles, responsibilities, constraints and opportunities. The term *gender* is not synonymous with *women*; rather the term is used to refer to human or social attributes concerning both women and men collectively.

Gender awareness (Gender-sensitive): Commitment to recognising male-female social inequalities, in order to redress these through addressing women's needs and priorities, and to analyse programmes and projects for the differential impacts that they have on women and men. This awareness includes knowing that women, as well as men, should be involved in consultations about media practice.

Gender balance: See *gender parity*

Gender-based violence: Any act that results in, or is likely to result in, physical, sexual, psychological or economic harm or suffering based on male/female lines or on the gender adopted by a person. It usually refers to women and girls, but includes violence against lesbians, gay men and transgender people. It includes threats, coercion, and deprivation of liberty, deprivation of the right to work or earn income, sexual or mental rape, stalking or other forms of harassment, whether occurring in public or private life.

Gender equality: Women and men enjoy the same status and have equal opportunity to realize their full human rights and potential to contribute to national, political, economic, social and cultural development, and to benefit from the results. It is the equal valuing by society of both the similarities and the differences between women and men and the different roles they may choose to play. The UN Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) sets the principles of gender equality through ensuring women's equal access to, and equal opportunities in, political and public life as well as education, health and employment.

Gender equity: Balanced presence and participation of women and men in order to bring about equality in specific environment. It is the process of being fair to women and men. To ensure fairness, measures are often needed to compensate for historical and social disadvantages that prevent women and men from otherwise operating as equals.

Gender mainstreaming: This is a 'methodology', a means to an end; the process of integrating a gender perspective in all activities carried by an organization, including its policies, programmes, trainings, recruitment and evaluations with the main aim being to achieve gender equality.

Gender parity: This is a numeric concept for representation and participation. Gender parity is a necessary but not sufficient step on the road to gender equality. *Gender parity* is the same as *gender balance*.

Gender portrayal: Representation of gender roles, behaviour and characteristics.

Gender-responsive: The first step in gender-responsiveness is being *gender aware* or *gender-sensitive*. The second step is to articulate policies and initiatives which address the different needs, aspirations, capacities and contributions of women and men

Gender stereotype: Socially constructed beliefs about men & women, often but not necessarily, sexist and negative, which ignore complexity and serve to rule out exceptions and choices.

Gender-transformative: Policies and initiatives that change existing and biased/discriminatory policies, practices, programmes and affect change for the betterment of life for all.

Sex-disaggregation or sex-disaggregated data: Data are cross-classified by sex, distinguishing information for women and men.

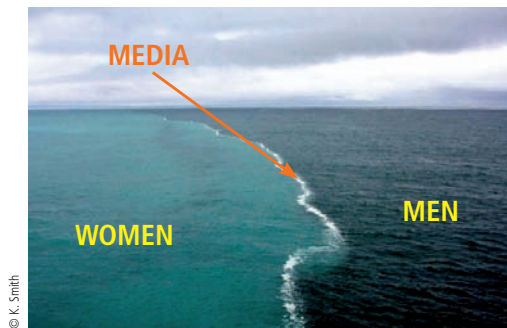
Sexism: Supposition, belief or assertion that one sex is superior to the other, often expressed in the context of traditional stereotyping of social roles on the basis of sex, with resultant discrimination practised against members of the supposedly inferior sex.¹

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1. IPS gender and development glossary, <http://www.ips.org/mdg3/GenderandDevelopmentGlossary.pdf>



MERGING OCEANS



"I searched for an image that could sufficiently communicate gender equality without biases or stereotypical representation, and being in a networked world, I came across this image. It is an amazing natural phenomenon captured by Kent Smith while on a cruise in Alaska. He calls it 'Merging Oceans'. There is a permanent white line at the point where these tides meet because they have different densities. If you sail with me on this cruise, then you may also agree that this is a fitting description of gender equality. Why? Because we could together see this permanent white line as a recognition of similarities between women and men – boys and girls – equal strengths, capabilities, freedom to be, to aspire to achieve to flow... But this white line could also be a symbol of the celebration of differences, another type of freedom – the freedom for women and men to meet as equals in the same board rooms, offices, communities, newscast, movies or even advertisement, despite their differences.

This same image also bears much significance to gender and media which is the purpose of this GSIM resource. For as women and men meet as equals, the media, regardless of technology used, as a part of their function to reflect diversity in society, should play a role in opening up thinking on gender equality and gender-based stereotypes in and through media. Therefore, if you are still sailing with me, this permanent, always visible, white line also represents the function of media and the role of all journalists to make gender equality issues transparent and understandable to the public."

Alton Grizzle

ANNEX 1

SELECTED CASE STUDIES¹

From Asia-Pacific, the Caribbean, Europe and the Arab States, Latin America and Southern Africa

Gender Mainstreaming in Media: Case Studies from Asia-Pacific

Asia-Pacific Broadcasting Union

Executive summary

The Asia-Pacific case studies were carried in four broadcasting organizations from the region that are also members of the Asia-Pacific Broadcasting Union (ABU). The four participating media organizations were:

- Philippines Broadcasting Service
- Radio Television Malaysia
- Thai Public Broadcasting Service
- Voice of Vietnam

These case studies serve dual intents. Firstly, they offer a benchmark of the current state of gender equality in the region's media operations and content from the perspective of the media themselves. This is a necessary step before embarking upon systematic application of the UNESCO Gender-Sensitive Indicators for Media (GSIM) to help plot pathways into the future for more equitable representation of gender in the media. Second, they contribute to the second stage of the ABU's Gender Mainstreaming in the Media project (See below).

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1. To see the complete set of case studies commissioned by UNESCO, please view at www.unesco.org/webworld

They rely largely on the reports and observations of the representatives of media organizations who took part in the research. Therefore, in some cases, the original language used in the reports and in workshop discussions has been maintained for authenticity.

Representatives from each organization researched the current state of gender equality – both portrayal and in the workplace – within their countries and organizations. They were also asked to draft action plans to test the ABU Broadcasting for All Guidelines² and associated materials.

Thereafter, a two-day workshop was held on 27-28 September 2011 in Kuala Lumpur, Malaysia, which included focal-points from participating media organizations, selected staff members of ABU, and the consultant who guided the process. During this meeting focal points reported their findings, shared their experiences, discussed common issues and challenges, formulated some initial recommendations and finalised their own action plans for implementation.

As part of the agreement with their employers, the focal-points took part in professional development sessions designed to better equip them to lead the process of gender mainstreaming on their return.

Although all the organizations were public broadcasters within Asia and shared many commonalities, there were significant differences between them, due to cultural, socio-economic, historical and political factors.

Commonalities and specific issues

The case studies reaffirmed the importance of the following factors in building the capacity of organizations to address gender equality issues and to heightening the likelihood of success:

1. Recognition of national culture as a determining factor within individual media organizations, the contribution of media to change certain cultural practices, and culture in turn altering certain media practices;

2. The document can be viewed at <http://www.aibd.org.my/node/1753>, Access on 03 July 2012.

2. Desirability of media organizations to have their own clearly articulated and documented; measurement and monitoring policies, whether or not they rely on external laws or regulations which are typically government-imposed;
3. Collection of data to measure equality and inequality for benchmarking and improvement purposes;
4. Need for a holistic approach across individual organizations and at all levels;
5. 'Mainstreaming of gender mainstreaming' to avoid gender equality issues being sidelined, together with the importance of obtaining buy-in from men within the organization;
6. Need to persevere with the establishment of gender champions and reference groups for long term success;
7. Benefits of external monitoring and measurement against agreed criteria and indicators;
8. Value of existing gender development programmes and the use of experts in the field;
9. On-going training in gender sensitisation for both males and females in broadcasting organizations.

The importance of culture

All the case studies highlighted the centrality of the culture of the wider society as a determining factor in an organization's ability to successfully implement gender equality programmes and processes. It is self-evident that although there are many commonalities across Asia-Pacific, each society is unique unto itself and this inevitably impacts on media organizations. This is especially the case for public broadcasters, which are perforce inextricably embedded in and reflective of national and regional cultural norms and traditions. This has both strengths and weaknesses for the achievement of greater gender equality within the country's broadcasters. A weakness mentioned in all the case studies was a dominant culture's ability to 'trap' women in traditional roles and expected behaviour. However, the case studies also revealed that some stereotypes can be powerful drivers for good, for example where women are regarded as family organisers, these skills, and associated credibility - can be applied successfully in the workplace. It has been noted that in some countries the most senior position in a media organization may be held by a man, but his deputy (or vice-president etc.) is a capable and influential woman who possesses the able to implement change. This observation reinforces the need to assess gender equality

not simply according to a title of a position, but by looking at where effective decision-making power actually resides.

Individual organization policies

A few of the organizations studied rely upon national laws and regulations for their gender policies, typically laws on women's rights and sexual harassment or discrimination. This is principally so where there is a close connection between government policy and broadcasting policy. However, while there is an obvious value to sharing external regulations for the sake of consistency, it was identified that this could easily lead to an attitude within the organization that gender was the government's responsibility and not their own. To counter this it is recommended that media organizations formally develop their own gender policies either as separate documents or as integral parts of their corporate goals, strategic plans, codes, guidelines and/or rules. It was also recognised that these policies should be amenable to proper evaluation, with specified outcomes, processes, measures and formal reporting systems.

Data collection

The case studies brought into sharp focus the importance of collecting data on gender equality, in the workplace and in programme making. Although an increasing amount of information is available within many countries around the world on female participation and discrimination, there are large gaps in its availability, mainly in relation to individual countries and media organizations within those countries. While it would be encouraging to believe that we are now able to measure and compare workplaces and media portrayal equitably around the world, there remain large areas where reliable information is simply not available. This is particularly so in countries of the South, where it would be of greatest value. Ironically, media organizations in many countries are not only failing to progress in gender equality but they are failing to measure equality issues and collect useful data. Many have relatively sophisticated audience measurement tools, but are unable to readily state the number of women working at different management levels or the proportion of women who are spokespersons on economic stories.

Holistic organization-wide approach

It is vital that organizations that wish to make real inroads into gender equality implement related strategies throughout the organization and not simply in areas where it is easiest to achieve. While the case studies identified areas such as engineering and technology as most resistant to change, it was also recognised that decision-making levels such as senior management, executive, and, board were glass ceilings. It was also pointed out that simply counting totals in any organization did not necessarily reflect the true status of gender equity. Identifying specific career paths within media organizations that are difficult for women to penetrate was considered as being of greater relevance.

Gender equality as core business, ensuring the participation of men

One danger identified with setting up specific departments or units with responsibility for gender equality issues was that it could signal gender equality pursuits as being inferior to the core business of the organization, insofar as gender equality should be everybody's business. It could also simply be used as window dressing. It was felt that gender mainstreaming needs to be part of the mainstream business of the organization. One strategy exemplified by Thai PBS was to provide gender training specifically for men, which not only provided an unthreatening environment but also signified that gender equity was everybody's business. It is stressed that care should be taken to ensure that gender sessions for men be conducted professionally – preferably by a male trainer – and avoid reinforcing stereotypes or deepening gender divides.

Gender champions and reference groups

The value of having gender champions, especially at board or CEO levels, and functioning gender reference groups was underlined. The latter was said to be quite time-consuming, especially in organizations with strong bureaucratic processes. However, this is a necessary investment that will yield useful returns in the long run. Reference groups need to be tailored to each individual organization.

External monitoring and measurement

To avoid tokenism and to sustain gender champions and reference groups, it is recommended that gender mainstreaming systems within organizations should also be monitored and assessed externally against agreed measures. This will promote transparency and credibility and also provide opportunities for benchmarking against other organizations domestically or internationally. These can be potent drivers for success.

Utilise existing expertise

Media organizations can find support and expert assistance from existing gender equity programmes and a growing field of experts. These could include the Springboard Women's Development Programme for women in middle management, which was developed originally for the BBC and which has proven to be successful in many countries but has yet to be rolled out significantly in the Asia-Pacific region.

On-going training

As with any business development, on-going training is essential for the advancement of gender equality. In many countries there is no well-developed reserve of trainers and mentors sufficiently educated or trained themselves in gender equality issues. While foreign experts are a good stop-gap alternative – and, as mentioned, can above inject valuable external perspectives – priority should be given to training-up local experts able to conduct training and undertake mentoring in gender equality issues.

The gender mainstreaming project

The project is an initiative by the ABU, the Friedrich Ebert Stiftung (FES) foundation, the Asia-Pacific Institute for Broadcasting Development (AIBD) and the International Association of Women in Radio and Television (IAWRT), in pursuit of the 1995 United Nations Beijing Platform for Action.

The first stage produced the 'Broadcasting for All: Focus on Gender' guidelines and associated materials for broadcasting organizations to implement. The guidelines were launched at the Asia Media Summit in Hanoi in May 2011 and the ultimate aim is for them to be implemented to improve gender equality in broadcast media across the Asia-Pacific region.

In early 2011, broadcasting organizations in six (6) countries in Asia which are ABU members were recruited to take part in the one-year pilot stage of the initiative, exploring positive ways to implement the principles and practices of gender equity in the media. These are:

- Maldives National Broadcasting Corporation
- Philippines Broadcasting Service
- Radio TV Malaysia
- Thai Public Broadcasting Service
- Voice of Vietnam
- Young Asia TV in Sri Lanka

> **Radio Television Malaysia (RTM)**

Background

RTM is a Government-owned national broadcaster which was established as a radio service in 1921. As a state institution, it is a Department under the Ministry of Information Communication and Culture (MICC). Consequently, RTM's mandate and strategies are aligned to the vision and mission of MICC.

RTM's stated vision "is to be the prime national broadcaster and a dynamic world-class broadcasting station in upholding the '1 Malaysia³' concept."

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3. See details about this strategy at <http://1malaysia.com.my/about/about-1malaysia/>. Accessed on 03 July 2012.

RTM's mission "is to disseminate information, broadcast quality radio and television entertaining programs by using the latest state of the art technology, to meet the aspirations of audiences towards achieving the national 2020 vision." RTM operates 35 radio stations and two television channels. Its main role is to fulfil the government's social obligation by providing free-to-air broadcasting services with a non-commercial orientation.

RTM is currently headed by a female Director General (D-G), Datuk Norhayati Ismail. She is the first woman in that position in the history of the broadcaster. The D-G is a government appointed position and is not subject to a recruitment process. RTM does not have a Board of non-executive Directors, its hierarchy consists of a D-G, two Deputy D-Gs and 12 functional Directors as well as State Directors. There are only two females among the executives of the organization. The other female is the Director of Multichannels, Transmission & Control Centre.

RTM does not publish detailed disaggregated gender related data by job or occupation, only general figures such as 62% of all of its workforce (in 2011) was male and 38% female.

RTM does not currently have its own gender policies or guidelines. As a Government Department, RTM is expected to follow the government agenda in relation to issues such as gender and diversity.

National context

According to population census, Malaysia has a population of close to 29 million. Women make up about half of that figure.

In 1989 the Malaysian government adopted the National Policy for Women⁴.

The primary objectives of this policy are:



4. See, <http://sgdatabase.unwomen.org/uploads/National%20Policy%20on%20Women.pdf>. See also detailed analysis in Country Briefing Paper, Women in Malaysia by Ahmad, Aminah (1998) - http://www.onlinewomeninpolitics.org/malaysia/adb_my.pdf. Accessed on 03 July 2012

- To ensure equitable sharing in the acquisition of resources and information, opportunities and benefits of development for men and women. The objectives of equality and justice must be made the essence of development policies which must be people oriented so the women, who constitute half the nation's population, can contribute and realize their potential to the optimum; and
- To integrate women in all sectors of development in accordance with their capabilities and needs, in order to enhance the quality of life, eradicate poverty, ignorance and illiteracy, and ensure a peaceful and prosperous nation.

The Ministry of Women, Family and Community Development, better known by the acronym, KPWKM in Malay, is a government ministry that is responsible to determine the policies and strategy to achieve the goals of gender equality, family development and a caring society in line with Malaysia's commitment to the Convention on the Elimination of All Forms of Discrimination against Women⁵ and the Beijing Declaration and Plan of Action⁶.

KPWKM was officially established on January 17, 2001 as the Ministry of Women's Affairs. It was headed by a woman who was the first Cabinet level Minister charged with the responsibility to solely focus on women's development. The scope of the Ministry was widened to include family development and the name was changed to the Ministry of Women and Family Development on February 15, 2001. In 2004, the scope was further widened to include social welfare and development and the Ministry adopted its current name on March 27, 2004.

The Department for Women's Development is under the purview of the KPWKM. Its pre-cursor was the National Advisory Council on the Integration of Women in Development (NACIWID), set up in 1975 as the machinery to ensure the involvement of women in development. This served as an advisory and consultative body for the Government on matters relating to women in development planning and implementation. In 1983, the Secretariat for Women's Affairs (HAWA) in the Prime Minister's Department was established to take over the tasks of the NACIWID Secretariat. From 1997, HAWA functioned as a department under the former Ministry of National Unity and Social

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5. <http://www.un.org/womenwatch/daw/cedaw/>. Accessed on 03 July 2012.

6. <http://www.un.org/womenwatch/daw/beijing/platform/> Accessed on 03 July 2012.

Development. In 2001, the Department was placed under the then newly established KPWKM and restructured as the Department for Women's Development (DWD).

DWD's role is to ensure that women's interests and concerns are taken into consideration, encompassing four priority areas to be addressed by the Government of Malaysia. These are:

- Promoting the economic potential and independence of women;
- Increasing the participation of women in decision making;
- Strengthening mechanisms at all levels to promote the advancement of women; and
- Eradicating violence against women.

Hence, both the 6th and 7th Malaysian Plans⁷ (1990-1995; 1996-2000) contained special sections on Women and Development, where it is stated: *'...the Government also recognizes that specific strategies must necessarily be formulated to effectively incorporate women in the process of development. Towards this end, concerted efforts will be made to progressively reduce existing constraints and facilitate the assimilation of women into the mainstream social and economic activity.'* (Sixth Malaysia Plan)

KPWKM was instrumental in getting the Government to agree, in 2004, to formulate directives for the public sector to achieve a minimum of a 30% representation of women in decision-making positions.

According to the **World Economic Forum's Global Gender Gap Report 2011**, Malaysia ranks 97th out of 135 countries, with the greatest gap in political empowerment (90%) followed by Economic Participation and Opportunity (57% gap). Although the number of economically active women has increased, the largest growth in women's participation has been in middle and low-level jobs, such as clerical and production. While more women are entering professional sectors, this is largely restricted to nursing and teaching professions.

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7. See Plans in Malay at <http://www.pmo.gov.my/?menu=page&page=2005> Accessed on 04 July 2012.

In relation to media, the **Global Media Monitoring Project** (GMMP), 2010 results for Malaysia showed a low percentage of women as news subjects. They make up only 15% of all news subjects in comparison to men who make up 85% of news subjects⁸. This figure is even lower than the 17.3% reported in a national survey done by the All Women's Action Movement (AWAM) in 2006⁹. Women as subjects are concentrated in the area of crime, violence and as celebrities and entertainers. On the other hand, men are news subject in almost all areas in the news. The low percentage of women as news subject is consistent in all media.

Gender development

RTM is currently headed by a woman Director General, Datuk Norhayati Ismail. The organization practices meritocracy in recruiting qualified professionals to fill various posts such as engineers, system analysts, programme producers, broadcast journalists and technicians. RTM has 4,252 employees. Male employees account for 61.2% of the total workforce while 38.8% are women.

Policies and strategies

RTM as a government broadcasting network is expected to implement the government's policy. RTM does not currently have its own gender policy or employment guidelines. In June 2011 Malaysia's Prime Minister Datuk Seri Najib Tun Razak announced the Cabinet has approved a policy that women must comprise at least 30% of those in decision-making positions in the corporate sector. Companies have been given five years to meet this requirement. The move was an extension of a similar government policy introduced in 2004 for the public sector, which saw an increase in women participation from 18.8% that year to 32.3% in 2010. RTM's internal strategies are in line with this government policy with the latest statistics showing that 38.8% of the total workforce of RTM are made up by women.

8. See report at <http://www.whomakesthenews.org/gmmp-2010-reports.html> Accessed on 04 July 2012.

9. See description at <http://www.awam.org.my/nmm.html> Accessed on 04 July 2012.

Successes and challenges

As with many media organizations, some professions or work areas demonstrate greater inequities than others. This is particularly evident at the decision-making level. In the case of RTM the following was reported:

- *Administrators:* 6 out of 8 executive posts are held by men. At the management and professional levels, women officers (185) out-numbered the men (180). It is generally assumed that men are more task-focused and result-oriented as they are freed from domestic responsibilities. Their economic obligations in the public sphere assure them of control over highly valued resources and give rise to male privileges. Women's reproductive roles and their responsibilities for domestic labour limit their association with economic resources that are highly valued.
- *Technical personnel:* The majority of technical personnel in RTM – including the camera operators - are men. Men are presumed to be more technically inclined and gadget savvy besides having greater physical strength. Nevertheless, due to Malaysia's education system, more women are becoming engineers and technicians. Hence, of late, the number of women technical personnel has increased to take up posts as engineers, studio camera pointers, switchers, and those taking charge of the camera control unit (CCU).
- *Producers:* The number of programme producers in RTM are quite balanced between men and women except for the sports department where most of the production team comprise of men. The rationale behind this is that men are more enthusiastic about and have a passion for sport as compared to women. As in most countries, male sports dominate the agenda, especially at the professional level. Consequently, this tends to influence the gender of sports journalists.
- *Security personnel:* This is a male dominated sector with only 6 women out of the total 75 security personnel serving the entire complex of RTM. Women security personnel are assigned to light duties and special functions.
- *Drivers:* Here again, this is a male dominated field in RTM with 25 male drivers, even though women have made inroads through being drivers of public transport in Malaysia.

There is no policy in place currently at RTM to address the gender gap in security, technical and other areas identified above.

More women have joined the media fraternity with the sprouting of more private television stations in Malaysia. The Mandarin news bulletin of NTV7 is anchored by women and recently Maliza Goh from NTV7 was the only woman broadcast journalist to join the Mercy Malaysia relief assistance team to famine-stricken Somalia to provide coverage for Malaysian audiences. RTM and other TV Stations have at least a female newsreader as anchor alongside a male counterpart. More women are entering the media profession after completing studies in Mass Communications.

Future plans

- a. Consult/seek the support of the Director-General to initiate the Gender Pilot Project.
- b. Put up a proposal entailing the needs and benefits of the project.
- c. Get the consent of the Directorate's members for the pilot project.
- d. Survey to garner feedback on gender issues in the organization.
- e. Get the Human Resource Department involved.
- f. Appoint the HR Counsellor as a potential candidate as the Gender Officer for RTM.
- g. Review the recruitment of officers in the technical fields.
- h. Get the male managers of women to the Reference Groups.
- i. Draw up training for all staff on gender issues.
- j. Awards/rewards for women/men in producing gender-sensitive programmes, such as promotion to higher positions and representing RTM at international conferences on gender equality issues.
- k. Organise social activities that appeal to both genders.
- l. Publicise gender activities in RTM's in-house magazine.

> Thai Public Broadcasting Service (Thai PBS)

Background

The first and only public service media in Thailand, Thai PBS was founded in 2008 and is funded from taxes on alcohol and tobacco amounting to US\$65 million annually. According to its charter, Thai PBS is committed to enlightening members of the society with its diverse educational and entertainment programmes while strictly abiding by the code of ethics that ensures fair, balanced and impartial news coverage.

Its vision is to be a public media institution that strives to promote a just and an informed society. The goal of Thai PBS is to provide innovative and comprehensive broadcasting services of a high standard, based on codes of ethics, public interest and cost-effectiveness.

Its objectives are:

- To encourage public awareness and participation in the building of a just and democratic society through bold and impartial reporting with public interest at its heart.
- To educate, inform and entertain every sector of society with the aim of promoting quality citizenry.
- To inspire and encourage imagination and creativity.
- To contribute to a sense of identity, cultural diversity and social harmony.
- To reflect social diversity and provide space for minorities and specific groups with the aim of promoting public participation both at the local and national levels.
- To help forge understanding and good relationships at both local and global levels.

National context

The Thai Constitution guarantees equality between men and women, including having equal employment opportunities. The 10th National Social and Economic Development Plan shows an improvement of perception in society about gender equality.

GENDER-SENSITIVE INDICATORS FOR MEDIA

Having Thailand's first female Prime Minister – Yingluck Shinawatra – should improve access to resources necessary to address gender equality issues. Since her election, an average funding of 100 million Baht (US\$3.23 million) per province has been established to build women's roles and capacities.

The Life and Social Security Policy promotes equal opportunities for men and women in taking part in the country's development and in protecting women's rights.

Gender development

Of the 900 staff members of Thai PBS, 31% are women.

The highest authority of Thai PBS is the Board of Governors. This is the policy-making body that is elected through an independent process and serves a four-year term. The nine-member Board approves strategy, sets objectives, and oversees complaints. The Board also draws up the code of ethics and sets guidelines for programme related research. In addition, the Board appoints the Managing Director and the Executive Board, and evaluates their performance. Currently, women occupy 4 out of the 9 Board of Governor positions. At the Executive Board level, women occupy 3 out of 4 positions with all four Deputy Managing Director positions occupied by men. At the Executive Management level, only 2 positions, out of a total of 13 are occupied by women – the Director of Human Resources and the Director of Public Participation and Feedback.

At the operational level, 37% of section managers and specialists are women. Of 28 reporters, 22 are women who also report hard news.

Policies and strategies

Thai PBS has a clear policy banning gender discrimination when providing job opportunities for men and women. It recruits members based on merit and provides the same social security benefits, including maternity and Buddhist Dharma leave for women.

Thai PBS promotes gender equality and women's development through its content, working conditions and services it offers to its staff members. The promotion of gender equality is reflected in the Codes of Conduct of Thai PBS in its respect for human dignity and rights to privacy and through its Strategic Plan for Programme Production, which considers diversity of gender and cultures and avoids the presentation of women as 'sex objects' and traditional stereotypes.

Successes and challenges

While Thai PBS actively implements gender equality policies and there appears to be equity in the areas of presenters, news anchors and programme editors, the broadcaster is rated very low among other media in Thailand. The average audience share of Thai PBS are around 6%, compared to much higher ratings of 38% and 39% for its commercial counterparts, which portray a very traditional and stereotypical image of the Thai woman.

Thai PBS provides the following training for its employees:

- Workshops on the presentation of news and programmes with women's perspectives.
- Training for women backpack journalists which is specifically designed to create awareness of imbalanced gender portrayals found in the generally male dominated media culture and equips women villagers, who participate in its user-generated content programming, with functional skills to produce short TV documentaries of their own stories, from a female perspective.
- Workshop for men at Thai PBS on Women and Media, sensitising the male workforce to the issues of gender and gender portrayal, as well as getting male perspectives on programs focussing on gender issues.

Experiences and perspectives

The following points encapsulate other aspects of Thai PBS's outlook on gender mainstreaming, which are worth noting here:

GENDER-SENSITIVE INDICATORS FOR MEDIA

- There is a need to promote understanding of dignity and values as well as the roles of each gender. Developing certain standards or guidelines on the coverage of women in media will help to eliminate the biased and stereotyped images of women. Media workers need to cooperate more and promote effective networking in the process of selecting and presenting media content on gender equality issues.
- There needs to be more training programmes, as well as learning and knowledge-sharing processes on the production of content related to gender equality issues, and there is a need to promote exchanges of knowledge and experiences among women both within and outside the media industry.
- It is important that people understand media ethics to ensure that the media guidelines and codes of conduct are strictly followed and to learn from the best practices and movements on gender equality in the media industry.
- The capacity of women who work in media should be enhanced to encourage networking among them.

Action plan

- a. Research/survey gender issues in the organization and Thai context.
- b. Choose projects that fit the organization in small units/budgets and are supported by the CEO/Executive Board and Directors of Thai PBS.
- c. Choose role models and establish working groups for various departments.
- d. Provide training of HR, programming, news, etc.
- e. Launch the project results through Thai PBS, Asian Media Summit 2012 and various forums.
- f. Develop long-term goals, plans and codes of conduct.

> Radio the Voice of Vietnam (VOV)

Background

The Voice of Vietnam is abbreviated in Vietnamese to “Dai TNVN” and has the industry name “Voice of Vietnam”, or VOV for short.

VOV is the Socialist Republic of Vietnam’s national radio broadcaster, established in September 1945. It is administered and funded by the Ministry of Information and Communications at state level. It is a government agency that broadcasts the Party’s guidelines and laws. VOV’s goal is to contribute to the country’s intellectual standards and serve the spiritual lives of people through radio programmes, the internet, television and a newspaper.

VOV consists of four nation-wide radio networks and one world service. It also operates VOV News – an on-line newspaper; VOVTV – the Radio Image Broadcasting Channel; VOV Traffic Channel; and a printed newspaper. The world service broadcasts in 11 languages.

National context

Vietnam ratified CEDAW in February 1982, one of the first countries in Southeast Asia to do so. Approximately 25% of the National Assembly are women. Two of the four Vice-Presidents are female.

A national law on Gender Equity was approved in 2006. Vietnam’s most recent report to CEDAW Committee was in 2007 and some of the key areas of concern¹⁰ raised by the Committee included:

- Insufficient information or data on the actual impact of legal reform, and the extent to which it has accelerated the advancement of women and the enjoyment of their human rights;

10. Committee on the Elimination of Discrimination against Women Thirty-seventh session, 15 January-2 February 2007; Concluding comments of the Committee on the Elimination of Discrimination against Women: Viet Nam.

GENDER-SENSITIVE INDICATORS FOR MEDIA

- The persistence of patriarchal attitudes and deep-rooted stereotypes within the family and society-at-large, including for instance, the preference for male offspring; and
- The under-representation of women in the appointments of persons to serve in public decision-making bodies, especially at the district and commune levels. This is despite new laws that have established a quota system for women's representation, an indication that obstacles to women's participation in public life continue to exist.

The most recent World Economic Forum Global Gender Gap Report ranks Vietnam 79 out of 135 countries. The lowest gender gap was in the areas of Health and Survival (6% gap) and Educational Attainment (8% gap), and the highest in Political Empowerment (89% gap) and Economic Participation and Opportunity (29% gap).¹¹

The country's report on the Millennium Development Targets for Gender Equity identifies the main problems to be the slow implementation of local laws and gender equity policies and lack of statistical data or obligations to gather that data:

"The gap between regulations and real implementation has obstructed the effort to achieve gender equity targets. The implementation of National strategies for the advancement of Vietnamese women in different sectors and fields still has many restrictions and its efficiency is low. The insertion activities of gender and process of policy planning and implementation is not good.

Gender statistics are not fully concentrated. In almost all of the sectors, statistic data system is not built and there has been no obligation (via regulations) to collect data by gender. This is an obstruction for the process of building policy and designing intervention programs to meet current demands for gender equity in Vietnam."¹²



11. World Economic Forum; The Global Gender Gap Report 2011, Country Report – Vietnam.

12. Promoting Gender Equality and Empowering Women in Vietnam in the Report on the implementation of the Millennium Development Goals in Vietnam, 2010

Gender development

Women account for nearly 30% of journalists in Vietnam. In press organizations, they are talented writers not only in social affairs but also in economic fields. The number of women commentators has increased more than in previous times, with many outstanding women on national TV, though there is still only a small number in journalism.

Only a few women are chief editors of newspapers, even in magazines targeting women readers such as *Vietnam's Women* and *Women in the Capital*. The best selling fashion and beauty periodical, *Beauty Magazine*, has a male editor; though this could be seen both as a positive or negative. It is encouraging in that it may point to a welcoming shift in the stereotypically expected role of a male. Yet, it might be a show of the extent to which women are marginalised in the media.

Women's images in various mass media have been stereotyped by traditional patterns: women are to take care of housework and children; women must be a symbol of femininity (with a beautiful body, well-dressed and sexy) as clearly shown on e-journals and advertisements on TV. Images of women often depict them as victims of violence or sexual abuse.

The images portrayed of women are often inconsistent, not only in general but also in the publications of a media agency. On one hand, sometimes media build and praise the modern image of women as dynamic, confident and daring to think and to do, successful in work as well as good leaders. On the other hand, in relation to traditional values, media seem to prefer the image of a woman who is graceful, with good endurance, patience and sacrifice for her family and who is also good at housework, cooking and child care.

Consequent to the conflict between accepting new concepts and preserving traditional values, women's images in the mass media are built as the 'Perfect woman' - successful in her career and devoted to social concerns but still fulfilling her tasks at home. Many articles discuss the subject 'The Secret to Preserve Happiness of Successful Women'. It is the notion of journalists and the society that if women want to be fully happy, they must be good at both their career and housework.

In addition, many newspapers also give the implicit message that if women want to be successful in their careers, they have to sacrifice something. If they choose their career then they can be

successful but unhappy in their personal lives and if they choose to be gentle wives and mothers they will find calm and happiness.

At a 2011 seminar on women journalists to commemorate International Women's Day in Ho Chi Minh City it was said: *'Journalism is a hard job and requires much more time and effort and must have certain ability. The number of successful women journalists is often inverse proportion to the number of women who have a happy family life. The best solution for women journalists to gain happiness is to choose appropriate philosophy ...'*

In previous years, there was always a woman Vice-President at VOV but presently men hold those positions. VOV has nearly 3,000 employees producing more than 200 hours daily of airtime. It has five regional bureaux, nine overseas bureaux and radio coverage of 99.55% (2010). Of the approximately 1,000 reporters and editors, more than half are women. It operates six broadcast channels, VOV online, the VOV newspapers and VOV TV, of which a system manager (on Channel 2), a chief editor (VOV Online) and a Manager of Broadcast Engineering Centre are women.

There are 47 programmes on VOV2, with 80 officers, reporters and editors in nine divisions, of which 60 are women. Women's programmes broadcast frequent reports concerning 'gender equality issues' which are framed around home responsibilities, child rearing and social/fashion issues.

Apart from general employment statistics, VOV does not publish gender profiles or gender policy documents.

Policies and strategies

VOV established a Department for the Advancement of Women, composed of the leaders of VOV and heads of divisions. VOV organises a gender inspection group, which edits radio programs and makes them more gender-sensitive. It has been implemented for four years. There are no external policies or documents available on this inspection group or its work. Gender issues in Vietnam are governed by Gender Equality Law and Laws on Prevention of Domestic Violence.

Successes and challenges

In general, gender equality issues are reflected directly and indirectly in most of the programmes. However, despite the existence 'women's department/unit' – there remains a structural issue insofar as gender equality issues and perspectives are not as a rule mainstreamed into the wider programming of VOV.

Discourse on gender and gender equality in Vietnam must take into account the nature of the problem rather than the expression of surface and numbers. It needs to recognize and explain the issues related to gender equality taking account of the historical and cultural context of the country.

For example, NGO Shadow Report 2006 identified the following issues regarding women's participation in politics in Vietnam:

- The rate of women participating in politics is low – under 30% in the National Assembly, around 20% in People's Council at all levels and only about 15% in all other official levels.
- The number of women who take highest positions at local level is very low, at less than 4%, with the exception of the central (national) level, where the rate is 12%.
- The participation of many women in People's Councils is "patterned". Women usually do not have real power or sound voice in the governmental management structure. They tend to be deputies, instead of head authorities and usually take part only in social fields, such as labour, education, health care, population, women, children, etc.
- At grassroots level, the political authority resides in the hands of the men.
- Because women have a low position in the management structure, they rarely have key leadership positions.¹³

Thus, while the number of women participating in the workforce continues to increase the influence of women in the construction and implementation of policy in general and gender policy in particular is limited.



13. Vietnam NGO Shadow Report on CEDAW, 2006.

The number of women in management and leadership ranks is also small. The WEF Global Gender Gap report confirms this. While labour force participation between females and males is almost at the level of full equality, the greatest gap is in the sub-index of legislators, senior officials and managers – 72%. This originates from the deep roots of family, school and social relations and obligations. When women go to work, their work conditions are not comparable to those of men and they are not given the same training and development opportunities. Therefore, it is difficult for women to develop their abilities. Journalists must point out this issue of gender inequality in the media.

Experiences and perspectives

The VOV case study representatives made the following observations:

- Communicating gender and gender equality must evaluate the nature of the problem rather than just the expression of surface issues and numbers. Therefore, there is a need to recognise and explain the issues related to gender equality in their historical context.
- Popularising gender equality issues has to find a way of blending in with the Vietnamese culture.
- When discussing gender equality issues, the media should present not just the negative impact of traditional attitudes but apply those traditional values to analyse gender equality issues.
- In implementing gender equality in Vietnam, there has to be a way of overcoming the Chinese Confucianism influence on its culture that leads to male chauvinism.
- There is a need to support experts in gender affairs on both domestic and international levels to help Vietnamese journalists to approach problems in a reasonable manner and in accordance with Vietnamese culture. And when journalists clearly understand, they perform a dual role, not only reflecting the objective reality but also contributing to changing gender prejudice in society.

Action plan

- a. For the advancement of women in departments, provide opportunities for promotion, training, and maternity leave, etc. This is best done through internal policies.

- b.** Organise capacity building workshops for journalists and editors through the gender inspection VOV group who defines the guidelines.
- c.** The cultural, social life and educational channel, which has 47 programmes, should be encouraged to review the content of its programmes giving consideration to gender equality concerns, e.g. women, social affairs and family programmes showing not only the suffering of women but also the benefits of gender equity.
- d.** Have women represented in all programmes on economics, politics, etc.
- e.** Use gender-sensitive language in all programmes.
- f.** Monitor and record output and outcomes.

Gender Mainstreaming in Media: Case Studies from the Caribbean¹⁴

Caribbean Broadcasting Union

Executive summary

These case studies from the Caribbean draw attention to four long-standing media organizations; three of which are member stations of the Caribbean Broadcasting Union. One media house represents the print sector.

The case studies set out to substantially gain a progress report from the various media houses on strides made in the area of gender-sensitivity or gender mainstreaming within their organizations over the last five to eight years. It also sets out to explore the extent to which the successes in this area, or lack thereof, are actually as a result of informal practices as opposed to formal and written policies.

The Caribbean's landscape has shown a comparative level of sophistication when it comes to gender equality within the workplace. Based both on historical circumstances and the resulting cultural realities, the English-speaking Caribbean is quite familiar with matriarchal structures and the concept of the "working woman". Also, the effective development of unions and the "Black Power" movement of the 1970s have also had an effect on the issues surrounding "minority rights". The result has been a fairly consistent development of a trend towards equality in the workplace, and even the progressive rise of women "in the office".

The question as to whether these changes have affected or stimulated gender-sensitivity within the workplace is another interesting area that is tackled within these case studies. Historically, pre-dating the last five to eight years, the development of media in the Caribbean very much

.....
14. The complete set of case studies is available at www.unesco.org/webworld.

mirrors the development of our politics and the societies that emerged as a result of our politics. Former media mogul, Ken Gordon's autobiography, "Getting It Write", provides a very colourful description of the development of Caribbean media, emerging out of colonial societies, where media was owned and controlled mainly by male foreign interests. At that time, the issue of women's rights and gender-sensitivity, were backburner issues to the "real" struggle for Caribbean press freedom and against the colonial domination which would linger on in the form of "economics" years after our countries had gained political independence.

At that time, the Caribbean victory was described as that which "transferred control of media into the hands of local ownership" (be it all male), giving way to entities like Trinidad Express, the Barbados Nation, the Starbroek News in Guyana and the Jamaica Observer.

Following on the heels of our independence was the Black Power Movement of the seventies, moving from empowering our countries to empowering the "black" race. Again, women's issues were still very much in the wings, waiting for its "entry stage right". It is the emergence of a Caribbean identity arising out of those two critical periods that would also allow for the emergence of the matriarch as a valid expression (already existing within our Afro-centric communities for centuries).

However, by the turn of the century, women in the workplace, increased access to education and the ongoing process towards equal opportunity would create the perfect dynamic for women to find their place, be it as valued rank and file journalists or media managers, based mainly on performance, potential and qualifications.

The CBU is grateful to the media houses that agreed to be profiled for this report. They include: The RJR Group, Jamaica; TV6, Trinidad and Tobago; The Nation Publishing and Starcom Network in Barbados. In all cases, representatives of the senior management of these companies were interviewed, both from an HR and media content perspective.

While there were similarities across the four media companies, this study noted differences in approaches to certain challenges that the organizations face as it relates to gender equality issues.

The following table provides a succinct profile of the four organizations relevant to this research:

Name of Organization	Type	General Profile
TV6, Trinidad & Tobago	Television	News and Current Affairs focus
		Local and Foreign Programming
Nation Publishing, Barbados	Newspaper	Daily tabloid Sunday tabloid
		Weekly Business Edition
		Online Newspaper Online youth magazine
Starcom Network, Barbados	Radio	3 radio stations
The RJR Group, Jamaica	Television and Radio	7 companies

It must be noted that TV6, the Nation and Starcom Network have recently (within the last two years) become part of the first major regional media conglomerate, the One Caribbean Media Group, OCM.

OCM is the largest and most diversified media organization in the region with businesses in newspapers, radio, television and internet and new media. The Group operates in Barbados, Grenada, St Lucia and Trinidad and Tobago. This latest business venture will undoubtedly have its own influence, in time, on the individual companies as it relates both to the corporate ethos and human resource (HR) policies, including gender equality issues. It is probably worth mentioning that OCM now has a female CEO in Mrs Dawn Thomas.

The following case studies will firstly look at the individual media houses and their perspectives on gender-sensitivity and mainstreaming within their companies. They then seek to analyse and summarise the media landscape based on the four experiences presented.

The hope is that these case studies will provide a realistic picture of the current media environment and therefore provide parameters for further work and education/training in this area within the Caribbean region. The case studies may also signal how or where UNESCO's Gender-Sensitive Indicators for Media can be helpful to Caribbean media, in its ongoing assessment of its gender mainstreaming approaches and gender responsiveness.

> Nation Publishing – Barbados

The Nation started publishing in 1973 and is today one of the three main newspapers in Barbados. The Nation reportedly has the highest circulation, with daily numbers of 31,533 and a Sunday circulation of 51,440.

The Nation Publishing is a subsidiary of the Nation Corporation, a Barbadian-owned media and communications company. In 2006 the Nation merged with Caribbean Communications Network (CCN) of Trinidad and Tobago to form One Caribbean Media Limited.

Harold Hoyte became editor of the paper in 1975; was the first Chairman of the company and retired from the Nation in 2006 after 31 years of both administrative and editorial leadership. He is said to be responsible for the slogan "The Nation Cares" and the corporate ethos which then prevailed. Following his retirement, Mrs. Viviane-Anne Gittens has assumed the post of Managing Director.

In comparison to the other two countries in these case studies, Barbados appears to provide an even more advanced legislative context for the Nation's gender equality policies. The UN Economic and Social Council, in a recent report, indicated that Barbados has ratified the 1979 Convention on the Elimination of all forms of Discrimination against women and has actively pursued the necessary legislative reform to correct any loopholes in the relevant laws of Barbados.

Interviewees:

- Ms Kaymar Jordan, Editor-in-Chief
- Ms Cicely Green, Group Human Resources Manager

- **Ms Margaret Husbands, Deputy HR Manager**
- **Mr Sanka Price, Reporter/Editor, Weekend Sun and Saturday Sun**
- **Ms Carol Martindale, Reporter/Editor, Sunday Sun**

Gender perspective

The Company's new Editor-in-Chief has worked for many years in regional media and has had association with individual media houses in many Caribbean territories. Her observation as it relates to the Nation is that the focus is on "getting the job done" rather than on "who does the job" and its efforts to be a "caring or family company" has had an influence on its gender-sensitivity practices over the years.

The company has documented policy on paternity leave (5 days full pay). It has a Flexible working hours policy; equal pay based on agreed salary scales with the staff union and maternity leave. The Nation's staff members, including journalists, are represented by a union, but HR has indicated that there has always been agreement on gender equality issues between the company's management and the union; and there has been no instance of union contention over this area. However, most of the company's gender equality policies are also informal and not-documented.

Overall, gender equality issues have not been on the front burner for the company as the employment and promotion of women have always been a part of the company's ethos. The current HR Head attributes this to two key facts:

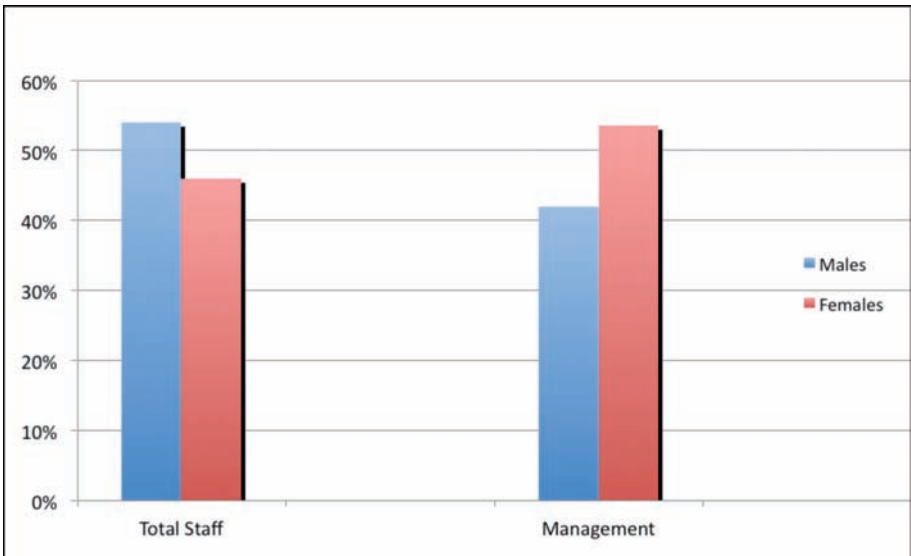
1. For the first 30 years of the Nation's lifespan, the company's HR officer was a woman.
2. While the Managing Director for the first 30 years was a man, he was reportedly very interested in creating a caring environment which had an effect on corporate practices as it relates to gender mainstreaming.

Main policies

From a staffing perspective, the company has 129 males to 110 females. In the editorial department, there are 31 males to 34 females. At the editorial management level, there is a 50%-50% ratio. It was also noted that women are not assigned nor do they request any special reporting beats due to gender. Both men and women cover any reporting beat, including crime, politics, culture, etc.

It was found that at the technical levels, for example, the Circulation Department; there is still a heavy prevalence of men in those jobs. This is attributed mainly to the late shift-work required in this area.

Nation Publishing Staff Ratio of Males to Females



Interestingly enough, retirement of the 'old guard' over the last four to five years has made way for the promotion of a number of women to the management team at the Nation. Currently,

GENDER-SENSITIVE INDICATORS FOR MEDIA

at senior management, there are 5 men to 7 women, of which, the key positions of Managing Director; Editor-in-Chief and Marketing Manager are all held by women.

As a result, the gender-sensitivity issue at management level is reportedly more focused on ensuring that the male perspective is still given room to influence the company's operations, since there is such a dominance of women on the team.

It should be pointed out that all three interviewees at the management level indicated that despite the large number of women in management, this has not skewed the policies or corporate approaches of the organization. The Nation, especially in the current economic climate, is strongly focused on the company's financial performance; retaining its dominance in the market and getting the right skills sets for the various jobs.

Journalists' perspectives

It was interesting that the "journalists" perspective mirrored that of management.

Sanka Price has been with the organization since 1989, entering as a reporter. He has also held various "editor" assignments over the years, but continues to report. When Sanka joined the Nation, his immediate boss was a woman and the majority of staff members in the newsroom were female. As far as he is concerned, there has been no difference in the treatment of men and women at the company. However, he indicated that the saying at the Nation is that "the best man for the job is a woman". He noted that female journalists have always been more focused and efficient and therefore tend to be considered for most of the promotions. But in general, reporters were hired and given the choice assignments based on merit and not gender.

As it relates to News content, the journalist felt that the Nation's content was guided by "what is news", with empathy applied in the portrayal of people's situations and sensitivity to human beings in general. However, Sanka pointed to one area of content policy which he felt needed attention. Currently, the media policy associated with the coverage of rape cases allows for the newspaper to report the name of the persons charged with the offence, while the victim's

name is never released. Sanka felt that a man's name should only be reported if he has been found guilty by the court. He made the point that sometimes these cases never go to trial or it turns out that the man was not guilty, but in small societies like Barbados, the person's name and reputation is forever stained. He questioned whether there should be editorial policy to protect men in this instance.

Sanka's colleague, Carol Martindale has similar views on the gender equality approaches at the Nation. She has been with the company for 25 years, entering as a reporter and also serving as editor on various desks.

She expressed that the newsroom was "pretty balanced" with men and women making up the team of news reporters, sub editors, and editors, but noting that most of the company's top positions were held by women. But like Sanka, Carol felt that the promotion of women within the organization was not as a result of strategic gender mainstreaming, but simply a matter of promotion based on performance.

As it related to News Content, Carol felt that the Nation was in fact very sensitive to gender equality issues, but from the viewpoint that it was important to have the views of both men and women on critical issues that affect the newsroom as well as the news content. She did add that the Nation could improve its gender-sensitivity approaches as it relates to the choice of some stories it pursues and also as it relates to the hiring of employees, so that the newsroom maintains a healthy gender balance.

Challenges

The Nation has made foundational strides in ensuring levels of gender sensitivity, be they formal or informal. It is the level of the Nation's media content which probably requires more attention at this point. It is particularly complex for a daily newspaper, which is driven by a fairly routine news-gathering process.

However, there have been efforts to ensure levels of gender-sensitivity in the coverage and preparation of the news. This seems to be partially influenced by the fact that the main gatekeeper

at the Nation is a woman. For example, the Nation seeks to ensure balance between their coverage for Mother's and Father's Day to ensure that it does not contribute to the stereotype that Mother's Day is more important. While most columnists are men, the Nation is strategically seeking to ensure that a woman's perspective is included. There is also sensitivity to any use of language which strengthens stereotypes or bias against any one gender.

There is however a sense that more formal policy needs to be applied to the news process. The following examples were cited, bringing attention to the need for clear written guidelines:

1. The Nation ran a report on an achievement by the wife of a former Prime Minister. The story credited the particular activity to her, but the headline/opening paragraph described her as the PM's wife. The relevant person called the Nation quite upset that she was referred to in this manner when she was a "brand" in her own right. She felt the editor should know better "as a woman".
2. The Nation's Saturday newspaper features a Page 5 picture, "the Girl Next Door", which highlights one young woman each week in sensational garb or lack thereof and a model's pose. While the main gatekeepers at the Nation may wish to reject such a column, the ratings suggest that the column is very popular among men and women and suggests that the column has an influence on the strong sales of the Saturday paper. In an attempt to soften the impact of the column, Sanka Price, who edits the Saturday Sun noted that they also feature "The Boy Next Door" from time to time and try to ensure that the ladies featured are positive models, i.e., academically qualified or attending university and/or contributing positively to society in some way.

It was also noted by a news editor that women are changing as well; becoming tougher, less sensitive to blood and gore for example and this obviously has an effect on how a newspaper defines gender-sensitivity when it comes to decisions on content.

Practical experience

The Nation is exploring approaches to helping staffers with after-care arrangements for their children. The company has had a tradition of parents bringing their kids to the office

after school, but more and more, there is a requirement for more effective solutions. The company's HR Department is currently considering providing financial assistance for parents so that they can put individual after-care arrangements in place. The company stresses however that having a large number of female staffers has not resulted in any challenges with productivity levels.

> **RJR Communications Group – Jamaica**

The RJR Communications Group includes seven of the country's well-known media brands: RJR 94FM, FAME 95FM, HITZ 92FM, Television Jamaica (TVJ), Reggae Entertainment Television (RETV), TVJ Sports Network (TVJSN) and Jamaica News Network (JNN). The company also operates Multi-Media Jamaica Limited which offers technology solutions.

The entities of the Group operate as limited liability companies which are publicly traded on the Jamaica Stock Exchange.

While RJR is the only media house in these case studies which is not a member of the OCM Group, it is worth noting that the company currently holds a small number of shares, 48, 254, in OCM as at March 31, 2011 (OCM is a multi media company operating in Trinidad & Tobago, Barbados, Grenada and St.Lucia).

Within the RJR Group is one of the oldest television stations in Jamaica, TVJ, which currently captures the largest share of free to air television viewership as almost two third of all viewers (66%) watch the station's News, Entertainment and Discussion programmes. Meanwhile, its flagship radio station, RJR 94FM, has been in operation for 60 years.

RJR's approaches to gender equality reflect the increasing work within Jamaica at the legal or state level to move towards a more gender-neutral society. It is interesting however that RJR's biggest challenge in this area (which will be cited below) reflects the traditional issues of gender stereotyping which still plagues some aspects of Jamaican life.

The most recent report from the OECD Development Centre (Social Institutions and Gender Index) indicates that at the state and policy level, Jamaica is working on a Draft Charter which will ensure that fundamental rights of all groups will be protected and discrimination based on gender will be fully prohibited. They have institutionalized a Family Code which upholds the principles of equality for women. Polygamy is prohibited and both men and women share parental authority. A 1995 law was effected recognising domestic violence as a crime.

Interviewee:

■ **Gary Allen, Managing Director, RJR Communications Group**

Gender perspective

The current Managing Director has held that post for approximately eight years, reporting good progress as it relates to issues of gender-sensitivity and mainstreaming. Foundational policies such as equal pay, maternity leave and sexual harassment codes are well-documented and flexible working hours are well-entrenched in the company's operations.

The employees at RJR are represented by the National Workers' Union and all relevant policies are discussed and agreed on with them during the bi-annual Collective Bargaining process.

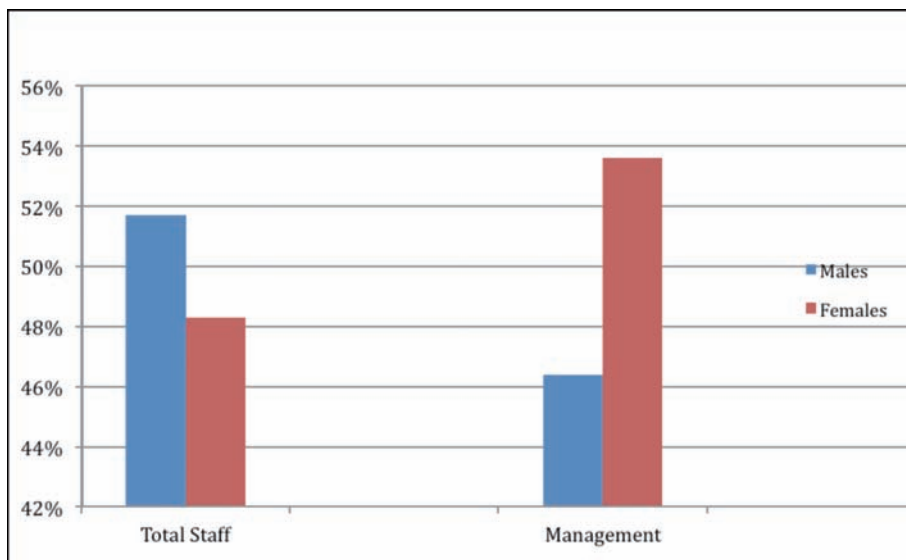
While less than 50% of the gender-related policies are formal or documented, the company is currently updating its policy manuals and plans to transition a number of its informal practices to written codes.

The Group is confident that female staffers receive equal opportunity for both employment and upward mobility within its seven companies. There is a conscious effort at this juncture to break the only glass ceiling which may still exist, and that is at the Board level.

Main policies

As at the end of September 2011, the RJR Group's total staff numbers were 551, of which 285 were male and 266 were female.

RJR Staff Ratio of Males to Females



At the senior management level, 15 of the 28 managers were female; 13 were male; and it was noted that more of the female managers have a second degree.

At the Board level, the Group traditionally had one woman to seven men. This recently changed with the inclusion of another woman to the Board. At the subsidiary level, each Board comprises six members; of which two are women.

While it has been more traditional for men to be assigned to Boards, one agency, the ROC (Women's Resource and Outreach Centre), has been advocating strongly for more women to be invited onto Boards in Jamaica. RJR has embraced the approach, citing a number of advantages to having women on Boards due to a greater tendency to focus on detail.

The company has noted that women have showed more initiative in becoming certified and positioning themselves for promotion; and there have been no signs of lower productivity due to the employment of a large cadre of female staffers.

For example, the company has a target of full computer literacy by 2013. Already 50.7% of the women have already been certified to 48.3% of the men. It was again noted that while the company put a special certification programme in place for its staff, more women than men had already been certified prior to the company's project.

Journalists' perspectives

At the employee level, there was a sense that gender sensitivity was not a focus at RJR, not because it didn't exist, but more so because the staff felt that there was no substantial difference in the way men and women were treated within the company.

Celia Morgan, Radio News Editor, stated that from her perspective and observations, the company's policies were not gender specific and equally applied to both male and female members of staff. She reiterated that she was satisfied that men and women were held to the very same standards. On that note, the journalist felt that if one improvement in this area was needed, it would be greater facilitation and encouragement of family life through more effective structuring of working arrangements and work hours – for both men and women.

In the case of news content, Celia noted that a balanced and objective approach to news content was generally promoted and therefore, there was no deliberate focus on or bias towards gender issues within their daily news operation.

TV News Editor, Archibald Gordon, held very similar views to that of his radio colleague. He felt that gender did not play a role in most decisions at RJR because it appeared to him that men and women were treated equally. Rather, intoned that if there was a corporate sensitivity, it was towards the accommodation and facilitation of families. He cited occasions where children were ill and the parents needed to have a few days off work and much effort was made to accommodate those situations.

As it related to news content, Archibald felt that the company's policies were based on fair and objective reporting, and less so than having been influenced by gender mainstreaming approaches. However he was quick to clarify that the newsroom was openly sensitive to special

issues such as rape or sexual offences and aimed to ensure that the victims as well as the accused were treated equally in all news reporting.

From Mr Gordon's perspective, training and greater exposure to issues of gender-sensitivity in the workplace may be an area of improvement at RJR, so that there is greater awareness and understanding of how this could support employee recruitment and orientation.

Challenges

At the HR level, the RJR Group shows a strong tendency towards gender-sensitivity and mainstreaming gender in their operations and content, despite the fact that most policies are still informal. While issues such as sexual harassment and flexible working hours have long been tackled, paternity leave has not received as much attention. Rather, the company has opted for offering compassionate leave to fathers on a case-by-case basis.

At the content level, the company is currently seeking to be more deliberate in constructing gender-sensitivity and mainstreaming policies.

Within TVJ, for example, five of the six managers are women, including the General Manager, Programme Manager and Production Manager. This has reportedly led to significant gender-sensitivity in programming content, though informal. Programming has been reportedly rejected because of negative or stereotypical portrayal of women. Also, the company boasts 50% - 60% local programming, allowing for greater control of content and a leaning towards family-oriented programmes.

In contrast to TV, Radio is grappling with gender-sensitivity issues. Most radio within the Group is more about music and entertainment within a strong cultural environment. A lot of Jamaican music still contains strong stereotypical language and images as it relates to women, making it extremely difficult to attain content that is gender-sensitive. While the Head of Radio is male, his views on gender mainstreaming are much less influential than the cultural reality and popularity of Jamaican music in this specific context. At the management level, the discussions have called for greater balance, but no specific policies have been put forward.

In the area of News and Current Affairs, the company's news guidelines are soon to be turned into editorial policy and will speak to non-discriminatory language based on a range of issues including gender.

Practical experience

While the RJR Group has not experienced any telltale weaknesses in productivity levels due to a large female staff composition, the company has been challenged by staffers, both male and female, having to leave work to pick up children. Also, there are safety issues which are now posing a challenge due to the large number of children being brought to the office after work. In some cases, the children are being left unsupervised when their parents have to go off on assignment, for instance.

As a result, the RJR Group has been exploring the possibility of setting up a crèche or after-school programme to ensure that staffers' children are properly supervised at the workplace.

Another practical experience that RJR has faced is tension between male staffers and female supervisors. While there is a general acceptance of female management, there have been incidents where men have described their female supervisors as condescending.

Also, it has been observed that some female managers are tougher on women than men at RJR and have in some instances provided the greatest barrier to upward mobility for their female counterparts.

Conclusion and recommendations

All four media houses in these case studies offered very similar reports and perspectives on gender-sensitivity and mainstreaming gender within their organizations. In fact a cursory glance at the main media companies across the English-speaking Caribbean would probably reveal that the experiences of the relevant companies give a fairly accurate representation of the general media landscape as it relates to gender equality issues.

It was noteworthy that three out of the four companies reported a fairly balanced workforce numerically. In the case of TV6, the numbers were heavily skewed towards female staffers. And again at the managerial level, apart from Starcom Network, the media houses reported either more women than men on the management team or a 50%-50% ratio. In two of those three companies, women were at the very helm of the organizations, supported by female managers who held the more influential posts.

However, in most cases, despite the heavy female numbers in management, this did not reportedly skew gender equality policy. Women in management were just as focused on the bottom line and profitable operations as their male counterparts. Also, hiring and promotions within these companies had been reportedly based on ability and professional capacity rather than any specific policy on gender equality.

At the same time, there are clear examples where gender has played a role in influencing corporate approaches and decisions. The RJR experience showed influence on television content due to a strong female management team in that department while the female leadership of TV6 and OCM has had influence on HR policy.

At the staff level, no company identified any cases where gender had a significant effect on productivity or professionalism. However, the trend towards a heavy female population will undoubtedly have direct results on the future management structures of the organizations, especially as it was pointed out by two of the companies interviewed, that the women were more aggressive than their male counterparts about improving their qualifications and skills sets.

GENDER-SENSITIVE INDICATORS FOR MEDIA

In relation to HR policies, all of the companies in these case studies confirmed that some of the more foundational gender-sensitive policies were in place. This including equal pay, maternity, and benefits. However, only two companies had sexual harassment policy formally documented. Two companies also had clear guidelines on paternity leave.

In general, however, gender-sensitive policies were informal, based on corporate practice and shaped or defined by the ethos of the company's management at any one time.

In the case of content policy, all four companies were less clear on this area. In most cases, there were editorial guidelines for news, but in the case of entertainment television and radio, it was obvious that gender-sensitive policy depended heavily on who were the gatekeepers at any given time. In the case of music on radio channels, the cultural realities of the particular country heavily influenced content rather than gender or editorial policy.

It should be noted that both RJR and the Nation were acutely aware of the need for documented or at least clear policy concerning content.

Finally, it was interesting that all four companies were facing the same specific challenge of having quite a bit of staffers who brought their children to the office after school. In each case, the company's management was looking at policy to provide a solution to a growing staff need. Some companies were considering developing after-care service; one company was exploring financial support to staffers so that they can seek after-care help offsite; while TV6's plan to set up an in-house day-care service was probably the most ambitious approach.

The following table provides a succinct overview of each media house re: gender equality practice and policy:

Focus Points	RJR	TV6	NATION	STARCOM
Staff Ratio	More men	More women	More men	50-50
Management Ratio	More women	50-50	More women	More men

Focus Points	RJR	TV6	NATION	STARCOM
Equal Pay	Yes	Yes	Yes	Yes
Maternity Leave	Yes	Yes	Yes	Yes
Paternity Leave	No	No	Yes	Yes
Sexual Harassment Policy	Yes	No	No	Yes
News Content Policy	Not formal	Yes	Not formal	Not formal
Other Content Policy	Not formal	No	No	No

Recommendations:

Based on the above results of this specific case-study, it is safe to predict that the region's media houses are moving towards progressive gender-sensitive policy as it relates to HR issues. With continued advocacy, the next eight years should see most media houses settling issues such as paternity leave and sexual harassment.

Clearly, media houses are also dealing with other challenges which are arising mainly because of a heavy female workforce, including the care/supervision of children; safety and security on the job. Further support and education will be required to help media houses navigate these areas. For example best practices regarding in-house day care or after-care services will be needed; templates for security policy for night-shift work will be required et al.

With regard to content, there clearly is a need for documented policy covering gender and a range of other issues. It is instructive that most companies acknowledged this need during the relevant interviews. However, this is an area where further education, advocacy, and support are needed by the region's media houses. Clearly, the companies would need to invest time and money into the background research and best-practice models which are needed to guide this exercise. Any support by advocacy groups and relevant organizations would probably be easily embraced.

The most difficult content area may prove to be entertainment radio where the very nature of a lot of the lyrics in Caribbean music can offend the notion of gender sensitivity. Any steps to harness music content beyond banning the obviously offensive song, may affect the company's bottom line. As a result, the nervousness of touching this area may also affect the media houses' ability to introduce strong gender-sensitive policy to any other area of media content.

However, strong, persuasive education, especially among the various management teams which are already becoming heavily populated by women, may result in creative solutions or approaches to this specific challenge.

Finally, the most glaring issue being faced by all the media houses is the need to move to formal documented gender-sensitive policy. Too many of the policies are still informal.

Clearly, informal policy can lead to inconsistencies, subjectivity, reactionary leadership and a perception of injustice or unfairness by employees. Caribbean media houses need to go through the helpful process of working through corporate positions, viewpoints, and coming up with documented policy, especially as it relates to media content. Media continues to play an extremely influential role in small Caribbean societies, and evidently, the media's approach to gender-sensitivity, use of language and choice of images will have an effect on the general social ethos.

In closing, the following recommendations are being proposed:

1. As the female workforce increases and more women are moving into management, media houses need to fully document clear HR policies which will seek to protect and empower both males and females on the job. Clearly, the issue of paternity leave needs to be seriously considered. As society changes, men are being required to be more involved in the care and development of their children.
2. HR Departments need to be charged with looking into the future as to the demands on their organizations which may arise due to an increasing female staff. This will allow companies to research best practice models as it relates to policy or approaches which will need to be implemented in time.

3. With regards to content, media houses across the region may wish to either invest in consultants or initiate industry workshops in a bid to come up with at least a guiding model of corporate policy for non-news content.
4. Media houses need to go through the process of transitioning from generic editorial guidelines to progressive news content policy which tackles the issues of gender, stereotyping, and other relevant concerns and opportunities.
5. None of the organizations within these case studies specifically cited the need for training in the area of gender mainstreaming or on gender equality in the workplace. There was clearly a sense that gender equality issues were no longer seen as a major challenge for Caribbean media at this juncture. However, the author derives that training as it relates to policy development and best practice models would be welcomed by media institutions as they grapple with practical solutions and approaches towards even more effective gender mainstreaming within their organizations.

These case studies have hopefully helped in two ways. Firstly, the research represents the progress made as it relates to gender equality within the Caribbean's media industry within the last five to eight years. Secondly, these case studies help to identify the major next steps needed, which clearly includes or are hinged around the main requirement to move from informal to formal and documented gender related policies over the next five to eight years.

Gender Mainstreaming in Media: Case Studies from Europe and the Arab States¹⁵

COPEAM

(Permanent Conference of the Mediterranean Audiovisual Operators)

General introduction

The media sector – the twelfth critical area of concern in the Beijing Platform for Action – is one of the most important and challenging work areas for driving gender equality. While gender-based discrimination has been generally removed at the legislative level, women representation and representativeness are still limited and influenced by stereotypes. The key challenge is how to change mind sets developed by centuries of socialisation and cemented by custom, culture and religion.

Gender equality means equal empowerment, equal opportunities, equal responsibility, equal participation, and equal visibility for both women and men, anchored in fair and equitable treatment at all levels. It should follow therefore, that in a media context this should translate into full empowerment and equal opportunities, responsibility, participation and visibility in all stages of the media value chain, especially for public service media.

Media, especially television stations, have a potentially huge role to play in two different aspects of women empowerment. Firstly, media can increase women involvement in their operations including at decision making levels. Secondly, they can promote a balanced and non-stereotypical representation of women; improving their participation and access to expression and enhancing the coverage of women leaders or those in decision-making positions.

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15. The complete set of case studies is available at www.unesco.org/webworld.

The current work intends to present an assessment on gender equality and women's empowerment in the policies and practices of four public media organizations within COPEAM network: Cyprus Broadcasting Cooperation (CYBC), Cyprus; Jordan Radio Television (JRTV), Jordan; Radiotelevisione Italiana (RAI), Italy and National Society of Radio and Television (SNRT), Morocco.

Adopted methodology:

- The four broadcasters have been selected on the basis of the following criteria and considerations:
 - ◆ Two countries from the northern Mediterranean shore and two from the southern one, so as to provide a representative picture of the region.
 - ◆ Identifying possible differences in terms of approaches and results by investigating gender policies and their effectiveness – in large, medium and small organizations.
- Identification of an appropriate focal point, for each organization, in charge of the internal research coordination.
- Elaboration of a detailed internal/self-assessment by each organization.
- Elaboration of a qualitative analysis on the basis of the collected data.

In order to facilitate and better structure the work of the organizations involved, a semi-structured interview had been conceived and submitted to the partners.

Considering the area of COPEAM actions, we have chosen the four countries that are showing a remarkable interest in gender and media issues and a concrete evolution in their internal situation.

Every country has its own history influencing its approach to gender equality issues. The following paragraphs briefly describe the situation in each of the four countries, specifically regarding the issue of women in the media and gender equality issues in general.

ITALY

In comparison to many European countries, Italy is showing a worrying shortcoming in regard to equal opportunities for women in different sectors, from the economic to the socio-cultural. According to recent data on employment provided by Eurostat¹⁶, Italy stands at the very bottom of the list of the 27 European countries, with a 46.4% female employment rate, compared to a European employment rate of 64.6%. This is in contrast to a 9.3% unemployment rate for men.

The on-going under-representation of women in the media, particularly mainstream media, as pointed out by several empirical research studies¹⁷, reflects a society that has not yet been able to fully include women. This is especially so for women involvement in public life, which is most visible in the media. This reality could contribute to reinforcing cultural attitudes that does not promote a balanced approach and understanding of gender perspectives.

The collective imagery found in the Italian media relegates women to few and very conventional roles: the woman as a sex object (expression of a still widely diffused 'macho culture' in the country) and the woman as mother and housekeeper. Italy has adopted European provisions inviting a more balanced and less sexist representation of women in all media sectors, enunciated in the '*Testo Unico della Radiotelevisione*'¹⁸ in 2005.

There are attempts to turn greater attention to the issue of balanced representation of women. However, this is yet to be achieved despite the growing number of female professionals working in the news sector. This scenario is supported by analysis carried out by the Global Media Monitoring Project (GMMP) which found that the growing number of female journalists, especially TV anchorwomen in Italy has not led to the expected change in the newsrooms environment or resulted in more gender-sensitive news content¹⁹.

16. Eurostat Newsrealise 117/2010 – 4th August 2010; source <http://ec.europa.eu/eurostat>.

17. See 'Osservatorio di Pavia-Fondazione Rosselli', Female Representations, and images of women. Monitoring RAI palimpsests, 2008 (Source: <http://www.osservatorio.it/interna.php?section=analysis&m=v&pos=0&idsection=000106>).

18. See at http://www.arpa.emr.it/cms3/documenti/cem/normativa/dl177_05.pdf. Accessed on 17 July 2012.

19. <http://www.whomakesthenews.org/images/stories/restricted/national/Italy.pdf>.

MOROCCO

The impact of television on the collective imagination of people and the shaping of public opinion is indisputable. Its power is explained by its presence in almost every home. Unlike print media, television can reach everyone, including the illiterate which is unfortunately very prevalent in the Maghreb.

During the last decade, the topic of 'Arab women and the media' has been subject of much research and seminars in most Arab countries. International organizations, public authorities, academic spheres and women's organizations have, at various levels, raised the issue of presence and image of women in the media.

There has been a considerable increase in the number of women entering the field of media across the region. However, this increase has not reflected in women holding high-level positions within media organizations or on their representation in the media content. For instance, there are generally more female news anchors than men. However, as reporters, the number of women tends to lag far behind the number of men. Only 33% of all news reporters in the Middle East are women²⁰.

In Morocco, the adoption of the National Charter for improving the image of women in the media in 2005, followed by the Rabat Declaration on equality between men and women journalists in Maghreb, illustrates positive steps towards necessary actions. It is important to emphasize that Morocco is the only country in Maghreb and in the Arab world to have such a charter denouncing stereotype and reductive image of women in the media. More recently, the Ministry of Communication launched the National Observatory for ameliorate the image of women in the media which was based on the Charter²¹.

20. http://www.whomakesthenews.org/images/stories/restricted/regional/Middle_%20East.pdf.

21. <http://www.mincom.gov.ma/MinCom/Fr/Actualites/Observatoire+image+femme.htm>, Accessed on 7 August 2012.

CYPRUS

Given the lack of available quantitative and qualitative data on media in Cyprus, GMMP 2010 results are an essential research tool that provides relevant elements in order to assess the state of art in this country from a gender equality perspective and to support relevant advocacy activities.

Media monitoring is especially important in the context of Cyprus given the severe division that exists in the country following conflicts between the two main communities, the Greek Cypriots and the Turkish Cypriots. This separation permeates all spheres of social and political life in the country. The Cyprus problem continues to dominate news, overshadowing other issues including gender inequality. What is often, if not always, ignored is how the Cyprus socio-political situation and gender issues are in fact interwoven. Women from all communities in Cyprus were affected by the conflict in gender specific ways. However, their voices and perspectives have been all but silenced in discussions related to the Cyprus problem.

News media remains the major and most influential source of information, ideas and opinions for most people around the world. It is one of the key links between individuals and society, in both public and private dimensions, which determines self consciousness and critical awareness. Additionally, a nation or a society that does not fully know itself, cannot respond appropriately to its citizens' aspirations. What matters is who and what appears in the news and how people and events are portrayed. Who is left out and what is not covered are equally important. That means that the under-representation of women in the media strongly contributes, even if indirectly, to gender inequality and to discrimination against women.

This is the case of Cyprus, according to GMMP results demonstrating that, in this country, women are severely under-represented in the media. Although women have an overall presence as news subjects, reporters and presenters, this only reaches 15% as compared to 85% for men. This vast gender gap clearly demonstrates women's near-invisibility in the media in Cyprus²².

22. http://www.medinstgenderstudies.org/wp-content/uploads/GMMP-2010_National-Report_CY_Final.pdf

JORDAN

Concerning Jordan, huge achievements have been made during the last decade at legislative, economical, political and social levels, which have all contributed to the development of the status of women in significant activities such as education, health, work, politics and other fields. Illiteracy rate among women has decreased, according to 2004 statistics, to 15.1%²³.

The official recognition of the need for systematic, organised, and sustainable efforts on women's issues is one of the most prominent achievements in Jordan. This has been reflected by the adoption of the National Strategy for Jordanian Women (NSJW) by the government in 1993. The Jordanian National Commission for Women undertakes periodic assessment to evaluate the effectiveness and continued relevance of the strategy.

The NSJW 2006-2010²⁴ covers several domains such as the legislative, economic empowerment, women participation in public life, human security, social protection (which includes education, health, poverty, female headed families, violence, the elderly, people with special needs, food security, environment, shelter and housing fields), and media and mass communication.

The NSJW 2006-2010 stated that 'the negative media trends continue to sometimes ignore the achievements of women, and do not host them as experts in programmes dealing with political, economical, legal and other issues. They continue to demonstrate the stereotype image of women based on the traditional distribution of work between the two sexes, and to expose an inappropriate image of women in some advertisements and entertainment programmes. These trends stand against the ideal utilisation of media and mass communication means in the service of women's issues. These trends are further enhanced by the small number of women in policy and decision making positions, despite the increase in their number in the media field' (p.73).

23. CEDAW report 2005

24. <http://sgdatabse.unwomen.org/uploads/National%20Strategy%20Jordanian%20Women.pdf>, Accessed on 23 July 2012.

> Radiotelevisione Italiana (RAI)

Background

Regular television broadcasting operations began in Italy on 3rd January 1954 with RAI coming to the small screen with its first channel. By the end of 1954, television was in 58% of Italian homes, and by 1961, it reached 97% of the Italian population. Radio broadcasts, on the other hand, had been popular since the early 1920s, with three national stations: Primo, Secondo, and Terzo (or network 1, 2 and 3). Subscription rates grew constantly over the first ten years, rising from just 24,000 in 1954 to more than 6 million in 1965.

The role of television, as public service, was intended not only as a source of entertainment, but also as a means to educate and inform, and even to help fight widespread illiteracy and create a national language. At first, programmes lasted nearly four hours. In 1957, we saw the first major change with the introduction of advertising. While television owes its rapid rise in popularity to entertainment, news and information have remained RAI's claim to excellence, with more than 70% of the TV audience following the news. Towards the end of this decade, recording systems became more common, so that television was no longer tethered to live broadcasts and could then be recorded, saved, and rebroadcast at a later date.

The 1980s saw the first testing of teletext services, subtitling for the hearing impaired, and the adoption of Auditel audience-share rating system. In February 1996, RAI officially joined the Internet with its website www.rai.it, and by the end of 1997 the company launched its first three digital satellite theme-based channels, whose testing had begun in the early '90s.

At the end of 2003, RAI's Board of Directors approved the creation of the Italian Association for the development of digital terrestrial broadcasting. In January 2004, RAI launched its first service on the new platform, beginning a new era in the development of the Italian television market.

The mission of general public broadcasting service is founded on the principles of the Italian Constitution, the European Union in the 'Television Without Frontiers' Directive of 1989 and subsequent amendments, the ninth protocol on the system of public broadcasting as part of the 1993 Amsterdam Treaty, and the subsequent interpretative Communication of the Commission of the European Communities 2009/C 257/01, published in the Official Gazette dated 27th October 2009.

Main policies and strategies in gender equality and women's empowerment

Internal Policies: Equal Opportunities Commission

The treatment of women employed in RAI is governed by the Italian Collective Labour Agreement (ICLA) for executives, employees and workers signed by RAI and the Trade Unions in 1998 which was in fulfilment of the European Economic Community recommendation of 13 December 1984 on the promotion of positive action for women²⁵. The ICLA provided for the creation of an Equal Opportunities Commission (EOC), whose purpose is to promote a realistic presentation of the different roles that women play in the Italian society.

This commission is responsible for:

- Setting up the right conditions for the development of women employment rate in all company divisions, also through specific training processes;
- Promotion of positive actions aiming to identify and remove those obstacles preventing equal opportunities and to enhance women's work;
- Allowing an easier access to a wider range of employment positions, also through part time jobs.

25. Please see <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=CELEX:31984H0635:EN:HTML>. Accessed on 23 July 2012.

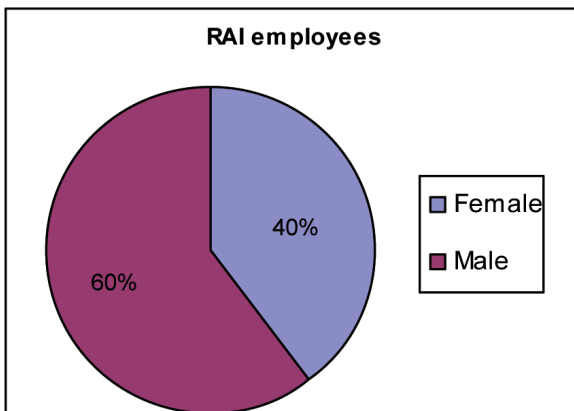
GENDER-SENSITIVE INDICATORS FOR MEDIA

The Italian legislation on protection and support for maternity and paternity leaves (no. 53, 2000) is very exhaustive²⁶. RAI acknowledges and implements these requirements through the Collective Labour Agreement.

The option to work part time has been offered by RAI since 1980. The percentage of women who benefit from it peaks between 70% and 80%, and during recent years the percentage of women significantly increased compared to men.

With regard to motherhood, outside of the Italian legislation, RAI gives the opportunity for employees, both men and women, to take advantage of unpaid leave of absence for illness of each child aged between 3 and 6 years, upon presentation of a medical certificate.

At the end of the maternity leave, an allowance of 90% of the monthly salary is also offered to personnel requesting it, for a further month of leave of absence²⁷.



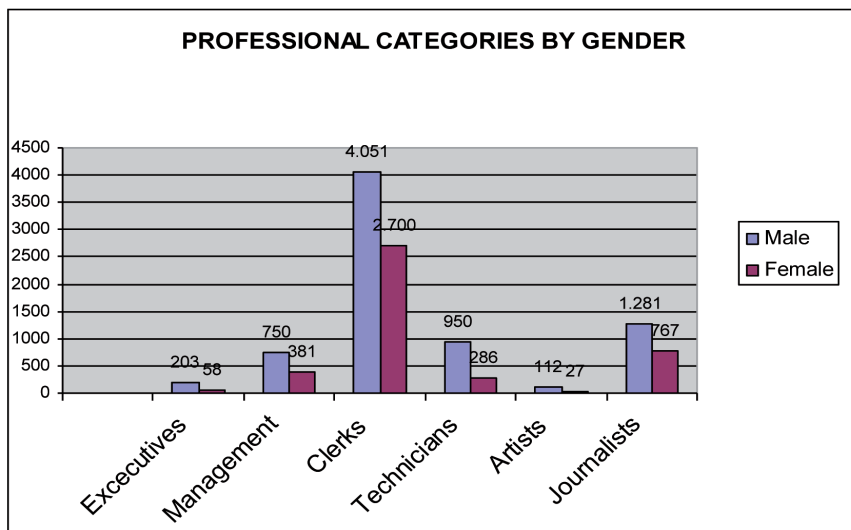
Total employees: 12,165

Total Women: 4,818

Total Men: 7,347

26. <http://www.camera.it/parlam/leggi/deleghe/01151dl.htm>

27. See annex A on Part time legislation.



In January 2008, the Equal Opportunities Commission and the RAI Executives Association (ADRAI) advanced a request to the Directorate-General for a more gender balanced choice of future top level positions. This request has led to a more equal representation of women within the senior levels in recent years.

The 'Terms of Reference for Public Broadcasting Service', signed by RAI and the Ministry of Communication and effective for three year periods, is a requirement in order to fulfil the task of public service in the territory of the Italian Republic. The Agreement signed for the years 2010-2012 includes some important indications and provides new guidelines regarding women representation in the public service media²⁸.

Furthermore, RAI agrees to produce – while respecting the dignity of the person – the content of their television programming on the basis of decorum, good taste, criteria of non-vulgarity,

28. www.segretariatosociale.rai.it/regolamenti/contratto2010_2012.html

ensuring a more modern representation of women in society and also enhancing their role. As stated by one of the representatives of RAI, a key point to be considered in this context is the need for a 'fair representation of women's image, and more generally of women's world in television'.

The new Terms of Reference foresee the exploration of the real and non-stereotyped representation, in great variety, of the roles of female. It covers a number of related issues as summarised below:

- Promoting internal seminars with the purpose of preventing a distorted representation of women's image, with internal and external resources, according to indications coming from concerned professional categories²⁹.
- Concerning programmes and service features on TV, it is possible to notice a commitment to 'transmissions which are able to communicate to the public a complete and realistic representation of the role women have in the social, cultural and economic life of the country, in the institutions and in the family, highlighting opportunities, engagement and success obtained in all sectors, in line with the principles of the constitution'³⁰.
- A special focus regards the programming for minors, where it is compulsory to avoid programmes giving a distorted perception of women, and on violence against women³¹.
- As it relates to radio, features dedicated to the matter of gender equality and to women's roles in society will be transmitted³².
- Particular attention is paid to the quality of news, which has to guarantee respect of the criteria of pluralism, completeness, objectivity, impartiality, independence and the protection of gender equality³³.
- Last but not least, an article of the Agreement concerns programming for foreign citizens. RAI is engaged in offering programmes that respect women's images taking into consideration

29. art. no. 2 paragraph 3, letter b

30. art. no. 9 paragraph 2/b

31. art. no. 12

32. art. no. 10

33. art. no. 4, paragraph 1

their relevant cultural and professional dignity, representing the role of women in society in a realistic way³⁴.

In addition to addressing the gender equality in its content and staffing, RAI is engaged in preventing and contrasting violence against women through the collaboration with those institutions involved in the production and diffusion of dedicated programmes on different broadcasting platforms³⁵.

At the same time, RAI provides a monitoring action and the draft of annual reports, in order to verify compliance with the guidelines. The reports must be transmitted to the Ministry of Communication, the Authority for Communication Guarantees and the Parliamentary Commission on Supervision. This monitoring action will allow the Ministry to verify the need for some future amendments to the Agreement, in accordance with other partners³⁶.

Practical experience and perspectives on gender issues

Besides the policies and guidelines identified by the National Service Agreement, some concrete initiatives were realised during the past years in order to analyse in depth the efficiency of the actions already undertaken and to take stock of the situation.

RAI carried out two research studies concerning the monitoring and the analysis of women representation in its television programmes: one in 1998, and another in 2008 for the European Year of Equal Opportunities for All.

The first, *Female Representations in RAI TV information programmes*³⁷, was an exhaustive research project aimed at emphasizing the value of gender differences. It was structured

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34. art. no. 14/1

35. art. no. 13/6

36. art. no. 2, paragraph 7

37. Female Representations, and images of women. Monitoring RAI palimpsests”, Marketing Direction - Francesca De Rosa and Loredana Cornero, Osservatorio di Pavia, Fondazione Rosselli, 1998. <http://www.osservatorio.it/interna.php?section=analysis&m=v&pos=0&idsection=000106>. Accessed on 24 July 2012.

around a mix of methodology such as: interviews with women in charge of equal opportunities projects and/or policies connected to organization and production in Great Britain, Sweden, and the Netherlands; four focus groups with female and male employees from RAI, possessing different skills and coming from several internal departments of the 'news' area; the realisation of six interviews with female professionals, who held relevant positions in RAI (anchorwomen, journalists, and department chiefs); and the study of an experimental training process for RAI employees and external professionals about topics related to gender equality.

Essentially, the research included a survey on content, taking into consideration both quantitative and qualitative analyses across length and frequency of actual roles held by men and women within RAI's television programmes.

The results

Quantitative data show that the visibility of women in professional roles in the field of journalism denotes a certain emancipation of women, but at the same time they fail to illuminate their influence on what and how gender equality issues make news.

The socio-qualitative survey shows that men are in positions of greater authority; male 'experts' are more than female 'experts', who are often subject to conductors with paternalistic attitudes. Even television programming direction often contributes in building the image of women by framing them so as to emphasise their bodies, or parts of it. Women journalists/presenters also often comply – more or less consciously – with the logic and methods of producing information adopted by men.

The following main results are summarised from the 2008 research, *Female Representations and Images of Women*³⁸.



38. "Female Representations and Images of Women. Monitoring RAI palimpsests", Marketing Direction - Francesca De Rosa and Loredana Cornero, Osservatorio di Pavia, Fondazione Rosselli, 2008. <http://www.osservatorio.it/interna.php?section=analysis&m=v&pos=0&idsection=000106>. Access on 24 July 2012.

Information programmes record a large number of women as hosts or announcers and fair presence of women journalists, 38.5%. Also positive in the findings of the research was that the old distinction that linked women journalists to soft news and men journalists to hard news is being relegated to a practice of the past. With the exception of sport news, female reporters are widely represented in all types of beats. The research highlighted a paradox in the presence of women in the news. In one sense this is obviously positive. However, in another sense it puts women at a kind of disadvantage because of two main reasons: the priority news settings, giving importance and visibility to matters where men are predominant (for example, politics and economics), and the criteria in selecting interviewees, mainly giving visibility to ruling classes where women are badly represented. Arguably then, women are, voluntarily or involuntarily reinforcing the status quo.

In *entertainment programmes*, the research showed equal gender representation among the hosts; a large presence of women among journalists and professionals involved in the production of TV programmes; an equal gender representation among the persons mentioned or guests in TV shows; women and men were equally represented in all television roles. The militating reality was that the presence of gender stereotypes continues and overshadowed the positives just mentioned.

Fiction programmes show a great attention to women and their world, although represented in a symbolical way, with a 77.6% of the analysed episodes focusing on a story about a female character.

Concerning the general representation context of characters, the comparison between male and female characters shows a depiction of modern working environments shared by men and women and a more traditional portrait of family environments, in which women are mainly acting.

While the economic condition of the characters is average for women, medium-high for men, the cultural level, however, is medium-high for women and medium-low for men. In most cases, women see their job as a means to personal achievements. The representation of characters struggling with caring duties is, on the whole, fairly uncommon. However and where it appears,

it is related to quite current situations, showing women and men sharing together the care of children, elderly parents, disabled family members or diseased persons. The representation of housework is instead more traditionally carried out – predominantly although not exclusively – by women. Finally, profiles of the characters mostly portray women as good but fragile, and men as bad but tough.

Future plans

In face of the new paragraph in the Terms of Reference for Public Broadcasting Service, monitoring using the same methodology for analysing these programmes will be implemented three times a year on RAI representation of women in TV programmes.

> National Society of Radio and Television (SNRT)

Background

The precursor of SNRT, the Morocco Radio, began broadcasting on 15th April 1928. During its time as a protectorate, Morocco was a pioneer in the audiovisual field. Already in the 1950s, the country had experienced the first experiment conducted by the French company 'Telma', who saw a potential audience in the European community in Morocco. In 1951, the operating and distribution license was sold to 'Telma' that began broadcasting in 1954. The birth of Moroccan public television had to wait for independence on 3rd March 1962 - broadcasting in black and white.

In October 1966, the *Radiodiffusion Télévision Marocaine (RTM)* became a public institution with legal status and financial autonomy, but returned under the direct administration of the Moroccan government in January 1968. SNRT was then attached to the Central Administration of the Ministry of Information in 1978.

In April 2005, in a context of liberalisation and increasing competition in the Moroccan audiovisual landscape, the National Company of Radio and Television (*Société Nationale de Radiodiffusion et de Télévision*) replaced the RTM which was still a government institution. The 2,300 employees of the former RTM then changed status, the group was no longer a government institution but an independent state company.

Several modernisation projects have started in terms of organizational structure and creation of thematic channels, launch of an Internet portal, advent of TNT and Mobile TV.

SNRT, in accordance with Law no. 77-03 on Audiovisual Communication, is a public limited company under Moroccan law, whose capital is wholly owned by the State, chaired by Mr. Faisal LARAICHI as CEO since 2006.

SNRT is financed by state funds, advertising revenue and the tax for the promotion of national audiovisual landscape (TPPAN). The Moroccan public service channels aim, through their programmes, at promoting and safeguarding national audiovisual heritage.

SNRT activities are framed by a set of specifications enacting a roadmap and targets to be achieved by the different channels of the group. An authority of the Moroccan audiovisual landscape has been established, the High Authority of Audiovisual Communication (HACA). Its mission is to guarantee pluralism of expression of thoughts and opinions, and to ensure visibility and equal access to broadcasting media to all political parties, unions and various professional organizations outside election periods. The texts of HACA arise from the lack of jurisdiction on the matter.

Historically, SNRT has been the pioneer in the field of gender equality. In fact, women were first employed in the radio when Morocco was a protectorate. In 1962, with the advent of television, this trend developed, in line with the general climate of Morocco during the '50s. A period during which, the late HM Mohammed V, on a visit to Tangier, put his 17 year-old daughter Princess lalla Aicha in charge of an historical speech to Islamic students. This was a symbolic action for that era, ushering in the accession of Moroccan women to fields other than those of child education and housework.

A few stalwarts who marked the history of Moroccan broadcasting during the '50s and the '60s in journalism and artistic fields are given here:-

- *Journalism:* Maria Ammar, Latifa Cadi, Badia Rayane, and Latifa El Fasssi.
- *Artistic field:* Habiba Madkouri, Amina Rachid, Fatima Benziane, and Safia Ziyani.

Morocco is one of the 181 countries that ratified the Convention on the Elimination of all Forms of Discrimination against Women, for which more than 120 countries adopted national action plans for gender equality.

For a decade, Moroccan Kingdom has developed important reforms on the reinforcement of a modern and democratic society.

Several development projects have been deployed. Those changes give prominence to human rights and in particular to women rights. The acceleration of reforms, and in particular the liberalisation of broadcasting, led to a new reflection concerning the place of women in the media and their accession to the decision-making process, in a context of equity and equality.

From a legislative point of view, Morocco has already undertaken some important steps concerning gender equality. The new Moroccan Constitution, adopted in 2011, states in article no. 19: 'Men and women shall enjoy, on an equal footing, the civic, political, economical, social, cultural and environmental rights and freedoms specified in this Chapter and in other provisions of the Constitution, as well as those specified in the international conventions and covenants duly ratified by the Kingdom, in accordance with the provisions of the Constitution and with the immutable values and the laws of the Kingdom. Moroccan state commits to realise equality between men and women. It creates, for this purpose, an Authority for equality and fight against all forms of discrimination'.

Those reforms, together with the Moroccan Constitution, give women better access to political, economical and social participation in the active life of the country³⁹.

Main policies and strategies in gender equality and women's empowerment

As a public service media, SNRT adopts a strategy on gender equality that follows the national strategy, which now presents, after a consultation process, two main objectives:

- Women and men influence and guide development politics and programmes in an equal and fair way.
- Women and men, young girls and young boys, benefit from economic and social development policies and programmes in an equal and fair way.

.....

39. See annex B on the major adopted reforms

GENDER-SENSITIVE INDICATORS FOR MEDIA

The strategy is based on five strategic points, and one of these in particular concerns social and individual behaviours, taking into consideration sexist stereotypes and the issues of gender equality in the media.

Since it became a limited company, SNRT has decided to bring new blood into the company and to favour women employment in all the positions of radio and television, in accordance with equal opportunity policies, without any distinction or discrimination.

SNRT strategic approach is inspired by the national strategy concerning gender equality, which, through its implementation, ensures women's access to all positions in radio and television: professional categories (Journalism, Editing, Filmmaking, Production, Commercial, Marketing, Administration, Technical, etc; top management (Executive, Director, Manager) and middle management (Department Chief, Service Chief, and Radio Station Chief).

Chart 1

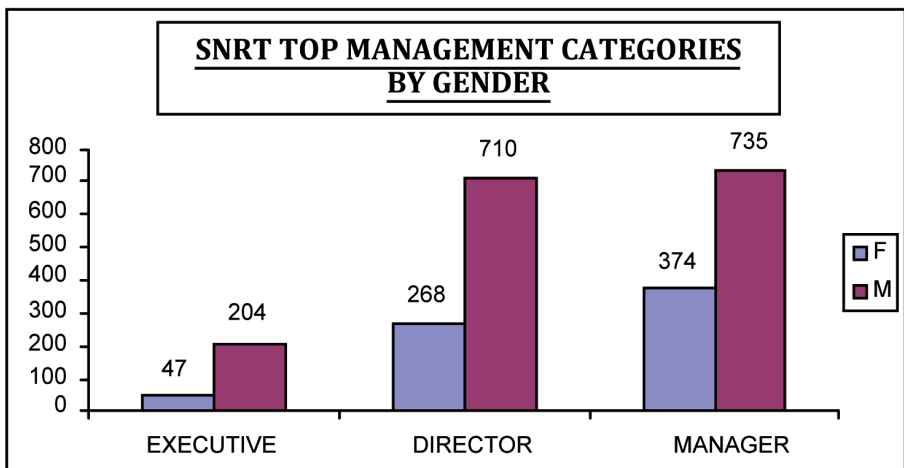


Chart 1 shows a large gap between men and women in the three occupational categories at SNRT, although women's presence reaches 50% in the managerial position.

Chart 2

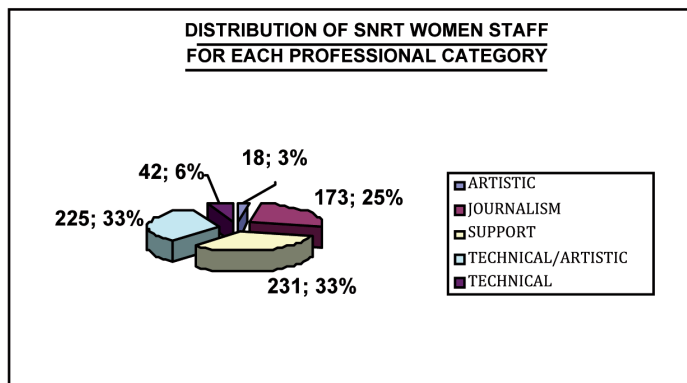


Chart 2 shows that women have access to all professions at SNRT, especially technical/artistic, journalism and support.

The SNRT specific policy is permeated by the process of gender equality institutionalisation led by the Ministry of Information and Communication which has oversight for its operations. On this background, SNRT is represented by two permanent members (a woman and a man) appointed in 2008 to take part in the support committee which includes all the ministry partner institutions in this project. This committee is in charge of the execution of the mid-term action programme concerning gender equality in the field of communication, which consists of three main interests:-

- Improvement of institutional capabilities of the ministry and partner institutions to reinforce gender equality in their practices and organizations;
- Improvement of competencies of the pertinent players in the communication sector in order to enhance the image of women in the media;
- Promotion of gender equality in the Ministry of Communication and in media institutions and women's access to decision-making level posts.

The key purpose of SNRT is to overturn some negative male perception about gender policy and to confirm gender equality on the basis of values of open-mindedness, democracy and the

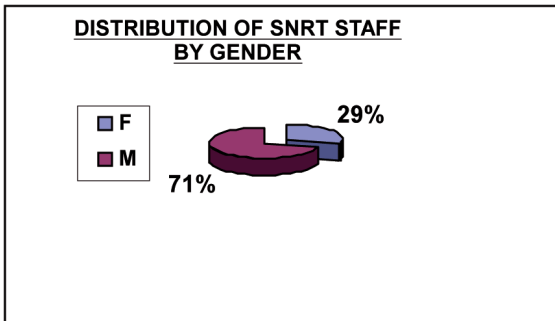
GENDER-SENSITIVE INDICATORS FOR MEDIA

pursuit of fairness. In practice, this is pursued, in the first place, by actions that aim to achieve gender equality in staffing and content of SNRT, including at decision making levels. The former is based on merit and ability, without distinction of gender.

As an example:

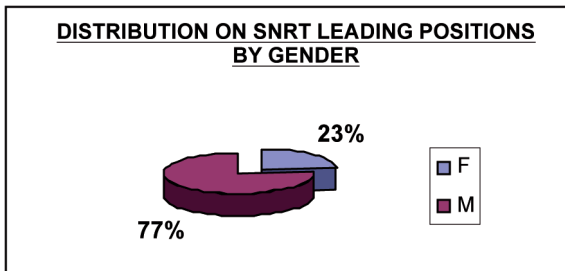
- The current SNRT personnel are composed of 2,338 employees, which include 689 women – representing a rate of 29%, which is more than the national average.

Chart 3



- Women in leading positions at SNRT are 39 out of 168, representing a rate of 23%. Seven women are employed as managers and/or directors – responsible for a TV channel, TV news, international relations, advertising, legal, etc – and five women are regional radio chiefs.

Chart 4



Practical experiences and perspectives

SNRT participated in the Euromed-News project, financed by the European Commission within the Call for tender for 'Media Activities in the European Neighbour and Partnership Instrument⁴⁰ (ENPI) Countries – a wide regional cooperative action in the television field', led by France Télévisions and gathering Arab States Broadcasting Union, COPEAM, European Broadcasting Union and the public broadcasters of Algeria, Jordan, Syria, Morocco, Lebanon and Egypt.

In the frameworks of Euromed-News, a 'Gender Equality' strategy was applied to all aspects of the initiative regarding the set-up of operational and coordination teams, as well as the topics dealt with in the TV productions. The objective of this strategy was to encourage, through the media involved, a reflection about the evolution of the role of women in the South-Mediterranean societies and to promote an image beyond any cliché and stereotype.

The television partners produced news and magazines covering all the different aspects relating to women and media. Moreover, a training session focused on the 'Screening Gender' Toolkit⁴¹ was held in Amman. The training – organised in the core of the gender equality cross-cutting strategy – was an occasion for journalists of the Consortium TV members to familiarise with the Toolkit, which was translated into Arabic within the framework of the Euromed-News project.

Future plans

After deep transformations concerning human resources and employment of younger staff, SNRT finally aims to integrate the application of gender equality and women empowerment as key elements of its present and future strategy, as done by other sectors of the Moroccan society

40. http://ec.europa.eu/europeaid/where/neighbourhood/overview/index_en.htm. Accessed on 23 July 2012.

41. <http://yle.fi/vintti/yle.fi/gender/wmintro.html> Accessed on 23 July 2012.

SNRT will be involved in the implementation of the national 'Medium-term Programme for the institutionalisation of gender equality' promoted by the Moroccan Government, with special attention to the section dedicated to the communication sector⁴².

This Programme aims to contribute to the integration of an institutional approach to gender equality in the practices, systems and policies of the communication sector.

The Programme is articulated in three phases and relevant projects:

PHASE 1:

Improvement of institutional capabilities of the Ministry of Communication and partner institutions to reinforce gender equality programme in their structures and practices.

PROJECT 1.1:

Governmental support and reinforcement of the Support Committee on 'Institutionalisation of Gender Equality'.

PROJECT 1.2:

Support to the creation and reinforcement of the 'Institutionalisation of Gender Equality' programme's network in key partner institutions of the communication sector.

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42. <http://www.mmssp.gov.ma/fr/decline.aspx?m=2&r=191>

PHASE 2:

Reinforcement of the pertinent players' capabilities in the communication sector for the enhancement of women image in the media.

PROJECT 2.1:

Set up and implementation of a training, information and awareness programme.

PROJECT 2.2:

Training for journalists and students in journalism.

PHASE 3:

Promotion of gender equality and women access to decision-making positions within the Ministry of Communication and the media organizations.

PROJECT 3.1:

Set up of strategic studies on gender equality and media.

PROJECT 3.2:

Development of institutional procedures in partner institutions.

Gender Mainstreaming in Media: Case Studies from Latin America⁴³

OTI

(Organización de Telecomunicaciones Iberoamericanas)

Background

Given the importance of *media as a means by which society learns about itself and shapes the understanding of values*⁴⁴, these case studies investigate experiences in Latin American media towards the promotion of gender equality.

These cases studies are the result of three months of detailed internal assessment of gender equality and women's empowerment in policies and practices of four selected media organizations in Latin-America. They address issues including women's involvement in decision-making, access to expression, gender portrayal and salaries. The information obtained draws on official documents, accounts of key editors, managers, owners, journalists and practitioners working in the respective media organizations.

The proposed methodology focused on the identification of concrete policies and practices that may have contributed to attain progress in this area within the respective media organizations. It also focused on the challenges faced to implement policies and strategies where these exist. For these purposes, a series of closed and open interviews were conducted at different levels (Board of Directors, senior management and other staff members) and within other specific professional areas such as sales, production and content, human resources, and technical and administrative.

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43. The complete set of case studies is available at www.unesco.org/webworld

44. UNESCO (2008), *Media Development Indicators: A framework for assessing media development*. (<http://unesdoc.unesco.org/images/0016/001631/163102e.pdf>)

It is intended that the findings of these case studies unearth opportunities, best practices and recommendations that may be applicable to similar media organizations. A further comprehensive analysis on other key gender dimensions may be necessary in order to address certain gaps in variables lacking in the present document.

Gender equality issues are not a new subject on the Latin-American agenda.⁴⁵ As in other regions of the world, in spite of progress reported in specific areas, more work has to be done to redress gender inequalities. While important legal reforms in the last decades have contributed significant positive changes, and several countries in Latin America have now establish equal rights and obligations for women and men, stereotypes remain firmly entrenched.

According to the GMMP 2010, Regional Report Latino America⁴⁶, the percentage of women portrayed as *news subjects* in the region was 32% in television, 29% in press and 22% in radio. Only 36% of reporters in the country and media organizations surveyed are women. In terms of portrayal, the presence of women in the news is predominantly related to roles and topics socially “reserved” for women, such as beauty contests. The portrayal of women in Latin American media is basically related to the stereotypical role of women within the family, a situation that may hinder the conceptualisation of women as self-sufficient and independent individuals.

45. PNUD (2008) *Políticas de Igualdad, Equidad y Gender Mainstreaming. ¿De qué estamos hablando?: Marco Conceptual*.

46. GMMP 2010: *Informe Regional America Latina*; Available at: http://www.whomakesthenews.org/images/stories/restricted/regional/America_latina.pdf

> Canal Uno: Ecuador

Background and main gender related policies and practices

Canal Uno was created in May 2002 as part of “Rivas Comunicaciones S.A.”, offering coverage to all provinces of Ecuador and under the direction of the President and Chief Executive Officer, Marcel Rivas Sáenz.

The organization has been responsible for broadcasting news and sports events and is currently working on becoming an entertainment channel for the entire family, but with a special focus on housewives.⁴⁷

As in any other organization, Canal Uno has been confronted from the beginning with the universal challenge of addressing gender-sensitive issues. In this context, it adopted some principles and developed a series of practices aimed at fostering equality among the organization’s staff.

Canal Uno does not have internal, formal, distinctive and written gender-equality policies. Following the maxim that “gender equality around the world shall be based on the respect of international norms, on equal treatment for women and men, and on the abolition of gender discrimination at work”,⁴⁸ the organization promotes the respect of rights, of cultural diversity and the elimination of any form of discrimination based on gender. One of the main guidelines, at the human resources level, is the promotion of equal opportunities for women and men based on personal skills, professional capacities and performance, combined with a transparent salary scale.

Furthermore, even if not defined as gender policies in the strictest sense, Canal Uno has in the last five years, implemented a group of gender-sensitive initiatives. These activities have become tangible and concrete practices, due to their systematic and periodic consultation and application.



47. Information available at : <http://www.facebook.com/pages/Canal-Uno-Tv-Ecuador/152775808083612?sk=info>

48. Interview with Marcel Rivas, CEO Canal Uno: Ecuador

In this sense, the organization has implemented informal mechanisms aimed at reaching a balance between personal and professional responsibilities such as flexible hours and parental leave. It has developed training programmes on gender equality and non-discriminatory professional programmes.

Canal Uno disseminates the existing legal framework concerning equal treatment of women and men to its members of staff. It observes the national legislation against gender violence and assesses the use of a non-sexist language within the organization.⁴⁹

In the area of human resources, more specifically with respect to staff selection, Canal Uno promotes the access to steady work for women, the increase of their professional participation at different levels of the organization (especially their participation in technical and high level positions), the employment of women who have been out of a job for a long time and a selection process based on objectivity, transparency, and professional capabilities.⁵⁰

In terms of salary, Canal Uno adheres to the national legislation on pay equity and conducts regular, transparent salaries audits. It utilizes a transparent salary scale and an internal salary evaluation system.⁵¹

The organization cooperates with other organizations and agents by offering a venue for expression on gender equality issues.

Practical experiences on gender issues: key success factors and challenges faced

The promotion of professional opportunities based on objectivity, transparency and professional capacities, and the previously mentioned gender-sensitive practices, may have contributed to the positive increase of participation of women in specific areas as illustrated in Table 1.

49. idem

50. Source: Human Resources Department of Canal Uno Ecuador

51. idem

Table 1: Representation of Women in Professional Areas of Canal Uno: Ecuador in 2006 and 2011⁵²

Representation of Women by Professional Area	2006	2011
Staff	31%	42%
Total of News Presenters	45%	52%
News Presenters: Politics and Government	30%	45%
News Presenters: Economics	50%	50%
News Presenters: Crime	50%	50%
News Presenters: Show Business	67%	67%
Executive Positions	24%	32%
Editorial Positions: Television	32%	25%
Editorial Positions: Web	50%	50%
Operative and Production Positions	21%	41%
Journalists	41%	30%
Technical Positions	20%	11%
Administrative Positions	48%	49%

In particular, the implementation of mechanisms aimed at reaching a balance between personal and professional life, such as flexible hours (even if practiced in an informal manner) seems to have played an important role in the maintenance of the position and promotion of further professional participation of women in specific areas, such as administration. The women interviewed, in administrative positions, noted that one of the key elements they considered in applying for a job or maintaining their current position was “the fact of having a manager who can be sensitive to women’s needs, such as flexible hours for taking care of family responsibilities”.

52. Source: Human Resources Department of Canal Uno: Ecuador.

With respect to other areas, the key success factor for the professional and economic stability reached by women holding decision-making positions (from the managerial perspective), lies not only in their professional capacities and efforts and on the support of all staff, but is also due to the fact that these enterprising women boldly carry out their respective responsibilities.

Some progress has been reported as well in terms of salary at the managerial level, where evidence shows a trend between 2006 and 2011 towards balance, as presented in Table 2 here below.

Table 2: Women's Salary Average with Regard to Men's Salary per Position Levels in Canal Uno⁵³

Position	Women's Average Salary with Regard to Men's Salary in 2006	Women's Average Salary with Regard to Men's Salary in 2011
Executive Positions	67%	76%
Middle-Management Positions	93%	92%
All other Positions	110%	102%

In spite of progress in the areas previously mentioned, some challenges still exist where women communicate fear to take on higher positions, for instance managerial positions, or a lack of motivation when it comes to work in areas "culturally reserved" for men, such as technical positions in security and logistics. Despite existing professional opportunities and implementation of gender-sensitive practices, women are still under-represented in these areas.⁵⁴

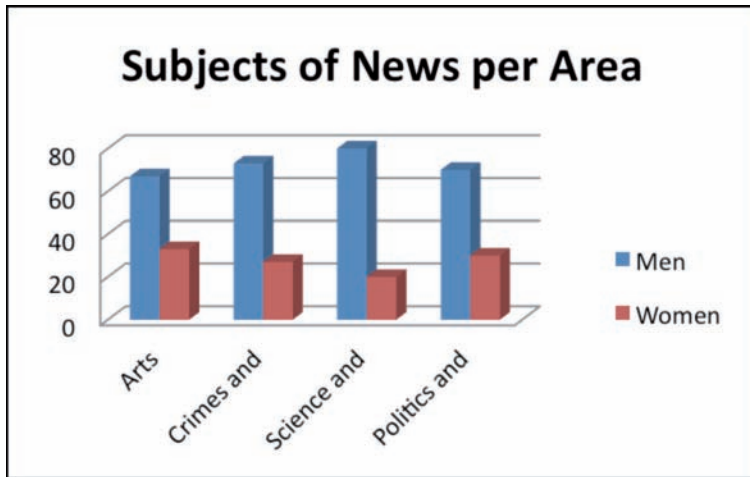
Further challenges persist as well in the presentation of women as news subjects (only in 27% of all news are women presented as news subjects) and more specifically, in certain intellectual

53. idem

54. Interview with Marcel Rivas, CEO Canal Uno: Ecuador.

and scientific areas (arts, science, health and politics) evidence still reports a low percentage of representation, as shown in Graph 1.

Graph 1: Women and Men as News-Subjects ⁵⁵



Future plans on gender equality

The implementation of informal practices to incorporate the gender perspective within internal processes represents a first operational step for the organization. This perspective is intended to be utilized and replicated on an external level, in coordination with the organization's advertising agencies and suppliers.

The organization is currently having a series of discussions with its staff, on concrete themes in order to meet employees' wider needs and aims to continue developing capacity-building

55. Source: Human Resources Management Department, Canal Uno: Ecuador.

programmes, especially in the above mentioned areas where women still remain under-represented.

Canal Uno aims to continue working on further solutions to positively impact all forms of discrimination against women, and to provide women and men with a solid equal basis for their professional development. Therefore, one of the organization's short term goals, from the management perspective, is to become a point of reference concerning gender equality in the field of media.⁵⁶

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56. Interview with Marcel Rivas, CEO Canal Uno: Ecuador.

> **Televisa: Mexico**

Background and main gender related policies and practices

Televisa is a major international entertainment corporation, directed by President and CEO Emilio Azcárraga Jean. A large percentage of its programming is aired in the United States on Univision, with which it has an exclusive contract. The organization took its first steps in 1930 as a radio station⁵⁷ and over time became the most important television group in the Spanish speaking world⁵⁸. As of December 31, 2010, Televisa had 24,739 employees.⁵⁹

Inspired by the principle of social corporate responsibility, the organization has been actively involved in a series of programmes and initiatives regarding gender equality in the last three years. Together with another nine Mexican companies, it has been taking part in a Working Group on "Women's Development in High Level Positions" since 2009. Organized by the IPADE Business School (Instituto Panamericano de Alta Dirección de Empresa), the main objective of the initiative is to provide a clearer understanding of gender-sensitive issues in this sector.

In the framework of this programme, the organization is conducting a series of interviews with women holding high administrator positions and with those working directly on production and editorial content, in order to reach a multi-stakeholder approach and develop policies which will be applied according to the established recommendations.⁶⁰

Furthermore, representatives of the Human Resources Department of Televisa have been participating in different international conferences and workshops in order to exchange experiences and develop further gender-sensitive mechanisms within other areas of the organization.⁶¹

57. Information available at: <http://www.televisa.com/inversionistas-ingles/166445/the-journey-of-media-and-advertising>

58. Information available at: <http://www.tedial.com/en/news/news-archive/98-televisa-bpm>

59. Information available at: <http://www.televisa.com/inversionistas-ingles/faq/160423/faq-english-televisa-investors/>

60. Source: Human Resources Department, Televisa: Mexico.

61. Workshop "Business case: Women's economic empowerment" OECD, 2012 and follow up in the Ministerial Meeting OECD, May 2012.

According to official documents describing standards which govern Televisa's operations, "human relations are assessed through the respectful, equal and fair treatment of all staff members. In Televisa we build upon respect towards others" and "acknowledgment means taking into account all merits and successes of people contributing to the development of Televisa, irrespective of their position, sex and age".⁶²

Merit and professional performance represent guiding principles in the field of human resources management, and explain from a managerial perspective⁶³ the main reason why a quota system in favour of women or men has not been considered.

In spite of an absence of quotas, when it comes to the selection of programmes and news presenters, the organization stimulates increased participation of experienced and enterprising women, in order to reach balanced points of view and a diversity of opinions and styles.

According to the Human Resources Department, raising awareness of gender gaps is a key approach to foster equality: "It is important to understand the difficulties experienced by women who combine important home responsibilities with those at the workplace, especially in Mexico where *mothers* play an important role within families. Since they are the basis of any sustainable and healthy society, it is imperative for any company to establish mechanisms which enable women to reach a balance between personal life and professional satisfaction."⁶⁴

A general practice among some managers is to grant flexible hours and work schedules to their female employees which enable them to reach a balance between personal life and career. These decisions are left to the discretion of the manager concerned. The organization has also developed among other ideas, initiatives such as signing contracts with day-care centres and negotiating preferential rates for women working within the organization.



62. Translated from Spanish. Information available at: <http://www.televisa.com/quienes>

63. Source: Human Resources Department, Televisa: Mexico.

64. idem

Furthermore, the organization reserves a digital platform for women on its main Internet site. The section *Mujer* (Woman) includes information related to everyday life activities, as well as a blog for sharing opinions. The site portrays women as active, environmentally engaged and sexually emancipated individuals by offering areas of interest such as lifestyle, sex, health, ecology, food and sports. Nevertheless, no information on professional aspects is considered.⁶⁵

In terms of skill-building, Televisa offers both women and men, specific training sessions in areas relative to their respective duties, such as workshops on information systems, writing and presentation of programmes, as well as training sessions on management and communication skills.⁶⁶

The principals of Television indicated that they are now developing internal policies related to working hours, home-office, and flexible and part-time work arrangements, which will empower women to more effectively balance their life as professionals and, as pillars of their families.

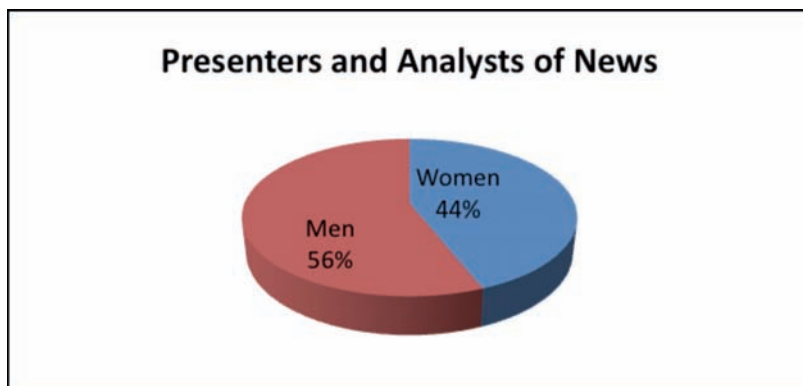
Practical experiences on gender equality issues: key success factors and challenges faced

As can be seen in Graph 2 below, data related to its main television channel show that fostering the increase in participation of women in news, as presenters and analysts, seems to have contributed in achieving gender balance.

65. Information available at : <http://www2.esmas.com/mujer>

66. idem

Graph 2: Televisa Presenters and Analysts of News in 2011 disaggregated by Gender⁶⁷



The organization also relies on successful and experienced women within the managerial and editorial structure. Notwithstanding the positive impact that promoting gender-sensitive activities has on their personal lives and careers, there are wider benefits to the organization from a managerial perspective in that the talented performance of women in high level positions continue to drive change.

As one of the woman interviewed puts it, "These women succeed, thanks to their personal abilities and professional performance, and the organization's support in promoting professional development irrespective of gender. Their dynamic character and strong communicative and negotiating skills have certainly contributed to the establishment of working conditions that enabled women to balance their personal lives with their careers"

One of the main challenges faced by women in relation to flexible work arrangement is the subjective nature of dialogue regarding this. Decisions relating to the granting of flexible-work conditions which achieve a balance between personal and career life, are mainly left to the discretion of the supervisor concerned.⁶⁸

67. Information available at: <http://www.televisa.com/programas/noticieros-y-analisis>

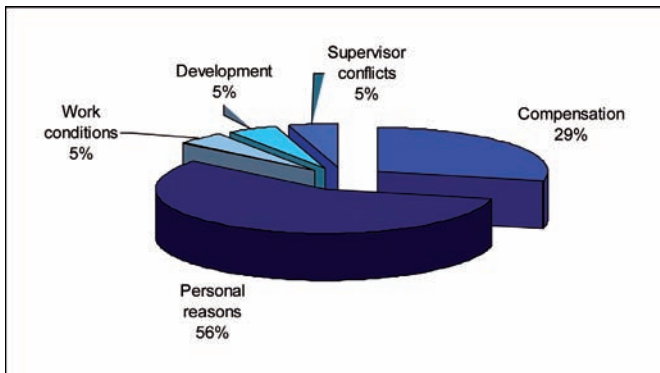
68. Source: Human Resources Department, Televisa: Mexico

A senior representative of the organization noted that “In our company, we have a very clear understanding about the importance of our women. We have great female icons, communicators, actresses and executives that deliver their outstanding talent every day. They are an integral part of our efforts to maintain the leadership our company enjoys worldwide. Our big question is, what can we do to continue to attract, retain and develop superior feminine talent?”

To this end, Televisa carried out an analysis to acquire a deeper understanding of the needs of women working in the organization and to assess necessary steps that the company could take to address those needs.

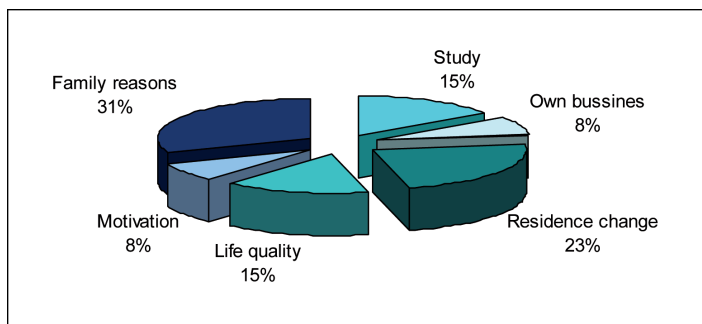
According to evidence presented in Graphs 3 below, the main factor that influences women within different professional areas and on all levels to interrupt their professional development within the company are “personal reasons”. A deeper look into the disaggregated data corresponding to personal reasons for leaving their job reveals that women indicated “family reasons” as the main problem (See Graph 4).

Graph 3: Sources of interruption of women’s professional development within the organization⁶⁹



69. Source: Conference “Business case: Women’s economic empowerment”, Enrique Peña, OCDE (Paris, 2012).

Graphic 4: Personal sources of interruption of women's professional development within the organization⁷⁰



Furthermore, while progress is reported in specific areas as those previously described, much more work may be necessary to address gender gaps on all levels, such as the executive level, where women are not represented.⁷¹

Future plans on gender equality

Televisa aims to continue its collaboration with the IPADE Business School, in order to develop concrete strategies and corporate policies on gender issues, which may help *inter alia* to eradicate the arbitrary aspect of the current dialogue on the subject and further explore the possibility (from a multi-stakeholder perspective) of transforming some policies and practices into legal requirements⁷².

The organization is currently working on the creation of a Gender Office that will be in-charge of the development, implementation, and assessment of gender-sensitive initiatives, policies, and practices in coordination with experts in the field.

70. idem

71. Information available at: <http://www.theofficialboard.es/organigrama/grupo-televisa>

72. Source: Human Resources Department, Televisa: Mexico.

Conclusion and recommendations

Without a doubt, the challenges presented by the implementation of adequate strategies to address inequalities are as complex as the concept of gender itself. Gender involves different facets and dimensions, along the need of comprehension of human psychology, interpersonal and intercultural relations.

Highlighting the convenience of a holistic and multidisciplinary perspective towards a more effective comprehension and treatment of gender issues, the key element in the promotion of gender equality, is the identification of the role that each individual - or institution - plays in the construction of gender. In the case of media, their contribution to the mainstreaming of gender is undeniable. As the main window and channel of communication to the mass audience of a nation, media organizations play a fundamental role in the suppression or perpetuation of stereotypes.

In other words, the role of media organizations entails a double set of responsibilities: on the one hand, institutionally, there are the challenges of implementing mechanisms to promote equality within the human resources of the organization; and, on the other, externally, a contribution to gender construction through the messages and role models it transmits to the mass audience.

In the case of Ecuador women are still underrepresented in decision making- and technical positions. From the managerial perspective, women's underrepresentation is closely related to the fear represented by assuming higher responsibilities or the lack of motivation of working in areas culturally "reserved" to men. Important practices implemented in order to offer women and men equal conditions for professional development, have certainly contributed to positive changes in specific areas; nevertheless women's empowerment practices aiming to strengthen self-confidence (e.g. skill building for women on technical areas "culturally reserved to men") may contribute to fostering women's participation in low female-participation areas.

This also applies to the case of Honduras, where portraying women as experts in such areas, may help to tackle the “exclusively masculine” character of certain sectors (e.g. sports programmes) and in this way indirectly contribute to balance the percentage of male and female staff, by broadening the range of topic choices from an earlier stage; in other words, it may result more plausible that women consider studying technical subjects if these are not presented as “exclusively masculine”.

The need of implementing women’s empowerment practices aiming to reinforce self-confidence is supported by the Mexican case, where the main success factor behind women’s representation in decision making positions is “their enterprising and dynamic character, and strong communication and negotiation skills.” The latter has certainly contributed to the establishment of working conditions enabling women to find balance between their personal and professional lives, and to overcome the challenges presented by the subjective and arbitrary nature of the current gender dialogue within the organization (traditionally left to the discretion of the manager or supervisor).

In the Chilean experience, the national legal framework led to an institutionalization of gender through concrete policies that contributed to a sensitization on the matter. It also fostered a favorable for gender construction in a more “natural” or fluid manner. Representation of women at decision-making levels in key areas within the media organization, is most likely a result of this dynamic around the construction of gender equality, as well as a reflect of the socio-economical, political, and societal dynamics existent in the country.

Table 3 and 4 (below) shows an overview of the challenges and opportunities faced by the analyzed media organizations towards the promotion of greater gender equality practices in the workplace.

Table 3: Gender Related Policies and Practices of Media Organizations in Latin America ¹

Organization	Gender Sensitive Policies and Practices ²
Canal Uno: Ecuador	<ul style="list-style-type: none"> – professional opportunities for women and men based on <i>objectivity, transparency and professional capacities</i> – Group of practices on salary equity, training on gender equality, promotion of balance between personal and professional life, inclusive communication, working health and sexual harassment, and cooperation to offer platforms of expression on gender issues
Televiscentro: Honduras	<ul style="list-style-type: none"> – professional opportunities for women and men based on <i>professional capacities, qualifications and motivation</i>
Televisa: Mexico	<ul style="list-style-type: none"> – professional opportunities for women and men based on <i>merits and successes</i> – Cooperation with Institutions on gender issues – Promotion of increased participation of <i>experienced and enterprising women</i> as programmes and news presenters and analysts – training sessions <i>on areas relative to duties</i> – practices enabling women to reach balance between personal life and career (e.g. contract with day-care centres, <i>flexible hours–arbitrary</i>)
TVN: Chile	<ul style="list-style-type: none"> – professional opportunities <i>for all sectors and groups, and equal access conditions</i> – <i>chart of “Programme Orientations” upholding gender specific principles and policies</i>

1. Information draws on official documents and information granted by the respective Human Resources Department of the Media Organization.
2. Practices are expressed in general dimensions. For specific practices corresponding to specific areas please go to the respective case study.

Table 4: Proposed transversal policies and practices for media organizations

- Contracting with an external expertise unit for systematic and periodic audit/assessment on gender issues in different areas and at all levels within the media organization.
- Establishment of an internal Gender Bureau in charge of acting as contact point for staff on gender issues: e.g. legal, social, etc.
- Emergency aid: e.g. housing, food, financial (this may be necessary by presence of *home violence inter alia*).
- Availability of permanent psychological support (since gender gaps have different sources, e.g. family, this may be necessary as a consequence of home violence *inter alia*) combined with professional coaching or training on women’s empowerment.
- Promoting acknowledgement from the gender perspective: e.g. granting merit awards to women, granting awards to women and men for engagement or work on gender issues.
- Cooperation programmes with media schools: e.g. offering internships to students of journalism based on work promoting gender equality, offering internships to women studying subjects where women are still underrepresented within the organization.

Successful Stories	Challenges
<ul style="list-style-type: none"> – Important increase of participation of women in different areas leading in most cases to balanced representation and in some cases, like in presentation of news, to overrepresentation of women – Trend towards salary equity 	<ul style="list-style-type: none"> – Underrepresentation of women in decision-making and technical positions – Underrepresentation of women as subject of news, especially in areas portraying women at the Executive level
<ul style="list-style-type: none"> – Relative balance in staff, and in specific areas such as presentation of news and programmes – High level of representation of women in presentation of news on specific subjects like children, social events and entertainment 	<ul style="list-style-type: none"> – Underrepresentation of women in certain areas “socially reserved” to men like presentation of sport programmes
<ul style="list-style-type: none"> – Relative balance reached in presentation and analysis of news and programmes 	<ul style="list-style-type: none"> – Underrepresentation at executive level – Subjective nature of dialogue on gender
<ul style="list-style-type: none"> – increasing participation of women in recent years – high level of participation of women in key areas for gender development at decision making level 	<ul style="list-style-type: none"> – absence of evidence on barriers concerning the implementation of gender policies or practices. Nevertheless underrepresentation of women in staff

Based on the information provided by these success stories and opportunity areas, other transversal practices (here below) can also be applied by media organizations – and other institutions in general – in order to help them consolidate their gender mainstreaming strategies.

Derived from the study, the following roadmap might be useful to implement a concrete strategy on mainstreaming gender policies and practices in media organizations:

1. Naming a “gender ambassador”, that is, a person within the organization or an external auditor knowledgeable of a holistic and multidisciplinary perspective on gender.
2. He/she will be responsible for identifying the main stakeholders or “focal points” of every department in cooperation with the organization’s main authorities.

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3. The “ambassador” will provide a training session to the focal points, in order to sensitize them towards the main concepts, practical aspects and economic benefits of mainstreaming a gender perspective into their work.
4. These focal points, in coordination with the “ambassador”, will carry out an analysis or audit of the main needs of their respective areas, and will provide the “ambassador” with continuous feedback and red flags.
5. In a bidirectional dynamic process the “ambassador” will, in turn, concentrate this information, and develop an internal specific analysis of the current situation and needs.
6. Based on this information, the “ambassador” will develop policies and good practices, specific to the media organization. An external auditor might be contacted at this stage if further support is needed.
7. Guided by the “ambassador”, the focal points will then be directly empowered and responsible for the strategic implementation and institutionalization of a gender mainstreaming strategy in their respective areas or departments. Special attention will be given e.g. to the areas or activities with a traditionally lower level of female participation within the organization (e.g. through periodic workshops or training sessions to empower women).
8. A timeframe for the evaluation of the impact of implemented policies will be established by the “ambassador” and focal points.
9. The focal points will report on the evaluation results and present them or make them available to the media organization and share with other partner institutions.
10. It is crucial that the media organization’s CEO or President be involved during the entire process, in order to back up the gender mainstreaming from a systemic and macro level, and give these advancements greater visibility.

Gender Mainstreaming in Media: Case Studies from Southern Africa

SABA
(Southern African Broadcasting Association)

Executive summary

The Southern African Broadcasting Association (SABA) in conjunction with the United Nations Educational, Scientific and Cultural Organization (UNESCO) conducted a self-assessment survey on four SADC broadcasters exploring the possible impact of gender mainstreaming on the programmes, policies and actions of the South African Broadcasting Corporation (SABC), Namibia Broadcasting Corporation (NBC), Lesotho National Broadcasting Services (LNBS) and Broadcasting Services of Botswana (BSB).

The Gender Mainstreaming Self-Assessment survey was facilitated by the consultant through self-administering a questionnaire that was followed by in-depth interviews at the various broadcast institutions. The interviews took a focus group approach moderated by the consultant to extract insights, perspectives, experience and challenges regarding gender mainstreaming.

The SADC Protocol Barometer 2011 reveals that women make up 61% of media students but there are more male media educators in Southern Africa. *The Glass Ceiling in Southern African Newsroom* study (2009) shows that although women constitute 41% of all media practitioners, they are still a minority in managerial positions. Furthermore, there has been a paltry 2% increase in women sources in the media in SADC from 17% in 2003 to 19% according to the Gender and Media baseline Study (GMBS). While countries such as South Africa (20%), Namibia (20%) and Botswana (20%) remained static, smaller more socially conservative countries such as Lesotho (32%) demonstrated remarkable progress.

South Africa and Namibia have the most advanced policies on human rights and gender equality with a diverse and pluralistic media landscape. Both countries employ 50% and 40% respectively

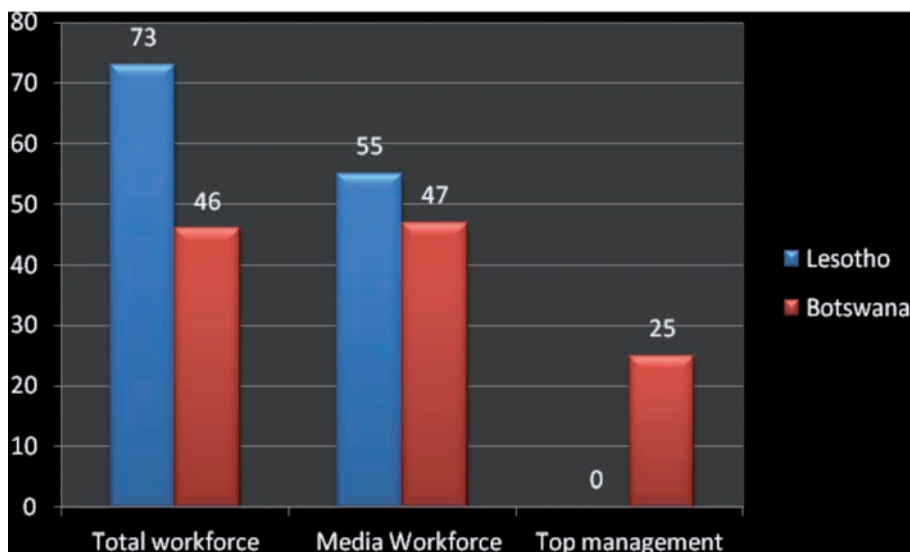
of the female media practitioners. The SABC and the NBC share the same political history and as parastatals operate in multi-cultural societies bound by mandatory Affirmative Action Act compelling them to submit yearly progress reports to the Employment Equity Commission. However, these reports reveal that the number of females employed in managerial positions is still not equal to that of their male counterparts.

The SABC has the highest female representation (44%) at top management, while NBC has only 17% female representation in management. The SABC, as the only broadcaster in SADC with a female Group Chief Executive Officer, the corporation boasts with a progressive three year employment equity plan that promotes women, the disabled and previously disadvantaged. In addition, its gender responsive budget plays a vital role in promoting gender mainstreaming policies and practices. Gender mainstreaming is part of SABC's performance management to ensure systematic progress in the area of gender equality. The SABC has done very well with regard to gender mainstreaming, but needs to work harder to narrow the gap between genders at the senior management organizational level. It is the only one of the four broadcasters in SADC with a gender policy and enjoys high support from top management and the Board. Thus, the selection and recruitment, working environment, training and capacity building of women are all in line with the SABC's plans to change its workforce profile in terms of gender on all job levels so as to ensure a more equitable and representative picture of the South African Society.

Although the NBC does not have a gender policy, it is required to comply with the provision of the country's Affirmative Action Act of 1998 to submit reports annually on the progress concerning women empowerment, the disabled and previously disadvantaged. NBC is undergoing a restructuring process, which has impacted on the female representation at top management. Before this restructuring, the NBC had 50% female representation at top management. Now, only 17% of the top managerial positions are occupied by women. Moreover, the number of women on middle management level is significantly lower than that of men. Thus the NBC needs a gender policy that would ensure a more balanced approach in terms of gender when selecting and recruiting senior management. Although the NBC has a Sexual Harassment Policy; both males and females are remunerated equally; maternity leave is provided; no special budget is allocated for gender mainstreaming due to the minimal support received from the board and top management.

Lesotho and Botswana have effective and respected constitutions operating in homogenous societies with LNBS and BSB being directorates in government ministries. Seventy three percent (73%) of the Lesotho's media industry are females. This is the highest in the SADC region, while Botswana employs 46% female workers. The LNBS has no single female in top management while employing 55% female staff and BSB has 25% female representatives at top management while employing a total of 47% female employees.

Media workforce in Lesotho and Botswana



Because of absence of mandatory provisions, both directorates have no gender policies; provide no gender training, no mandatory Affirmative Action Acts, and need not to recruit on the principles of AA. Thus, at these two directorates (LNBS and BSB) the number of women on middle management and senior supervisory level is significantly higher than that of men. Hence, the LNBS and BSB need to create more balance in terms of gender at the top and senior management levels.

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SABC outperformed all the broadcasters in SADC because it has the highest female representation at the top level as well as having a female chief executive officer. Its gender mainstreaming policy reinforces the notion that women contributes to diversity and that women's equal representation in decision-making enhances SABC's ability to fully utilise the potential of all sectors of the workforce. The hierarchical pattern of the SABC seems more predictable in the upward mobility of women as opposed to the LNBS and BSB due to having a roadmap in moving towards gender equality. The NBC has expressed its intentions of bringing on board gender mainstreaming practices, but has yet to implement them.

The SADC protocol recommends that broadcasters reinforce the development and implementation of gender mainstreaming policies at all levels. This protocol also makes provision for a gender responsive budget to be allocated for the implementation of gender mainstreaming policies. In addition, there should be full support from top management and boards to create a platform to share information and ideas about gender mainstreaming and build capacity in this regard.

INTRODUCTION

The participation of women at all levels of decision-making in the media industry is crucial for gender mainstreaming and women empowerment. Some progress was made in SADC, but more needs to be done to increase women media practitioners' representation on boards and management levels.

UNESCO and SABA undertook a review of gender mainstreaming at four national broadcast organizations in the SADC region. This review was done with the objective to explore through a self-assessment survey the extent to which the SADC protocol has led to the progress on gender equality at all levels within the organizational structures.

The survey was conducted at the South African Broadcasting Corporation (SABC), the Namibian Broadcasting Corporation (NBC), the Lesotho National Broadcasting Services (LNBS) and the Broadcasting services of Botswana (BSB). Findings from this study will enhance the development of gender mainstreaming policies and programmes.

The researcher, a media expert based in Namibia, has been tasked with conducting the survey on the four case studies. The period was from April to June 2012. The Gender Mainstreaming Self-Assessment (GMSA) survey was conducted through questionnaires, desk top content analysis and in-depth interviews at the various broadcasters. Data collected was mainly qualitative and therefore descriptive statistics was utilized for its analysis.

I. BACKGROUND INFORMATION

According to the report of the Fourth World Conference on Women (The SADC Gender Protocol Alliance, 2011:23), "mainstreaming a gender perspective is the process of assessing the implication for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring, and evaluation of policies and programmes in all political, economic and societal spheres,

so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality.”

a. Context

The Gender Mainstreaming Case Studies on South Africa, Namibia, Lesotho and Botswana were commissioned by the Southern Africa Broadcasting Association (SABA) in order to assess the gender mainstreaming in four broadcasters, namely: SABC, NBC, LNBS and BSB. The main purpose of this assessment is to:

- i. Assess gender equality and women’s empowerment in policies, programmes and practices at the four organizations
- ii. Explores the strategies in place at the four broadcasters to promote women to managerial positions.
- iii. Compare and contrast the four media organizations to determine the differential levels of commitment to support gender balance and mainstreaming.

b. Relevant theory

This study is framed by gender mainstreaming theory, an essentially contested concept and practice, because it involves the reinvention, restructuring, and rebranding of a key part of feminism in the contemporary era. It is both a new form of gendered political and policy practice and a new gendered strategy for theory development. As a practice, gender mainstreaming is a process to promote gender equality. It is also intended to improve the effectiveness of mainline policies by making visible the gendered nature of assumptions, processes, and outcomes. However, there are many different definitions of gender mainstreaming as well as considerable variations in practice. As a form of theory, gender mainstreaming is a process of revision of key concepts to grasp more adequately a world that is gendered, rather than the establishment of a separatist gender theory. Gender mainstreaming encapsulates many of the tensions and dilemmas in feminist theory and practice over the past decade and provides a new focus for debates on how to move them on (Behning and Pascual 2001; Beveridge et al. 2000; Mazezy 2000; Verloo 2001; Walby 2001; Woodward 2003).

c. Previous research on gender mainstreaming in SADC

A great number of research studies on gender mainstreaming and related topics in the media has been done by Gender Links such as Roadmap to Equality 2009, Glass Ceiling: Women and Men in Southern African Media 2009, Gender and Media Diversity Journal, Second Draft SADC Gender Protocol Baseline Study 2011, Diversity in Action 2006 and SADC Gender Protocol 2010, 2011 and 2012. Based on the overall research conducted up to the latest 2012 SADC Gender Protocol Barometer most of the 15 countries in Southern Africa might not reach the 50/50 female/male parity set for 2015 but with the remaining 12 elections left representation could go up to 30%. The research work reveals mixed results.

In April 2012 history was made in Southern Africa when Joyce Banda became the first woman President of Malawi as well as the first woman Head of State in SADC. Then, South Africa's former Minister of Home Affairs Nkosozana Dlamini-Zuma became the first woman chair of the African Union Commission. This is indeed a victory for women but, only three years remain until 2015. The SADC countries have made strides but a lot more need to be accomplished. For example in "South Africa, while the women's ministry championed a bill for Gender Equality that covers many key provisions of the SADC Protocol on Gender and Development, a Traditional Authority Bill that gives sweeping powers to customary courts has prompted women's rights groups into protest action." (SADC Protocol on Gender and Development 2012:8).

Research reveals that despite the gains made over the years on gender mainstreaming some challenges remain:

- The patriarchal attitudes of males are still rife and this is evident in the high levels of gender based violence; gender stereotypes in the media and schools. Predominantly male decisions making structures in all levels and customary law controls constitutional provisions with few repercussions in many countries.
- There is a decrease of women representation at local and national levels in latest elections in SADC countries. Lesotho had only a marginal increase of 1% in May 2012 at national level and decreased from 58% at local level to 49% in November 2011. Namibia also decreased from 30% to 26% on national level in 2009.

GENDER-SENSITIVE INDICATORS FOR MEDIA

- The economy is mainly male dominated and women still lack access to economic decision making (26%), land, credit and other means of production. Women are mostly poor, disposed and work in the informal settings.
- Young women are mostly affected by HIV and AIDS and are the ones to look after those who are affected by the disease.
- It is also reported that while the media institutions have overall made weak gender provisions the number of regulators that develop gender friendly codes went up from six to seven.
- Based on the latest SADC Barometer on Gender only slight progress has been achieved in education, health and economic decision making.

The gender mainstreaming study at the four broadcasters is very important as one of the latest research that examines the impact of gender mainstreaming on women and men in the SADC region. It shows the progress and/or lack thereof concerning women moving up the economic ladder of success.

Despite several studies done in gender mainstreaming many media houses still do not have policies in gender. This study provides specific recommendations for these media houses to ensure that policies are designed, implemented and monitored and evaluated.

II. PROGRAMME DESCRIPTION

a. History and development of SADC's gender mainstreaming

The Fourth World Conference on Women in Beijing in 1995 proposed the elimination of discrimination against women through gender mainstreaming policies, practices and actions of government and institutions. It reiterated that gender mainstreaming is crucial for gender equality as well as having a positive impact on women and men. GM also contributes to the sustainable development of communities. Various SADC countries adopted national and international policies to promote gender mainstreaming. The United Nations Millennium Goals was also embraced by many countries all over the world. It makes provisions for the promotion of gender equality. In the SADC region, the member states adopted the SADC Protocol on Gender and Development in August 2008 in Johannesburg. To date, nine out of 15 countries signed and ratified the gender protocol, putting it in effect to implement its twenty eight (28) gender indicators by 2015. In addition to the regional protocol and other international treaties, various countries in SADC have developed their own policies to promote gender mainstreaming within governments and organizations. South Africa passed the Gender Equity Bill in 2012 that enshrines many of the provision of the SADC Gender Protocol; Mozambique outlawed discrimination against gays and lesbians in the workplace; nine SADC countries' constitutions provide for the protection of women while seven have provisions related to gender equality and constitutional reviews have taken place in seven SADC countries. Lesotho, Botswana, South Africa have women governors at their Central Banks. Namibia's Minister of Finance is a woman. Overall, in SADC there are six female Deputy Finance Ministers (40%). Six out of fifteen of SADC countries grant paternity leave. The SADC Protocol on Gender and Development is used by private companies in South Africa to benchmark gender mainstreaming achievements. Lesotho has the highest number of female Councillors (49%) in SADC and the highest female primary students in the region. Most SADC countries are working towards aligning their national priorities with the provisions on gender mainstreaming of regional and the global.

b. Mission and purpose

The main objective of the Gender Mainstreaming Self-Assessment (GMSA) was to assess the extent to which the SABC's, NBC's, LNBS's, and BSB's policies, programmes, strategies and actions are oriented towards gender equality and women empowerment.

In order to establish the level of this objective the self-assessment survey included an analysis that examined the extent to which gender empowerment was considered in the human resource policies such as affirmative action, recruitment and selection, training, capacity building, gender responsive budgeting, monitoring and evaluation of gender mainstreaming and equality results of all levels of staff and formulation of recommendations, successes, and lessons learned to enhance gender mainstreaming.

c. Principles and methods

The Gender Mainstreaming Self-Assessment survey was facilitated by the consultant through a self administered questionnaire and followed by in-depth interviews at the various broadcast institutions. The interviews took a focus group approach moderated by the consultant to extract insights, perspectives, experience and challenges regarding gender mainstreaming.

Participants included fourteen managers from SABC, LNBS, NBC and BSB drawn from the human resources, television services, wellness, radio services, policy management, employment equity, and the engineering departments.

A preliminary desktop analysis of important policies on media gender mainstreaming strategies in Southern Africa and the four media institutions were conducted prior to selecting the broadcasters based on the following criteria:

- Similar geographic region, SADC.
- Similar multi-cultural (NBC/SABC), homogenous population (LNBS/BSB).
- Political/historical background (mandatory affirmative action act).
- Parastatals (SABC/NBC) vs. Ministerial departments (LNBS/BSB).

- Similarity and Diversity: political history/ background.
- Interest in participating.

The questions dealt with the impact of gender mainstreaming on the design, implementation and overall programmes and policies of the broadcasters with emphasize on recruitment and selection, conditions of employment, capacity building, women empowerment, monitoring and evaluation and budgeting, the main challenges, successes, expectations and lessons experienced and learned.

> Assessment of Lesotho National Broadcasting Services (LNBS)

Background

Lesotho has been independent since 1966 and has undergone various coups. The country is a landlocked mountainous kingdom surrounded by South Africa with a population of 2.1 million. It was not assessed by the Paris based *Reporters without Borders*. However the 1993 Constitution of Lesotho implicitly guaranteed media freedom, "every person shall be entitled to and (except with his own consent) shall not be hindered in his enjoyment of freedom of expression, including freedom to hold opinions without interference, freedom to communicate ideas and information without interference (whether communication to the public generally or to any person or class of person) and freedom of interference with his correspondence (Undue Restriction, MISA 2004: p34).

Lesotho is the only country in SADC that with no daily newspaper but produces three privately owned weekly papers: *Public Eye*, *Lesotho Times*, and *Sunday Express*. The *Lesotho Today* a weekly, owned and operated by the government, and it is published in English and Sesotho. There are eight commercial and two public radio stations, *Radio Lesotho* and *Ultimate Radio*, the latter operating on commercial principals.

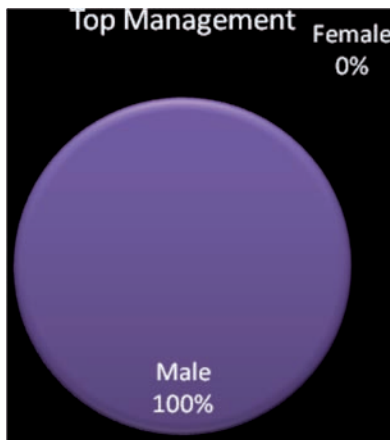
Out of the two television channels in the country, one is public, Lesotho TV; that commenced in 1988 and the other is DSTV, a subscription TV operated by Multi-Choice from South Africa.

Lesotho National Broadcasting Services' (LNBS) headquarters is based in Maseru, the capital city, and it is a government directorate that falls under the Ministry of Information, Communications, Science and Technology. The Director-General reports to the Permanent Secretary. The staff complement comprises 174 employees with 79 (45%) males and 95 (55%).

LNBS's disaggregated data by gender for Top, Senior, Middle, Supervisor and below Supervisor levels

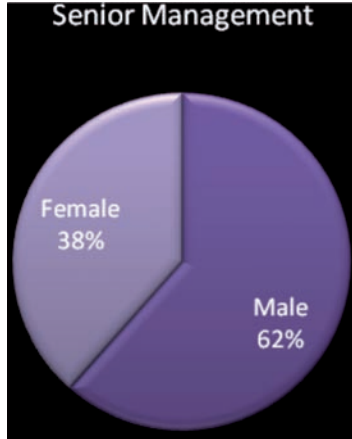
Employment structure of LNBS by gender:

Chart 11: Top Management



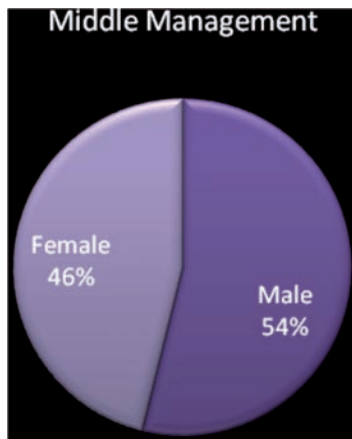
Top management 5 males (100%) 0 female

Chart 12: Senior Management



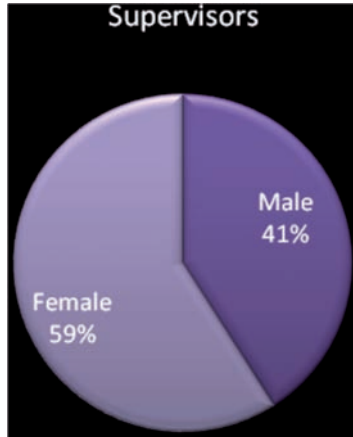
Senior management 8 males (62%) 5 females (38%)

Chart 13: Middle Management



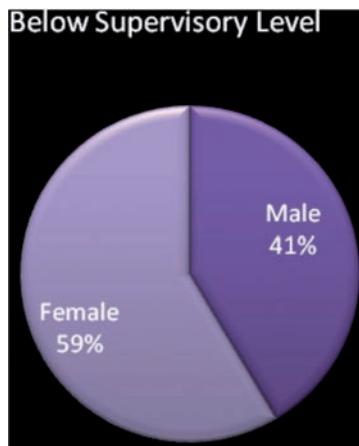
Middle management 7 males (54%) 6 females (46%)

Chart 14: Supervisors



Supervisors 25 males (41%) 36 females (59%)

Chart 15: Below Supervisory Level



Below supervisory level consist of 34 males (41%) 48 females (59%)

LNBS derives 80% of its income from government and 20% from commercials and other revenue streams, and the public does not pay TV licences. It is regulated by the Lesotho Communications Authority of 2000 with no employment equity policies, but the citizens are protected under the constitution.

Lesotho is a homogenous society and signed and ratified the SADC Protocol on Gender and Development. Interestingly, Lesotho is the only country in SADC that has surpassed the requirement of the SADC protocols on the local government elections, by having 58% female representation in 2005. This happened when Affirmative Action was introduced during the local government elections.

Currently the female gender representative in parliament is 26%, local government is 49% (2011 elections); and cabinet has 39 % female representation (The SADC Gender Protocol Alliance, 2011:58).

Women in Lesotho constitute 73% of media students and 67% of female staff at media institutes of higher learning. Women employees in the media make up 73%, board of directors 47%, and management 52% (The SADC Gender Protocol Alliance, 2011:272). It is also one of the top three countries in the SADC region that has the highest female news sources (32%) in the media interviewed on traditionally male dominated topics such as politics, sports and economics (The SADC Gender Protocol Alliance, 2011:255).

Affirmative action

The Lesotho National Broadcasting Services is not required to have Affirmative Action Plans, but adheres to the country's constitution and other national policies. "Lesotho shall adopt policies aimed at promoting a society based on equality and justice for all citizens, regardless of race, colour, sex, language, political or other opinion, national or social origin, property, birth or other status. In particular the state shall take appropriate measures in order to promote equality of opportunity for the disadvantaged groups in the society to enable them to participate fully in all spheres of public life" (Lesotho Constitution article 26 page 29: www.constitutionnet.org/files/Lesotho%PDF).

Recruitment and selection

While the LNBS facilitate the advertisement of the positions, as a directorate it is not responsible for recruitment and selection of employees at managerial level, because this is done through the Public Service Commission. They only interview the lower level employees. “The HR department in every ministry, department or agency shall, (a) cause all vacant positions within relevant ministries, departments or agencies to be advertised as efficiently and as effectively and widely as possible through circulars, available media as to reach the entire pool of potential applicants; except for political appointees and statutory positions” (Public Service Regulations 2008, chapter II: page 5). LNBS has no specific initiatives to encourage women to take up careers in the media industry but more women are studying in this field.

Work-place situation

LNBS provides three months paid maternity leave as well as two hours off per day for lactation for subsequent three months with no paternity leave.

No specific policies are designed to minimize female stereotypes, but regular constitutional guidelines are effectively applied. Furthermore, LNBS has no Sexual Harassment Policy, but it is covered under the constitution. Women are free to take traditional male jobs such as camera operators, photographers, and technicians, but most leave due to family and traditional obligations.

Staff development

LNBS offers various staff development to employees, but not specifically aimed at women. There is no Management Development Programme that targets females within the directorate to prepare them for managerial positions.

LNBS introduced a media upgrading diploma course in conjunction with the Lesotho National University to upgrade current media practitioners’ skills in the broadcasting field. “Eligibility

for training and development: every public officer is entitled to training and development. (2) notwithstanding, the sub regulation one where a decision is made on the type of training and development, an officer shall undertake the needs of both the officer's and the organization's in account, but the needs of the organization shall take precedence" (Public service regulation 2008, p32).

Promotion

All employees are promoted through recommendation by supervisors and approved by the Public Service Union. No quota exists for women. "Promotions within the Public Service shall be based on merit and among other things, appropriate and relevant experience, consistent good performance and good conduct and availability of vacant positions" (Public service regulation 2008, Page 13 article 31).

Monitoring and evaluation

No controls are in place to monitor and evaluate gender mainstreaming because of absence of gender mainstreaming policies. The employees' statistics are not dis-aggregated by sex and no budget is allocated for the implementing of gender equality programmes.

Challenges

- LNBS has more females in the department, but the top management is primarily male. Even when the three top layers are combined one gets a paltry 35% in a staff complement of 55% women employees. This indicates a need for proper gender mainstreaming.
- Radio Ultimate is headed by one male and nine female subordinates. At one point, seven ladies left for maternity leave at the same time creating problems in executing everyday activities. Gender parity should be balanced at appropriate levels to ensure maximum benefit to broadcaster and employees.
- Management has no control on recruitment and selection of employees.
- Communication amongst the divisions is not well developed.

GENDER-SENSITIVE INDICATORS FOR MEDIA

- Being a directorate in a government ministry limits management's scope of power.
- Bureaucratic red tape and financial constraints leads to vacancies not filled in time.
- Female reporters and camera technicians prefer to do work near home due to traditional family obligations.

Success factors

- LNBS succeeded to employ more females (55%) and they might end up being promoted.
- Lesotho media overall interviews more female sources (32%) in the SADC region with regard to male dominated topics such as politics, sport and economics.

Lessons learned

The most valuable lesson learned is that employing the majority of females in a skewed way does not necessarily contribute to gender parity. But could be detrimental to the company as seen in the case of Radio Ultimate, where seven females went on maternity leave at the same time. There is a need for gender mainstreaming policies in order to balance gender properly.

Expectations and opportunities

LNBS wish for more equitable balance of gender whereby females can move up and be promoted at the higher levels of the directorate. LNBS wants a gender mainstreaming policy and needs to introduce more competitive salaries to attract the right professionals.

> Assessment of Broadcasting Services of Botswana (BSB)

Background

Botswana is one of Africa's fastest growing and dynamic economies backed by a lucrative diamond industry. It has a population of over 2 million and is one of Africa most peaceful and stable countries. In 2011 Reporters without Borders ranked Botswana at 42 for media freedom, as it went up 20 places in the world since 2010. Furthermore, Botswana was declared by Transparency International for the past 15 years as the least corrupt country in Africa.

There are about 13 commercial print news media owned by different businesses and one government owned newspaper, the Daily News. The Broadcasting Services of Botswana (BSB) consists of Radio Botswana (RB) and Botswana Television (BTV). Radio Botswana comprises two radio stations RB1 and RB2, the latter being the first commercial radio that was introduced in 1992. BTV was launched in 2000 and broadcast in English and Setswana.

Broadcasting Services of Botswana (BSB) with its headquarters in the capital city Gaborone gets 80% of its funding from the government and 20% from commercials and other revenue streams. The National Broadcasting Board (NNB) is the regulator and has thus far issued radio licences to the private stations Yarona FM, GAZ FM, and Duma FM. Presently the only other licensed television is eBotswana, originally known as Gaborone Broadcasting Corporation. It got its free-to-air licence in 2005. The South African based satellite television, Multichoice is allowed to broadcast DSTV channels in Botswana. Two other television broadcasters, Munhumutape African Broadcasting Corporation (MABC) and Black Earth Communications (BEST TV) had their 15 year licences revoked after they failed to meet stipulated requirements.

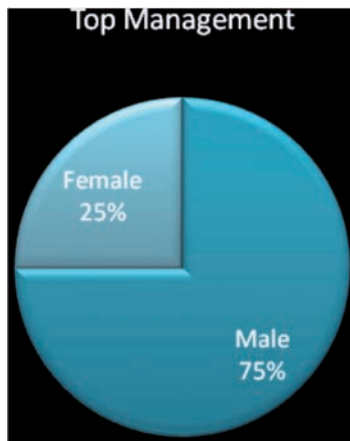
There is no board of directors as is the case of parastatals, but there is a promotion board that deals with promotions and appointments. The BSB does not have an Affirmative Action Policy, however uses the constitution for ensuring equal rights in the country.

Since the BSB is in the Office of the President, the Director, reports to the Permanent Secretary. The staff complement of Broadcasting Services of Botswana comprises 314 employees made up of 166 males (53%) and 148 females (47%).

BSB’s disaggregated data by gender for Top, Senior, Middle, Supervisor and below Supervisor levels

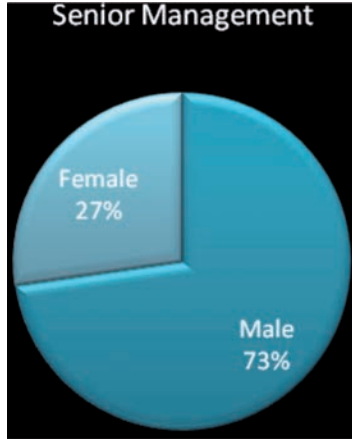
BSB’s employment structure is broken-down as follows:

Chart 16: Top Management



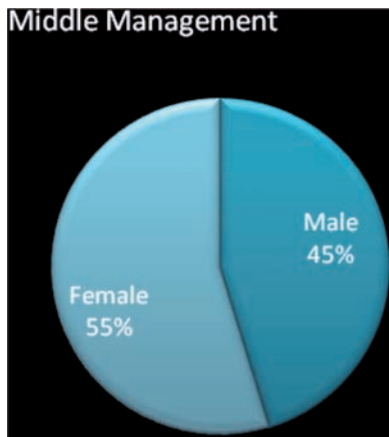
Top management: 3 males (75%) 1 female (25%)

Chart 17: Senior Management



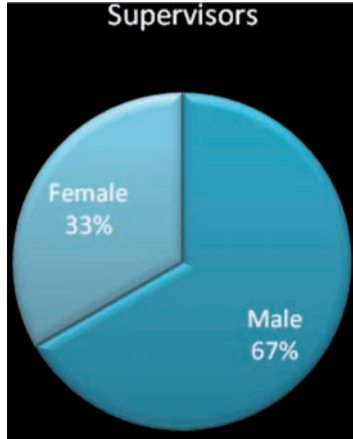
Senior management: 8 males (73%) 3 females (27%)

Chart 18: Middle Management



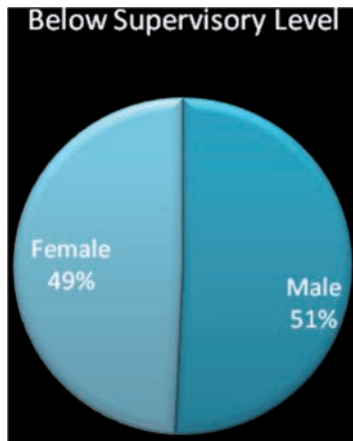
Middle management: 24 males (45%) 29 females (55%)

Chart 19: Supervisors



Supervisors: 26 males (67%) 13 females (33%)

Chart 20: Below Supervisory Level



Below supervisory level: 105 males (51%) 102 (49%) females

Botswana did not sign the SADC Protocol on Gender and Development yet, and it has the second lowest female representative in parliament (8%), local government (19%); and cabinet (17%) in the SADC region (The SADC Gender Protocol Alliance, 2011:272).

In Botswana the number of female students in media institution is 54% while those employed by media institutions make up (37%) of the workforce. Women employees in the media constitute (46%), board of directors (24%), and management (37%) (The SADC Gender Protocol Alliance, 2011:131).

The media uses 20% of female news sources for traditionally male dominated topics such as politics, economics and sport. This is similar to South Africa and Namibia, while Lesotho is one of the highest at 32 % (The SADC Gender Protocol Alliance, 2011: 271).

Affirmative action

BSB has no Affirmative Action Plans because it is not required by law. BSB is guided by the country's constitution, and other national policies that protect the human rights of its citizens.

Recruitment and selection

The BSB falls under Presidential Office, hence, it is a Directorate and the Public Service Commission is responsible for employment of senior staff at the BSB, whereas they only interview the lower level employees.

Work-place situation

While the constitution of Botswana makes no provision for prohibiting discrimination on the grounds of sex, the Botswana Public Service Act number 14 of 2000, adds a new section (318) classifying sexual harassment of a public officer by a co-worker or by a supervisor as misconduct (Botswana Public Service Act 2010, P.11).

Women are free to take up traditional male jobs such as camera operators, photographers, and technicians. In addition, BSB provides three months paid maternity leave and allows for subsequent three months, two hours off for lactation and no paternity.

Staff development

BSB has a Staff Development Plan that provides equal training to all employees and women are not treated differently.

Promotion

The managers shortlist, motivate and recommend employees for promotions to the Promotion Board for approval. However, no quota system exists for women when considered for promotions and/or when they are head hunted.

Monitoring and evaluation

BSB has no controls in place to monitor and evaluate gender mainstreaming because it has no gender mainstreaming policies. The employees' statistics is not dis-aggregated by sex and no budget is allocated for implementing of the advancement of gender equality.

Challenges

- The main challenge concerning gender mainstreaming at the BSB is the lack of a policy for guidance and lack of legal framework to enforce gender mainstreaming.
- The management is not responsible for recruitment and selection of managers and have no control.
- They suggest that platforms should be created to share ideas and information and communication channels are not well developed.
- They do not meet regularly and information usually is top down.

- Political appointees not always familiar with broadcasting.
- Bureaucracy and red tape.

Success factors

Despite the fact that BSB has a low representation of women at the two most senior level of the organization, it has a woman as a senior manager in the engineering department.

There are more women (55%) at middle management level that can eventually be promoted to senior and top management if clear gender mainstreaming processes are utilized.

Lessons learned

The most valuable lessons that BSB has learned with regard to gender mainstreaming is that without a gender mainstreaming policy and relevant legal framework the directorate cannot systematically enforce gender equality. Policies are needed to create consistency, fairness and uniformity throughout the organization.

Expectations and opportunities

The managers feel that if they can get gender mainstreaming policies then they will know what is expected from them. If better communication platforms can be introduced so, ideas can be shared amongst employees.

III. SUMMARY OF FINDINGS ON GENDER MAINSTREAMING IN SADC BROADCASTERS

The summary of findings reflects the availability of the following provisions to ensure gender equality: Affirmative Action, Recruitment and selection, Work-place situation, Staff development and Promotion. It also mentions current challenges and successes factors for each broadcaster.

SABC						
Affirmative Action	Recruitment and selection	Work-place situation	Staff development	Promotion	Monitoring and evaluation	
Yes	Yes	Yes	Yes	Yes	Yes	

NBC						
Affirmative Action	Recruitment and selection	Work-place situation	Staff development	Promotion	Monitoring and evaluation	
Yes	No	Yes	No	No	No	

	Challenges	Success factors
	<ul style="list-style-type: none"> The main challenge that SABC experiences is the poaching of female professionals by private broadcasters such as E-TV with offers of higher remuneration. 	<ul style="list-style-type: none"> SABC is the first broadcaster in SADC with a female CEO The Chief Financial Officer is female. Employment Equity Forum and Committees improves gender mainstreaming. The Women Technical Committee is fast tracking women in male dominated professions SABC has a gender mainstreaming policy and budget.

	Challenges	Success factors
	<ul style="list-style-type: none"> No specific organizational targets for gender mainstreaming No budget for gender training or activities No gender policy at the workplace No top management support to gender focal persons and their proposals No regular gender training for staff 	<ul style="list-style-type: none"> Appointment of gender focal persons at senior level Annual AA report Annual review of HR policies including maternity leave, sexual harassment and recruitment

GENDER-SENSITIVE INDICATORS FOR MEDIA

LNBC						
Affirmative Action	Recruitment and selection	Work-place situation	Staff development	Promotion	Monitoring and evaluation	
No	No	No	No	No	No	

Challenges	Success factors
<ul style="list-style-type: none"> • LNBS has more females in the department, but the top is primarily male. Even when the three top layers are combined one gets a paltry 35% in a staff complement of 55% women employees. This indicates a need for proper gender mainstreaming. • Radio Ultimate is headed by one male and nine female subordinates. At one point, seven ladies left for maternity leave at the same time creating problems in executing everyday activities. Gender parity should be balanced at appropriate levels to ensure maximum benefit to broadcaster and employees. • Management has no control on recruitment and selection of employers • Communication amongst the divisions is not well developed • Being a directorate in a government ministry limits management's scope of power • Bureaucratic red tape and financial constraints leads to vacancies not filled in time • Female reporters and camera technicians prefer to do work near home due to traditional family obligations 	<ul style="list-style-type: none"> • LNBS succeeded to employ more females (55%) and they might end up being promoted • Lesotho media overall interviews more female sources (32%) in the SADC region with regard to male dominated topics such as politics, sport and economics

BSB						
Affirmative Action	Recruitment and selection	Work-place situation	Staff development	Promotion	Monitoring and evaluation	
No	No	No	No	No	No	

IV. CONCLUSIONS

Affirmative Action

South Africa and Namibia stand out in the region as the countries with the most advanced policies on human rights and gender equality. They rank top 50 amongst countries with best media freedom practices. Both enjoy a diverse and pluralistic media landscape that employs 50% and 40% respectively of the female media practitioners in their countries. Both share the same political history and the NBC and SABC are both parastatals operating in multi-cultural societies. Both are required by law to have Affirmative Action Plans and report to the Employment Equity Commission annually. Both have experienced a high turnover of Director-

Challenges	Success factors
<ul style="list-style-type: none"> • The main challenge concerning gender mainstreaming at the BSB is the lack of a policy for guidance and lack of legal framework to enforce gender mainstreaming • The management is not responsible for recruitment and selection of managers and have no control • They suggest that platforms should be created to share ideas and information and communication channels are not well developed. • They do not meet regularly and information usually is top down • Political appointees not always familiar with broadcasting • Bureaucracy and red tape 	<ul style="list-style-type: none"> • Despite the fact that BSB has a low representation of women at the two most senior level of the organization, it has a woman as a senior manager in the engineering department. • There are more women (55%) at middle management level that can eventually be promoted to senior and top management if clear gender mainstreaming processes are utilized.

Generals during the last few years. However, focussing on the composition of their management, the picture is quite different.

The SABC is the only broadcaster in the region with a female Group Chief Executive Officer managing a top management of 44% females, while NBC has 17%. The senior management comprises 36% women managers while NBC has 57%. At SABC the middle management consists of 41% females and NBC 32% females. When all three management cadres are combined the SABC females represent 40% of the work force and NBC 32%. NBC is currently going through a restructuring process and last year the top management was reduced from 50% female representatives to 17%. Since restructuring is still on-going it could be an explanation for the results of 57% at senior management level.

Another difference is that the SABC board and top management fully support and prioritise gender mainstreaming in its programmes and policies, while at NBC is not the case. SABC has a gender responsive budget and women empowerment is included as part of the performance management system. The SABC board approved a Three-Year Employment Equity Plan, while NBC has not done that yet. NBC on the other hand has an Affirmative Action Plan in place and even a gender policy in the pipeline, awaiting board approval. The gender focal persons at NBC enjoy minimal support and no women development programmes exist. Some organizational levels at the SABC still need to achieve gender parity, but consistency is evident at most levels to narrow the gap between the genders. SABC is doing so well because its status quo is congruent with having a systematic and organized gender mainstreaming policy. NBC is not doing well because it lacks more systems in place to create a conducive environment for gender parity. While it is compelled by the Affirmative Action Act to meet certain targets and also with a gender policy in the pipeline, it is short on implementation. NBC had 228 male and 144 employees in 2009. According to NBC's three-year Affirmative Action Plan it aimed at employing an additional 53 female employees and 22 male employees in 2010/2011 financial. However it only succeeded in employing 20 females, missing its target by 33 women; but succeeded in employing 22 men surpassing its target (NBC Affirmative Action Report 2008/2009).

Lesotho and Botswana are also peaceful countries with very effective and respected constitutions. Both have homogenous societies and both the LNBS and BSB are departments in government ministries. Botswana like Namibia and South Africa is ranked in the top 50 of countries globally with the best media freedom practices. While Lesotho is not ranked by Reporters without Borders, their journalists freely report without threats and intimidation. The Lesotho media industry has the highest (73%) employment rate of women in SADC, while Botswana media industry employs 46%, also higher than the regional SADC average. But there is evidence of slight differences in their management composition.

LNBS is the only one of the four broadcasters with not a single female in top management. It is 100% male, while BSB has 25% female representative. At LNBS senior management comprises 38% females while BSB has 27%. BSB is doing well at middle management with 55% females and LNBS has 46%. LNBS and BSB have a very low representation of women at the first and

second layer but both picks up at the middle management level. It is important that women are represented well at the decision making levels particularly at the highest levels of any organization.

Evidence indicates that in order to reach gender parity it is vital to create legal frameworks such as gender policies to mainstream all programmes, processes and actions of organizations. And make sure that they are implemented accordingly. The situation at the LNBS clearly shows that in a country with the highest female media practitioners, the highest number of female students at media tertiary institution, the highest female news sources for hard news, the highest female employees at the LNBS, it is unacceptable to have zero representation at top management and only 38% at senior management level. Lesotho has demonstrated political will when it introduced Affirmative Action during the Local elections and won with a record 58 % female law makers. They have accomplished this despite a failed attempt to get the high court to stop this initiative. Hence, LNBS can advocate for a policy of inclusion and a more balanced distribution of females at all levels. Employing more women in one department can be detrimental to the operation of the job as was demonstrated with the seven women who went on maternity leave at the same time. NBC is regressing in the area of gender balance and needs board support to effectively implement gender initiatives. BSB needs to look at the top management level and senior management level as the gender equality implementation is erratic. SABC has done fairly well on the policy formulation, but needs to improve its senior management. However, there is a systematic and predictable pattern in implementing gender equality at all levels at SABC.

Recruitment and selection

The SABC has a recruitment and selection policy that is congruent with gender equality and gender mainstreaming. The interview panels are gender-balanced and SABC's gender responsive budget caters for the recruitment of females. The NBC uses gender-balanced interview panels, but as in the case of BSB and LNBS no budget and no gender policy exists that specifically aim at promoting the upward mobility of women in the workplace. Therefore, the SABC's

organigram reflects a systematic and consistent attempt at balancing male and female workers at most levels.

The Employment Equity Commission provides certain criteria whereby women with potential can be prepared for more senior position at the workplace. NBC's Affirmative Action Plans endeavoured to employ more women at the organization in the last three years, but did not implement as envisaged. The reason could be the unstable situation that prevailed with regard to management as well as financial constraints. LNBS and BSB are directorates and the recruitment and selection of managers are facilitated through their Public Service Commissions. At SABC gender mainstreaming is part of the performance of managers and therefore recruiting and selecting a qualified, diverse and gender balanced workforce is beneficial to the managers.

Workplace Situation

The working environment at the SABC is quite conducive for female employees due to the policies in place such as the generous maternity policy, campaigns on sexual harassment, and women being promoted on merit and along guidelines set by the employment equity commission. At the NBC, it is also similar, except that the maternity leave is for three months and the gender policy still needs to be approved. At the BSB and LNBS the environment is good with similar protection under the law and an additional two hours off for lactation for the three months following maternity leave.

At NBC and SABC, the data is sex- disaggregated to ensure proper monitoring and evaluation of the status quo of women. It is also easier to get information for development partners to make better proposals when dealing with gender mainstreaming. It is not the case at the LNBS and BSB and therefore it takes time to get information in this regards. With a gender policy one would be required to have the information readily available.

The SABC has a gender responsive budget to ensure that equality in the workplace is effectively realized. NBC, LNBS and BSB do not have budgets specifically for gender mainstreaming and therefore it is difficult to realize any projects in this regard.

SABC has put in place policies and practices in place to work towards an effective manner of gender mainstreaming and also set a good example for the rest of the other broadcasters in SADC. However, there is still a lot to be done to narrow the gap between males and females status within the organization.

NBC is required by law to implement affirmative action and is having a gender policy in the pipeline and thus can improve on that. LNBS has the majority of women, and can work around the issue of elevating or promoting them to higher levels within the departments. BSB is not doing well at top and senior management, but with the 55% females at middle management it can promote them eventually to the top management.

Training and staff development

The SABC has prioritised staff development and training through the Personal Development Plans (PDP) and the needs based GIBB programme that benefited the majority of its staff. The *Women-in-Technology* programme fast track women to excel in the traditionally male dominated fields. Since capacity development is a crucial indicator for successful gender mainstreaming, the SABC board has approved a gender responsive budget to realize training goals and other gender mainstreaming initiatives.

NBC, LNBS, and BSB have no specifically designed training programmes for women but they allow women to study when opportunities arise through sponsorship programmes or through joint ventures with other institutions.

Promotion

Promotions of personnel at SABC are done through short listing qualified candidates or those with potential to occupy higher positions. This is done using the affirmative action criteria in order to be fair to all employees. The SABC maintains the same standards prescribed by its policies to promote qualified candidates. NBC, LNBS and BSB do not give special preference to promoting qualified women with potential due to the absence of such policies. Hence, all three

have the lowest representation at top management and the highest concentration of female workers at lower management levels.

Monitoring and Evaluation

The SABC's top management created the gender mainstreaming forums and committees to ensure that information and ideas are spread within their departments and then throughout the entire organization up to the provinces. The targets of affirmative action are monitored and evaluated effectively as part of the overall performances of the managers and relevant employees. Hence, gender mainstreaming is measured and managers are rewarded according to targets set and achieved. The incentive for achieving gender mainstreaming is an effective way to ensure that the system support gender mainstreaming in the organization. This is not the case at the NBC, LNBS and BSB, because they are not required to do so. However, NBC is required to submit Affirmative Action reports annually. Monitoring and evaluation is a key component in measuring what one is managing and for gender mainstreaming to be effectively implemented it should be monitored and evaluated.

V. KEY RECOMMENDATIONS MADE BY THE BROADCASTERS

SABC					
Affirmative Action	Recruitment and selection	Work-place situation	Staff development	Promotion	Monitoring and evaluation
To revisit senior level structure to include more females at this level.					
NBC					
Affirmative Action	Recruitment and selection	Work-place situation	Staff development	Promotion	Monitoring and evaluation
Better implementation of Affirmative Action Act	NBC could put into place more initiatives to encourage more women to take up careers in the media sector.	Avoid continuous re-structuring of top management as it delays implementation of existing policies.	Management to ensure the approval of the proposal submitted in this regard	Create a promotion quota for women at all levels of the organization.	Allocate a specific budget for gender mainstreaming
LNBS					
Affirmative Action	Recruitment and selection	Work-place situation	Staff development	Promotion	Monitoring and evaluation
Gender mainstreaming is urgently needed regarding all these areas. But, since the LNBS is, presently, government managed it needs to be transformed into a public broadcaster in order to facilitate the internal planning and implementation of the gender mainstreaming at all levels.					

BSB					
Affirmative Action	Recruitment and selection	Work-place situation	Staff development	Promotion	Monitoring and evaluation
Botswana should be encouraged to sign the SADC Protocol on Gender and Development in order to provide for gender mainstreaming in all areas above.					

The national broadcasters participating in the Gender Mainstreaming Self-Assessment made several key recommendations to enhance and improve the organizations’ gender mainstreaming strategy. The broadcasters acknowledged that gender policies and/or affirmative action policies are important in ensuring gender equality and gender mainstreaming. Therefore, they recommend that their institutions develop a single comprehensive policy document on gender mainstreaming for the effective implementation of gender mainstreaming programmes at all levels. When it is systematic and organized then women can easily move up the corporate ladder out of the perpetual lower positions reserved for them. Women make an important contribution to the diversity values, culture and experiences and thus women’s equal representation in decision making will enhance the broadcasters’ abilities to fully utilise the potential of women at all levels.

A gender responsive budget should be allocated for initiatives related to the implementation of gender mainstreaming and women empowerment. The aim is to facilitate resources that can improve gender mainstreaming performance and assist in the effective transformation of the broadcasters.

Support from the board, relevant ministries and top management is vital for gender mainstreaming to be implemented. Gender mainstreaming should be supported as an effective strategy to ensure gender equality within the organization and this can only be done with the appropriate support from the higher authorities.

Broadcasters should create platforms within the organization whereby information and ideas can be shared on how best to implement gender mainstreaming strategies. It is very important that the knowledge on gender mainstreaming should be promoted throughout all levels of

the institution. A strategy should be developed to ensure that the knowledge acquired can be effectively implemented by management and staff. These platforms can be realised through the creation of forums and committees on all levels that deals with gender mainstreaming. This strategy ensures that all levels of the organization are covered and gender mainstreaming is effectively implemented.

Training and capacity building of management and staff with emphasize on women empowerment is crucial as well as training about the importance of gender mainstreaming. This will allow for a situation of inclusivity and ownership of this concept. Furthermore, the broadcasters should initiate programmes encouraging women to join the media industry and particularly the male dominated fields within the industry.

Gender mainstreaming should be evident in the design and execution of programmes and policies of any organization. Therefore, it should be built into the performance management systems so that managers can be held accountable to targets that are set. Gender mainstreaming should be evaluated, measured and rewarded. In addition, organizations should create programmes on the website, radio and television to promote the concept of gender mainstreaming.

Staff should be trained to compile and use data disaggregated by sex in order to draft proper documents that will incorporate gender mainstreaming strategies.

Gender equality and women's empowerment is one of the overarching priorities of UNESCO, the other being priority Africa. 'Equality' as used here is meant to ensure that the potential of women/girls and men/boys is fully unleashed and that the value of each person is recognized without prejudice. Increasing attention is being placed on gender equality issues globally, buoyed by several legal and normative instruments: conventions and declarations. Chief among these are the Convention on the Elimination of All Forms of Discrimination against Women and the Beijing Declaration and Platform for Action.

UNESCO's Communication and Information Sector has fully embraced this commitment and has engaged globally in a wide range of gender-specific initiatives across its divisions and main actions. The two perspectives, equality between women and men working in the media and equality in news reporting on women and men, are of equal importance and are being stridently pursued.

The welcoming of the GSIM initiative by the International Programme for the Development of Communication (IPDC) attests to the importance of this topic to UNESCO Member States.

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**Communication and
Information Sector**

