



## **Gender Audit of Media Organizations in Rwanda**

**Conducted by,**

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**For Rwanda Media Commission**

**Draft Report**

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## EXECUTIVE SUMMARY

Rwanda Media Commission (RMC), in partnership with National Women's Council (NWC) with funding from UN WOMEN commissioned the gender audit of five media organizations in Rwanda namely Rwanda Media Commission (RMC); Association of Rwanda Female Journalists (ARFEM); PAX PRESS; Association of Rwanda Journalists (ARJ) and Women in Media Platform (WMP). The gender audit was conducted in the context of mainstreaming gender equality principles in media sector but especially during legislative elections of September 2018 in Rwanda.

The objectives of the audit were to:

1. Identify and analyze the strengths, good practices, weaknesses, gaps and challenges in the institutional mechanisms and processes for gender mainstreaming in the five media organizations;
2. Assess the institutional capacities (financial and technical) of the five media organizations for the possible implementation of their mandates in a more gender sensitive way;
3. Suggest a gender mainstreaming and an accountability framework to mainstream gender in the five media organizations;
4. Suggest and make relevant recommendations on how to further strengthen capacities of the five media organizations for gender mainstreaming in these organizations in short run during legislative elections and possibly in media houses in the longer run.
5. Conduct an assessment on the role of media related associations in promoting gender and making women's voice to be heard in media especially during elections.

The consultant developed a set of questions to guide the process of assessing the organizations for audit purposes. The gender audit team used Naila Kabeer method of gender analysis of the five media organizations. A participatory approach was used by the consultants in groups.

A document review was conducted by the consultants to consultant literature on gender analysis. Key documents were extensively consulted, relevant evaluations, gender analysis, lessons, and good practices in gender mainstreaming.

The consultants identified and engaged with the representatives of the five media organizations; some gender experts; gender machineries especially NWC, the donor (UN WOMEN) and media stakeholders. Also, the consultants facilitated focus group discussions (FGDs) with the five media organizations and simple self-assessments of the five media organizations conducted by their own members.

Despite that the audit found key major gaps and challenges to gender sensitivity in five media organizations, these organizations demonstrated commitment to be more gender sensitive. They committed to put in place organizational gender policies/strategies toward not only influencing gender sensitivity during legislative elections but also mainstream gender in Rwandan media as an ultimate expected positive change to see. More will is expected to be seen around equitable human and human resources allocation, access and power and voice of women and men in media houses and coverage.

The findings of the audit include the following:

- Perceived commitment and will but not fully aware of gender equality mainly among the leadership of the audited media organization;
- Strong enabling environment and an organizational culture that is supportive of gender mainstreaming in media organizations;
- There is system-wide accountability for gender mainstreaming and gender- related results within the context of gender mainstreaming strategy developed by Media High Council;
- Of all the five organizations audited, no organization has an internal policy or action plan on gender equality with clear goals, and adequate systems for monitoring, reporting and managing progress;
- No adequate knowledge, skills, financial resources and time allocated to, gender mainstreaming, including no professional to coordinate this work full-time in the audited media organizations;
- There is lack of clear roles and responsibilities of organization staff that are specifically responsible for mainstreaming gender in the five organizations;
- Mindful of limited technical and financial capacities at most of the audited media organizations, the gender audit consultants identified and are presenting the following recommendations during short term, medium and long term:
  1. That media organizations try to either recruit or add responsibilities to the existing staff to assist and coordinate gender mainstreaming in the concerned organizations. These staff would form a network of gender focal points in these media organizations for exchange of skills, knowledge and experience;
  2. That the five media organizations immediately develop internal gender equality policies based on the existing gender mainstreaming strategy in media developed by Media High Council and action plan with clearly defined gender equality goals; and
  3. That the media organizations try to strengthen and operationalize the gender promoting initiative in media that was formed in June, 2018 at Palast Rock hotel in Bugesera district, known as Media for Gender Promotion Initiative.

Over the short term, the audit consultants recommend:

1. That media organizations recruit or appoint a senior professional staff with adequate gender expertise and experience to lead gender mainstreaming in specific media organizations;
2. That media organizations management give priority to focusing the efforts on integrating gender perspectives and the principles of gender equality and women's empowerment in all new and revised systems associated with media organizations reform, including inter alia job descriptions, competency profiles, performance contracts, results-based management, project and programme development and appraisal, and monitoring and evaluation;
3. Media organizations sustain the dialogue with various partners like gender machineries and UN WOMEN for any support towards a full gender mainstreaming in all media organizations and houses in partnership with MHC.

## 1. BACKGROUND AND INTRODUCTION

In June 2018, Rwanda Media Commission (RMC) commissioned a consultant to undertake a gender audit within six media organizations namely: Rwanda Media Commission (RMC); Women in Media Platform (WMP); Association of Rwanda Female Journalists (ARFEM); PAX PRESS and Association of Rwandan Journalists (ARJ).

The consultancy was supported by National Women's Council (NWC) with funding from UN-WOMEN.

The main objective of the gender audit was to develop tools and pilot a methodology that could be applied across the full range of these media organizations and facilitates a sharing of experience. The pilot audits were conducted in June 2018.

## 2. METHODOLOGY

The methodology, which was developed through a series of consultations and workshops with the five participating organizations and other key actors like Media High Council (MHC), used the social relations framework developed by Naila Kabeer. This tool was selected among other frameworks because of its suitability to analyze organizations. Naila Kabeer is an Indian-born British Bangladeshi social economist, research fellow and writer at University of Sussex at the Institute of Development Studies ([https://en.wikipedia.org/wiki/Naila\\_Kabeer](https://en.wikipedia.org/wiki/Naila_Kabeer)).

Also, Social Relations Framework was selected as the most appropriate tool for the audit due to its applicability to these media organizations as institutions and it helps to analyze whether men and women are treated equally in relation to how they access institutions' resources, how they execute their duties and how they exercise power relations.

The gender audit methodology and Naila Kabeer was initially tested during a participatory workshop and validated by respondents before they filled the tool/questionnaire. This note summarizes the key findings and learning that emerged from the audit.

### 2.1 Major components of Social Relations Framework and their applicability

Before applying Social Relations Framework, it is useful to describe its major components namely: rules and how they apply in practice; activities of the media organizations examined with a gender lens; how are resources used and the outcomes; the people, management and responsibilities; and how and in whose interest power is exercised.

Experts (March et al, 1999) and Kabeer N. (1996) have argued that the main objective of a gender analysis in development is to analyze gender inequalities through analyzing rule, activities, material and non-material resources, people and power. The following is a description of the five components of Social Relations Framework by Kabeer:

1. Policies/Rules/Laws: These instruments form an important component of Social Relations Frame Work in terms of gender sensitivity of an institution so they are assessed whether their formulation is gender sensitive or not but also their applicability.
2. Activities: The kinds of activities the media organizations implement or not that promote gender equality are assessed.
3. Resources: Material and non-material resources of the organization are assessed for gender sensitivity. These include physical infrastructure like separate toilets for men and women.
4. People: The Staff of the media organizations both women and men and their working relations are analyzed. This includes the extent of inclusion and exclusion if any. Also analyzed is how the organization management value staff with gender sensitivity or not.
5. Power: Also to be analyzed under the social relations frame work is the power and how it is exercised with gender sensitivity or not in terms of tasking and decision making.

## 2. Key features of the methodology

- It was a fully **participatory and interactive** process involving many staff and members of the board of the participating organizations. Ownership of the findings and resulting action plans lay with the organizations.
- It was a **self-assessment** process too. The audits were not intended to produce expert plans developed by the external consultant whose role was limited to guiding and mentoring each organization's internally nominated participants.
- It was a **rapid** approach to develop tools in terms of questionnaires, auditing, producing a "snapshot" of the organizations' current policies, strategies, culture and behavior in relation to gender equality.
- The methodology aimed to present an **evidence-based** approach to gender auditing, using both quantitative and qualitative tools.
- The first gender audit and resulting action plan **provides a baseline** against which future assessments can be conducted, and incorporated into organizational strategies.
- It requires an internal will and tangible support from senior managers of these organizations.

## 2. KEY FINDINGS AGAINST THE ADMINISTERED QUESTIONNAIRE

In terms of quantity, the majority of the respondents who represented the media organizations at high level during the audit were male, while the minority was female.

In response to the question as to whether gender policy exists in their respective organizations and in line with Rwanda's gender policy or MHC strategy and prioritizes gender equality, all the five organizations (RMC, ARFEM, ARJ, PAX PRESS, WMP, RCRN) were found not to be having internal policies or strategies on gender equality and women empowerment.

Also some of the respondents agreed that most of their staff have not seen, not read and therefore not applied the gender policies in their work and that it's not easy to access the policies for those who supposedly have them.

All the five organizations agreed and committed that having such policies is necessary, and all were going to take steps to ensure these policies were developed. Gender equality is reported to be a very high priority for all members at highest levels e.g. board members. Majority thinks that in order to have appropriate and strong institutional gender policies, thorough and adequate analysis of the gaps should be made. Some organizations e.g. ARFEM expressed commitment to do more but lament limited financial resources to recruit permanent staff to integrate gender equality on a daily basis.

In response to the question of what financial resources allocated by the organizations to implement and support gender equality, it was found that almost all organizations agreed that both financial, time and human resources are not fully allocated to the promotion of gender equality in their respective institutions. The point of concern being that the organizations do not have sufficient budgets to fund the gender related expenditures such as training on gender equality and development of mechanisms and tools on gender equality and women's empowerment.

From the administered questionnaire, it was further found out that all organizations did not have tools to conduct gender analysis or had access to or knowledge of where to get tools. They all agree that gender analysis should be included in all aspects of programme design and evaluation. In addition, there is lack of skills and knowledge to use the gender analysis tools.

In response to the question whether there are systems and procedures in place for checking progress and reporting achievements, the findings reveal that not all organisations had human resources and programme monitoring and evaluation systems that disaggregated data on a quantifiable basis between men and women. There was agreement, however, that this was not enough and that evaluations should always look more closely at the quality and impact of participation, and aim to draw out any differences in the quality and impact between women and men.

Also, none of the organisations had a procurement policy that took account of suppliers' practice of gender equality. Most of the organisations thought this was a radical step as they were used to

basing all purchase decisions solely on value for money. However, it was generally agreed that it would not be difficult to request firms to provide their gender policy when submitting a bid, and where two companies were equal in terms of product quality and value for money, affirmative action could be taken to support those that did have a gender equality policy and / or women-owned enterprises.

The audit also realized that organizational structures and control mechanisms that promote and reward gender equitable behavior differ among the organizations. Some organizations have a dedicated gender officer or unit which has the responsibility to mainstream gender into all programmes. In the absence of inclusion of gender within work plans, there was no mechanism for ensuring staff did always include gender analysis in programme design and evaluations, nor was there a way of rewarding good practice with regard to inclusion of gender.

In regard to the question if organizations have mechanisms in place for sharing information on gender issues internally, all of them were of the view that they use the routine staff meetings. Others pointed out that, it's through gender related trainings that they get to learn and acquire more information on the subject of gender issues. The all recommend that there is need for systems to permit learning and information sharing on gender related issues. There was also a general agreement that one of the prime benefits of this gender audit and training workshop is that it created an opportunity for close working and sharing of experience among the participating organizations.

Given the cross cutting nature of gender equality, most partners of the five media organizations are curious to know what is required of them in terms of gender equality. Most of the organizations were of the view that partners knew their commitment to gender equality even though it was not explicitly referred to in partnership agreements.

The audit identified that most media organizations do not have human resource policies/strategies and salary policies, and to a larger extent gender equality is not included in terms of recruitment, salary policies etc. Most organizations do not have strategies to make sure that the staff is gender balanced. In some organizations, both sexes are equally represented without segregation in the allocation of resources such as training and capacity building activities.

In most organizations, opportunities for development to managerial and decision making posts are inclusive and open to everyone on equal basis and without discrimination and the main reasons being that it's a constitutional requirement to observe the 30% quota. Also, most media organizations do not have a code of conduct and most employees have not been informed about the code of conduct which to some extent is useful in mitigating gender based violence tendencies at the work place.

In all media organizations assessed, there are no whistle blower functions or other mechanisms in place that would allow someone to report gender discrimination, sexism, or any action rooted in unfair treatment based on gender prejudices. There are no assessments of the physical security procedures in place, including the safety of male and female employees at the workplace. Some



but not all organizations do not offer opportunities for staff capacity-building, training, technical support, to strengthen the knowledge of gender issue and most organizations do not have gender specialists.

Pertaining to Gender Equality in Projects and Programmes, most organizations do not collect gender/sex disaggregated data for gender analyses. Most organizations do not systematically process and present sex disaggregated data in all corporate documents, namely in their analysis and reports, indicating quantified values regarding male and female workers.

The organizations do not ensure linkages to national, regional and international Gender Equality resolutions, conventions and frameworks in the organizations work.

Time and resources are not given within the planning and implementation cycles in most organizations to conduct the necessary consultation with men, women, boys and girls to ensure gender equality in all projects that are carried out by the team. In almost all organisations, a gender analysis or similar, is not always done before a project and programme start.

These organizations do not have systematic/consistent dialogue with beneficiaries/audiences and partners on values related to gender equality and they do not include female and male stakeholders in the different stages of the project process to consider their perspectives and input in the operations. They also don't have systems in place to monitor and follow up results related to gender equality and rights of women and girls.

The auditors can conclude that majority of the organizations are not doing enough to move towards their visions (those who have them) for gender equality. These organizations expressed the need for strategies for gender equality.

## 4. OTHER KEY LEARNING POINTS

### 4.1. Use of the tool (questionnaire) and Social Relations framework for analysis:

The Social Relations framework and the tool adapted for use in the gender audits is a strategic management tool. Using this tool to conduct the gender audit exposes issues relating to everything from information systems to management style and relations with partners. As such it presents a challenge, especially for the senior management of the organization, to respond appropriately with a significant and widespread programme of organizational change.

### 4.2. Expectations from workshop

The methodology relied heavily on participative interactive workshop that took place at Palast Rock Hotel in Nyamata, Bugesera District from 29-30 June 2019 but of course complementing other individual consultations. The workshop was generally lively and productive sessions but it

is worth noting some of the limitations of the workshop as a process tool, as these were experienced to varying degrees during the gender audits:

- A workshop, however effective, the facilitation, will be impacted by the current organizational mood and by internal dynamics such as rivalry or even conflict between groups and individuals.
- A workshop is an excellent forum for creativity, for sharing and developing ideas and for gaining organizational commitment to action. When time is limited (eg half a day), however, a workshop is often not the best place for producing a comprehensive action plan that is internally consistent and takes into account resource constraints, linkages and dependencies between actions and other feasibility issues. This does not imply that workshops should not be held but outputs should be regarded as ‘first draft action plans’ and subsequently carefully scrutinized and each action tested for its feasibility.

#### 4.3. Internal & external pressures for change

In all cases, the outcome is that the workshop raised awareness of gender equality issues within the organizations and enhanced commitment to mainstreaming gender equality concerns. Almost all of the organizations were encouraged to do more on gender by starting with establishment of internal gender policies and anti Gender Based Violence (GBV) policies and strategies. The pressure from partners e.g. National Women’s council, UNWOMEN, other National Gender Machineries and a gender progressive government in general exerts pressure to media organizations for change.

#### 4.4. Self-assessment vs independent assessment

Although the process was participatory, it was independent or external as it was conducted by an independent consultant and therefore it should be assumed that the organizations were not over generous in their self-assessment. In nearly all cases they were very self-critical.

#### 4.5. Opportunities for joint action and further support

The key to ensuring implementation of the findings and recommendations will be the identification and management of monitorable indicators. One idea, raised during a gender auditors’ workshop, is to ensure that media organizations form some sort of network to mainstream gender equality and women’s empowerment in media in Rwanda and try to keep in touch with NWC and other Gender Machineries for possible continued partnership. During the closure of the workshop, UNWOMEN promised possible continued financial and technical support to mainstream gender in media.

These organizations also committed to start with ensuring gender equality principles are respected while covering the September, 2018 legislative elections in Rwanda. RMC volunteered to coordinate more media coverage and awareness on various media platforms including community radios, private radios and TVs, social media and other promotional materials.

## ANNEXES: GENDER ANALYSIS TOOLS USED FOR AUDITING THE MEDIA ORGANIZATIONS

### Annex 1: ARFEM:

Name of Organisation    ARFEM		
Name of contact person (mob, email) INGABIRE Egidie Bibio	Telephone 0788691820	E-mail edigie.bibio@gmail.com
Date of assessment 29/06/2018	Country/City KIGALI	Org number (if available) 84

A TOOL FOR ASSESSING GENDER EQUALITY AT RMC, ARJ, ARFEM, WMP, PAX PRESS, June 2018.

### ORGANISATION INTERNAL SELF-ASSESSMENT QUESTIONNAIRE

#### A. Introduction :

Gender equality and women's empowerment have been prioritized issues in Rwandan policies and strategies, with great achievements in some areas e.g. Rwanda being the country with the highest number (61%) of women in parliament. However, some issues still exist including negative cultural and religious perceptions including limited participation in both numbers and voice in media and how media covers women and men in Rwanda.

A gender-sensitive organizational assessment is a systematic and objective assessment of the design and planning (objectives, results pursued, activities planned), the implementation and results of an ongoing project, programme, a policy or an organization from a gender perspective, with the aim of seeking to have a process of continuous improvement.

#### B. The purpose of the questionnaire:

In partnership with National Women's Council (NWC) and Rwanda Media Commission (RMC) with funding from UNWOMEN, RMC is conducting a Gender Analysis of your organisation. The two main questions to be answered by the analysis are:

1. To what extent does your organisation's policies/strategies on gender equity get translated into programmes and interventions? And

2. To what extent do internal organisational policies and practices reflect a commitment to gender equity ?

The analysts would like to consult with two representatives (if possible female and male) of your organization and get your perceptions of gender mainstreaming and gender equity. This consultation comprises this short anonymous questionnaire and if possible, some focus group discussions. This questionnaire is intended to provide some background information for the respondents and focus group discussions, and should not take you longer than 10-20 minutes to complete. When all the data has been collected in and analysed, you will be invited to attend a meeting at which we will inform you of the findings, and give you an opportunity to contribute to development of refining the report and possibly an action plan aimed at improving the organisation's performance on gender equity.

We would be very grateful if you would complete this questionnaire as adequately as possible. We appreciate that some of the questions may not apply to you.

### C. Methodology

This questionnaire is somehow based on Social Relations gender analysis framework developed by Naila Kabeer due to its suitability in analyzing the organizations. Kabeer is an Indian-born British Bangladeshi social economist, research fellow and writer at University of Sussex at the Institute of Development Studies ( [https://en.wikipedia.org/wiki/Naila\\_Kabeer](https://en.wikipedia.org/wiki/Naila_Kabeer)). Social Relations Framework was selected as the most appropriate tool for the analysis due to its applicability to analyse these institutions. The approach helps to analyze whether the organization has gender policies and the extent of their applicability. It analyses whether men and women are treated equally in relation to how they access organizations' resources, how they execute their duties, how they exercise power relations.

Thank you for your assistance. Please return this form by the end of .....

### D. Instructions and ethical guidelines:

This questionnaire is anonymous: we do not intend to know your name or job title, but we do need some basic information to help us with analysing the data:

Please tick or encircle your responses:

Are you female or male?	Are you:
-------------------------	----------

Female	X	Head/ Manager	X
Male		Admin / support staff	

Accountability :The policy of the organisation with respect to GE:

How high a priority is placed on gender equality by the organization board?

	Please tick:	
	by the board	by secretariat/directorate
Very high priority	V	
High priority		
Moderate priority		
Low priority		
Don't know		

#### E. Management and organisation

Does your organization have a gender equality policy and/or strategy?

Yes            **X**            No

Have you organization seen and a read a written National gender policy?

Yes                            No **X**

Does your organization make use of the policy/strategy in your work?

Yes                            No **X**

Does your organization think the policy/strategy in your work?

Yes            **X**            No

Do you think the policy is appropriate?

Yes            **X**            No

Do you think the policy is strong enough?

Yes            **X**            No

If no, please comment:

If yes, to what extent is the policy/strategy being implemented?

**60% because of our limited resources and budget, we do not even have a secretariat. This means that no permanent staff to deal with our affairs on daily basis.**

What resources does the organisation provide to implement and support gender equality?

	Please tick as many as apply:	
	i) are these resources provided now?	ii) should these resources be provided in future, or more of them?
Financial resources for GE	X	V
Staff time allocated to GE	X	V
Expert advice / coach on GE	X	V
Training opportunities promoting GE	V	V
Reports & other materials that are gender responsive	V	V
Rewards & incentives for implementing GE	V	V
Don't know what is provided for GE		

Is the strategy easy to access?

Yes V No

Who has decided the policy/strategy? The annual meeting or similar? **G.A**

How has the organization been informed about the policy/strategy? Please elaborate:

- **Regular meetings**
- **G.A**
- **Trainings**
- **Workshops**
- **Radio/TV talk shows**
- **Etc**

Please attach the policy/strategy to this document.

1. If you have a gender equality policy and/or strategy?, when are the policy/strategy followed up? For example at annual meetings, etc? **Yes**
2. Does your organization have a HR policy/strategy and salary policy, to what extent is gender equality included in terms of recruitment, salary policies etc? **N/A**

Please elaborate: **We don't have permanent staff**

3. How does your organization make sure that the staff is gender balanced? **N/A**

Please elaborate: **In our organization we are all women and we do not have permanent staff**

4. In our organization, both sexes are equally represented in the allocation of resources (Resources includes the budget, training, and capacity development.

Yes                                      No                                      **N/A (except when hiring external consultancies for certain work)**

If yes, please explain:

5. Opportunities for development to managerial and decision making posts are inclusive and open to everyone equally and without discrimination.

Yes **X**                                      No

If yes, please explain your strategies to make sure there are no discrimination. **In our recruitment process we give equal chance to both men and women**

6. Does your organization have an internal code of conduct?

Yes                                      No **X**

If yes, have all employees/**members** been informed about the code of conduct?

Yes    No **N/A**

If yes, please elaborate on when and how. **N/A**

If yes, please attach the code of conduct or similar, to this document.

.....

7. Are there a whistle blower function or other mechanisms in place that would allow someone to report gender discrimination, sexism, or any action rooted in unfair treatment based on gender prejudices.?

Yes                                      No **X**

If yes, how is these cases handled? Please explain:

8. There are an assessment of the physical security procedures in place, including the safety of male and female employees traveling to and from the workplace, and on organisational-related business, and the safety of staff in the workplace. **N/A**

Yes No

#### F. Gender Equality Capacity

1. Does your organisation offer opportunities for staff/members (capacity-building, training, technical support, to strengthen the knowledge of gender issues?

Yes **X** No

If yes, please give examples:

**When there is any presented opportunity for a temporal jobs; we offer chance to those in need**

2. Does your organisation have a gender specialist?

Yes No **X**

If yes, where in the organisation is this person placed?

Whom does s/he report to? How much time allocated can this person work with these issues?

Please indicate in % of 100% working hours.

Please attach the ToRs for this position to this document.

#### J. Gender Equality in Projects and Programmes

1. Does your organization collects gender/sex disaggregated data for gender analyses; to determine if refinement is needed for programme and project approaches.

Yes No **N/A**

2. Does your organization systematically process and present sex disaggregated data in all corporate documents, namely in our analysis and reports, indicating quantified values regarding male and female workers

Yes No **N/A**

If yes, please give examples.



3. The organization ensures linkages to national, regional and international Gender Equality resolutions, conventions and frameworks in the organizations work.

Yes **X**

No

If yes, please explain.

**ARFEM has worked with various regional and international organizational and we have a will to continue in this path. ARFEM also responds to the Rwandan Constitutional which gives a value to the international treaties, instruments and protocols.**

4. Time and resources are given within the planning and implementation cycles to conduct the necessary consultation with men, women, boys and girls to ensure gender equality in all projects that are carried out by the team,

Yes

**X**

No

If yes, please explain.

**We did different workshop aimed at promoting equal right for boys and girls. Promotion of empowering of women and girls rights workshops have been conducted.**

5. A gender analysis or similar, is always done before a project and programme start?

Yes

No **X**

If yes, please attach some examples.

6. Our organisation has systematic/consistent dialogue with beneficiaries/audiences and partners on our values related to gender equality, and weaknesses in the work related to this are managed and addressed.

Yes **X**

No

If yes, please give examples.

**We address the issue during our meetings, workshops and GA but we don't have permanent or a regular**

7. Our organization includes female and male stakeholders in the different stages of the project process and includes their perspectives and input in the operations.

Yes **X**

No

If Yes, Please explain.

**While running a project we involve RMC, ARJ, MHC as top stakeholders. We always take into considerations their comments, suggestions and observations.**

8. Does your organization have systems in place to monitor and follow up results related to gender equality and rights of women and girls?

Yes

No **X ( we do follow through National and international surveys and researches and the we take action accordingly)**

If yes, please explain and give examples.

K. In Conclusion:

9. Do you think the organization is doing enough to move towards its vision for GE?

Yes

No **X**

10. If NO, what more do you think should be done?

- **Women is our target audience**
- **No permanent staff**
- **Limited resources**
- **Limited skills**

11. Are there any other gender related issues you would like to raise that are not covered in this survey?

- **Gender mainstreaming on roots ground**
- **Gender with religion**
- **Gender with culture**
- **Play a big role on social constructed matter**

29/06/2018

---

Date

---

Signature

## Annex 2: PAX PRESS

Name of Organisation PAX PRESS		
Name of contact person (mob, email)  Albert Baudouin TWIZEYIMANA	Telephone  0788735873	E-mail  albertbaudouinpaxpress@gmail.com
Date of assessment  29/06/2018	Country/City  RWANDA	Org number (if available)  154

A TOOL FOR ASSESSING GENDER EQUALITY AT RMC, ARJ, ARFEM, WMP, PAX PRESS, June 2018

### ORGANISATION INTERNAL SELF-ASSESSMENT QUESTIONNAIR

#### G. Introduction :

Gender equality and women's empowerment have been prioritized issues in Rwandan policies and strategies, with great achievements in some areas e.g. in Rwanda being the country with the highest number (64%) of women in parliament. However, some issues still exist including negative cultural and religious perceptions including limited participation in both numbers and voice in media and how media covers women and men in Rwanda. A gender-sensitive organizational assessment is a systematic and objective assessment of the design and planning (objectives, results pursued, activities planned), the implementation and results of an ongoing project, programme, a policy or an organization from a gender perspective, with the aim of seeking to have a process of continuous improvement.

#### H. The purpose of the questionnaire:

In partnership with National Women's Council (NWC) and Rwanda Media Commission (RMC) with funding from UNWOMEN, RMC is conducting a Gender Analysis of your organisation. The two main questions to be answered by the analysis are:

3. To what extent does your organisation's policies/strategies on gender equity get translated into programmes and interventions? And
4. To what extent do internal organisational policies and practices reflect a commitment to gender equity ?

The analysts would like to consult with two representatives (if possible female and male) of your organization and get your perceptions of gender mainstreaming and gender equity. This consultation comprises this short anonymous questionnaire and if possible, some focus group discussions. This questionnaire is intended to provide some background information for the respondents and focus group discussions, and should not take you longer than 10-20 minutes to complete. When all the data has been collected in and analysed, you will be invited to attend a meeting at which we will inform you of the findings, and give you an opportunity to contribute to development of refining the report and possibly an action plan aimed at improving the organisation's performance on gender equity.

We would be very grateful if you would complete this questionnaire as adequately as possible. We appreciate that some of the questions may not apply to you

#### I. Methodology

1. This questionnaire is somehow based on Social Relations gender analysis framework developed by Naila Kabeer due to its suitability in analyzing the organizations. Kabeer is an Indian-born British Bangladeshi social economist, research fellow and writer at University of Sussex at the Institute of Development Studies ( [https://en.wikipedia.org/wiki/Naila\\_Kabeer](https://en.wikipedia.org/wiki/Naila_Kabeer)). Social Relations Framework was selected as the most appropriate tool for the analysis due to its applicability to analyse these institutions. The approach helps to analyze whether the organization has gender policies and the extent of their applicability. It analyses whether men and women are treated equally in relation to how they access organizations' resources, how they execute their duties, how they exercise power relations.

Thank you for your assistance. Please return this form by the end of .....

#### J. Instructions and ethical guidelines:

This questionnaire is anonymous: we do not intend to know your name or job title, but we do need some basic information to help us with analysing the data:

Please tick or encircle your responses:

Are you female or male?		Are you:	
Female		Head/ Manager	X
Male	X	Admin / support staff	

Accountability :

The policy of the organization with respect to GE:

How high a priority is placed on gender equality by the organization board?

	Please tick:	
	by the board	by secretariat/directorate
Very high priority	X	
High priority		X
Moderate priority		
Low priority		
Don't know		

K. Management and organisation

10. Does your organization have a gender equality policy and/or strategy?

Yes

No

Have you seen a written GENDER policy?

Yes

No

Do you understand the policy?

Yes No

Do you make use of the policy in your work?

Yes No

Do you think the policy is appropriate?

Yes No

Do you think the policy is strong enough?

Yes No

If no, please comment:

If yes, to what extent is the policy/strategy being implemented?

What resources does the organisation provide to implement and support gender equality?

		Please tick as many as apply:	
		i) are these resources provided now?	ii) should these resources be provided in future, or more of them?
	Financial resources for GE		x
	Staff time allocated to GE		x
	Expert advice / consultancy on GE		x
	Training opportunities on GE		x

Reports & other materials on GE		x
Management time for GE		x
Rewards & incentives for implementing GE		x
Don't know what is provided for GE		

Is the policy easy to access?

Yes

No

Who has decided the policy/strategy? The annual meeting or similar? GA

How has the organization been informed about the policy/strategy? Please elaborate:

PAX PRESS collaborates with WOMEN IN NEWS to develop the gender policy

Please attach the policy/strategy to this document.

11. If you have a gender equality policy and/or strategy?, when are the policy/strategy followed up? For example at annual meetings, etc.? workshop for GE policy

12. Does your organization have a HR policy/strategy and salary policy, to what extent is gender equality included in terms of recruitment, salary policies etc? Not yet

Please elaborate:

13. How does your organization make sure that the staff is gender balanced?

Please elaborate: NUMBER; 4 Females & 5 males

14. In our organization, both sexes are equally represented in the allocation of resources (Resources includes the budget, training, and capacity development.

Yes

No

If yes, please explain:

15. Opportunities for development to managerial and decision making posts are inclusive and open to everyone equally and without discrimination.

Yes

No

If yes, please explain your strategies to make sure there are no discrimination. We try to observe the 30 % requirement. We consider the Procedure manual determines the GE

16. Does your organization have a code of conduct?

Yes

No

If yes, have all employees been informed about the code of conduct?

Yes

No

N/A

If yes, please elaborate on when and how.

If yes, please attach the code of conduct or similar, to this document.

17. Are there a whistle blower function or other mechanisms in place that would allow someone to report gender discrimination, sexism, or any action rooted in unfair treatment based on gender prejudices.?

Yes

No

If yes, how is these cases handled? Please explain: The Organization has the conflict resolution committee

18. There are an assessment of the physical security procedures in place, including the safety of male and female employees traveling to and from the workplace, and on organisational-related business, and the safety of staff in the workplace.

Yes

No

#### L. Gender Equality Capacity

3. Does your organisation offer opportunities for staff (capacity-building, training, technical support, to strengthen the knowledge of gender issues.

Yes

No

If yes, please give examples: This training we are attending

- Female moderators

- Reporters on GBV.

4. Does your organisation have a gender specialist?

Yes

No



If yes, where in the organisation is this person placed? **N/A**

Whom does s/he report to?

How much time allocated can this person work with these issues? Please indicate in % of 100% working hours.

Please attach the ToRs for this position to this document.

L. Gender Equality in Projects and Programmes

12. Does your organization collect gender/sex disaggregated data for gender analyses; to determine if refinement is needed for programme and project approaches.

**Yes**

No

13. Does your organization systematically process and present sex disaggregated data in all corporate documents, namely in our analysis and reports, indicating quantified values regarding male and female workers

Yes

**No**

If yes, please give examples.

14. The organization ensures linkages to national, regional and international Gender Equality resolutions, conventions and frameworks in the organizations work.

**Yes**

No

If yes, please explain.

15. Time and resources are given within the planning and implementation cycles to conduct the necessary consultation with men, women, boys and girls to ensure gender equality in all projects that are carried out by the team,

**Yes**

No

If yes, please explain.

16. A gender analysis or similar, is always done before a project and programme start?

**Yes**

No

If yes, please attach some examples.

17. Our organisation has systematic/consistent dialogue with beneficiaries/audiences and partners on our values related to gender equality, and weaknesses in the work related to this are managed and addressed.

Yes

**No**

If yes, please give examples.

18. Our organization includes female and male stakeholders in the different stages of the project process and includes their perspectives and input in the operations.

Yes

No

If Yes, Please explain.

Men and women, both contribute in organization's activities without discrimination.

19. Does your organization have systems in place to monitor and follow up results related to gender equality and rights of women and girls?

Yes

No

If yes, please explain and give examples.

During the community debate, we count the time of the speech of women and men

M.In Conclusion:

20. Do you think the organization is doing enough to move towards its vision for GE?

Yes

No

21. If NO, what more do you think should be done?

Finalize the Gender Policy.

22. Are there any other gender related issues you would like to raise that are not covered in this survey?

Not sure.

29 June 2018

---

Date

---

Signature

## Annex 3: Women in Media Platform

<b>Name of Organisation</b>  <b>WOMEN IN MEDIA PLATFORM</b>		
<b>Name of contact person</b> (mob, email) Regine AKARIKUMUTIMA	<b>Telephone</b>  0783471034	<b>E-mail</b>  akarikr22sept@gmail.com
<b>Date of assessment</b> 29 <sup>th</sup> June 2018	<b>Country/City</b>  RWANDA	<b>Org number (if available)</b>  42

A TOOL FOR ASSESSING GENDER EQUALITY AT RMC, ARJ, ARFEM, WMP, PAX PRESS, June 2018

### ORGANISATION INTERNAL SELF-ASSESSMENT QUESTIONNAIRE

#### M.Introduction :

Gender equality and women's empowerment have been prioritized issues in Rwandan policies and strategies, with great achievements in some areas e.g. in Rwanda being the country with the highest number (64%) of women in parliament. However, some issues still exist including negative cultural and religious perceptions including limited participation in both numbers and voice in media and how media covers women and men in Rwanda. A gender-sensitive organizational assessment is a systematic and objective assessment of the design and planning (objectives, results pursued, activities planned), the implementation and results of an ongoing project, programme, a policy or an organization from a gender perspective, with the aim of seeking to have a process of continuous improvement.

#### N. The purpose of the questionnaire:

In partnership with National Women's Council (NWC) and Rwanda Media Commission (RMC) with funding from UNWOMEN, RMC is conducting a Gender Analysis of your organisation. The two main questions to be answered by the analysis are:

5. To what extent does your organisation's policies/strategies on gender equity get translated into programmes and interventions? And **30%**

6. To what extent do internal organisational policies and practices reflect a commitment to gender equity? **YES 80%**

The analysts would like to consult with two representatives (if possible female and male) of your organization and get your perceptions of gender mainstreaming and gender equity. This consultation comprises this short anonymous questionnaire and if possible, some focus group discussions. This questionnaire is intended to provide some background information for the respondents and focus group discussions, and should not take you longer than 10-20 minutes to complete. When all the data has been collected in and analysed, you will be invited to attend a meeting at which we will inform you of the findings, and give you an opportunity to contribute to development of refining the report and possibly an action plan aimed at improving the organisation's performance on gender equity.

We would be very grateful if you would complete this questionnaire as adequately as possible. We appreciate that some of the questions may not apply to you.

## O. Methodology

This questionnaire is somehow based on Social Relations gender analysis framework developed by Naila Kabeer due to its suitability in analyzing the organizations. Kabeer is an Indian-born British Bangladeshi social economist, research fellow and writer at University of Sussex at the Institute of Development Studies ( [https://en.wikipedia.org/wiki/Naila\\_Kabeer](https://en.wikipedia.org/wiki/Naila_Kabeer)). Social Relations Framework was selected as the most appropriate tool for the analysis due to its applicability to analyse these institutions. The approach helps to analyze whether the organization has gender policies and the extent of their applicability. It analyses whether men and women are treated equally in relation to how they access organizations' resources, how they execute their duties, how they exercise power relations.

Thank you for your assistance. Please return this form by the end of .....

P. Instructions and ethical guidelines:

This questionnaire is anonymous: we do not intend to know your name or job title, but we do need some basic information to help us with analysing the data:

Please tick or encircle your responses:

Are you female or male?		Are you:	
Female	<u>X</u>	Head/ Manager	<u>X</u>
Male		Admin / support staff	

Accountability :

The policy of the organisation with respect to GE:

How high a priority is placed on gender equality by the organisation board?

	Please tick:	
	by the board	by secretariat/directorate
Very high priority	<u>X</u>	<u>X</u>
High priority		
Moderate priority		
Low priority		
Don't know		

Q. Management and organization

19. Does your organization have a gender equality policy and/or strategy?

Yes No

Have your organization seen and read a written National gender policy?

Yes No

Does your organisation make use of this policy/ strategy in your work?

Yes No

Does your organisation think the national gender policy is appropriate?

Yes No

If no, please comment:

If yes, to what extent is the national Gender policy/strategy being implemented?

***Lack of means 30%***

What resources does the organisation provide to implement and support gender equality?

Please tick as many as apply:		
<b><i>Money, founds, human</i></b> <b><i>It's a process now and in future</i></b>	i) are these resources provided now?	ii) should these resources be provided in future, or more of them?
Financial resources for GE	<b><i><u>Not enough</u></i></b>	
Staff time allocated to GE	<b><i><u>Not enough</u></i></b>	
Expert advice / coach on GE	<b><i><u>Not enough</u></i></b>	
Training opportunities on GE	<b><i><u>Not enough</u></i></b>	
Reports & other materials that are gender responsive	<b><i><u>Not enough</u></i></b>	
Rewards & incentives that promoting GE	<b><i><u>Not enough</u></i></b>	
Don't know what is provided for GE	-	

Is the policy easy to access?

***Yes***

No

Who has decided the policy/strategy? The annual meeting or similar? ***General assembly***

How has the organization been informed about the policy/strategy? Please elaborate:

***In the General Assembly it has been N read and commented, signed.***

Please attach the policy/strategy to this document.

20. If you have a gender equality policy and/or strategy?, when are the policy/strategy followed up? For example at annual meetings, etc.? six months meeting

21. Does your organization have a HR policy/strategy and salary policy, to what extent is gender equality included in terms of recruitment, salary policies etc?

Please elaborate: yes we have the strategy and we don't have funds to implement

22. How does your organization make sure that the staff is gender balanced?

Please elaborate: in recruitment, employment

23. In our organization, both sexes are equally represented in the allocation of resources (Resources includes the budget, training, and capacity development.

Yes No

If yes, please explain: we have both men and women (number is equal)

24. Opportunities for development to managerial and decision making posts are inclusive and open to everyone equally and without discrimination.

Yes No

If yes, please explain your strategies to make sure there are no discrimination.

25. Does your organization have a code of conduct?

Yes No

If yes, have all employees been informed about the code of conduct?

Yes No

If yes, please elaborate on when and how.

If yes, please attach the code of conduct or similar, to this document.

In the General Assembly that made it signed

26. Are there a whistle blower function or other mechanisms in place that would allow someone to report gender discrimination, sexism, or any action rooted in unfair treatment based on gender prejudices?

Yes No

If yes, how is these cases handled? Please explain: we have a gender desk in our organization

27. There are an assessment of the physical security procedures in place, including the safety of male and female employees traveling to and from the workplace, and on organisational-related business, and the safety of staff in the workplace.

Yes

No

#### R. Gender Equality Capacity

5. Does your organisation offer opportunities for staff (capacity-building, training, technical support, to strengthen the knowledge of gender issues.

Yes

No

If yes, please give examples: training, funds

6. Does your organisation have a gender specialist?

Yes

No

If yes, where in the organisation is this person placed? Consultant

Whom does s/he report to? To Executive Director

How much time allocated can this person work with these issues? Please indicate in % of 100% working hours. 30%

Please attach the ToRs for this position to this document.

#### N. Gender Equality in Projects and Programmes

23. Does your organization collects gender/sex disaggregated data for gender analyses; to determine if refinement is needed for programme and project approaches.

Yes

No

24. Does your organization systematically process and present sex disaggregated data in all corporate documents, namely in our analysis and reports, indicating quantified values regarding male and female workers

Yes

No

If yes, please give examples.

25.

26. The organization ensures linkages to national, regional and international Gender Equality resolutions, conventions and frameworks in the organizations work.

Yes

No

If yes, please explain.



27. Time and resources are given within the planning and implementation cycles to conduct the necessary consultation with men, women, boys and girls to ensure gender equality in all projects that are carried out by the team,

28. Yes No

If yes, please explain.

29. A gender analysis or similar, is always done before a project and programme start?

Yes No

If yes, please attach some examples.

**We make a meeting to plan and to look at the execution**

30. Our organisation has systematic/consistent dialogue with beneficiaries/audiences and partners on our values related to gender equality, and weaknesses in the work related to this are managed and addressed.

Yes No

If yes, please give examples.

31. Our organization includes female and male stakeholders in the different stages of the project process and includes their perspectives and input in the operations.

Yes No

If Yes, Please explain.

32. Does your organization have systems in place to monitor and follow up results related to gender equality and rights of women and girls?

Yes No

If yes, please explain and give examples.

O.In Conclusion:

33. Do you think the organization is doing enough to move towards its vision for GE?

Yes No

**Not enough means**

34. If NO, what more do you think should be done?

**Increase funds**

35. Are there any other gender related issues you would like to raise that are not covered in this survey?

**Surveys are not enough covered by our organization because of lack of means (funds)**

\_\_\_\_\_

Date

\_\_\_\_\_

Signature

#### Annex 4: Rwanda Media Commission

<b>Name of Organisation</b>		
RWANDA MEDIA COMMISSION		
<b>Name of contact person</b> (mob, email)	<b>Telephone</b>	<b>E-mail</b>
Emmanuel MUGISHA	0788449916	emma2rw@gmail.com
<b>Date of assessment</b>	<b>Country/City</b>	<b>Org number (if available)</b>
29 June 2018	RWANDA / KIGALI	-----

A TOOL FOR ASSESSING GENDER EQUALITY AT RMC, ARJ, ARFEM, WMP, PAX PRESS, June 2018.

#### ORGANISATION INTERNAL SELF-ASSESSMENT QUESTIONNAIRE

##### S. Introduction :

Gender equality and women's empowerment have been prioritized issues in Rwandan policies and strategies, with great achievements in some areas e.g. in Rwanda being the country with the highest number (64%) of women in parliament. However, some issues still exist including negative cultural and religious perceptions including limited participation in both numbers and voice in media and how media covers women and men in Rwanda. A gender-sensitive organizational assessment

is a systematic and objective assessment of the design and planning (objectives, results pursued, activities planned), the implementation and results of an ongoing project, programme, a policy or an organization from a gender perspective, with the aim of seeking to have a process of continuous improvement.

#### T. The purpose of the questionnaire:

In partnership with National Women's Council (NWC) and Rwanda Media Commission (RMC) with funding from UNWOMEN, RMC is conducting a Gender Analysis of your organisation. The two main questions to be answered by the analysis are:

7. To what extent does your organisation's policies/strategies on gender equity get translated into programmes and interventions? And
8. To what extent do internal organisational policies and practices reflect a commitment to gender equity ?

The analysts would like to consult with two representatives (if possible female and male) of your organization and get your perceptions of gender mainstreaming and gender equity. This consultation comprises this short anonymous questionnaire and if possible, some focus group discussions. This questionnaire is intended to provide some background information for the respondents and focus group discussions, and should not take you longer than 10-20 minutes to complete. When all the data has been collected in and analysed, you will be invited to attend a meeting at which we will inform you of the findings, and give you an opportunity to contribute to development of refining the report and possibly an action plan aimed at improving the organisation's performance on gender equity.

We would be very grateful if you would complete this questionnaire as adequately as possible. We appreciate that some of the questions may not apply to you.

#### U. Methodology

This questionnaire is somehow based on Social Relations gender analysis framework developed by Naila Kabeer due to its suitability in analyzing the organizations. Kabeer is an Indian-born British Bangladeshi social economist, research fellow and writer at University of Sussex at the Institute of Development Studies ( [https://en.wikipedia.org/wiki/Naila\\_Kabeer](https://en.wikipedia.org/wiki/Naila_Kabeer)). Social Relations

Framework was selected as the most appropriate tool for the analysis due to it's applicability to analyse these institutions. The approach helps to analyze whether the organization has gender policies and the extent of their applicability. It analyses whether men and women are treated equally in relation to how they access organizations' resources, how they execute their duties, how they exercise power relations.

Thank you for your assistance. Please return this form by the end of .....

#### V. Instructions and ethical guidelines:

This questionnaire is anonymous: we do not intend to know your name or job title, but we do need some basic information to help us with analysing the data:

Please tick or encircle your responses:

Are you female or male?		Are you:	
Female		Head/ Manager	
Male		Admin / support staff	

N/A: It's a group work

Accountability :

The policy of the organization with respect to GE:

How high a priority is placed on gender equality by the organization board?

	Please tick:	
	by the board	by secretariat/directorate
Very high priority	X	X
High priority		
Moderate priority		

Low priority		
Don't know		

W. Management and organisation

28. Does your organization have a gender equality policy and/or strategy?

Yes **No**

Have you seen a written policy?

**Yes** No

Do you understand the policy?

**Yes** No

Do you make use of the policy in your work?

**Yes** No

Do you think the policy is appropriate?

**Yes** No

Do you think the policy is strong enough?

**Yes** No

If no, please comment:

If yes, to what extent is the policy/strategy being implemented? **Staffing realizes 30% re-quired.**

What resources does the organisation provide to implement and support gender equality?

		Please tick as many as apply:	
		i) are these resources provided now?	ii) should these resources be provided in future, or more of them?
	Financial resources for GE	X	
	Staff time allocated to GE		

Expert advice / consultancy on GE	X	
Training opportunities on GE		
Reports & other materials on GE		
Management time for GE	X	
Rewards & incentives for implementing GE	X	
Don't know what is provided for GE		

Is the policy easy to access?

Yes

No

Who has decided the policy/strategy? The annual meeting or similar?

How has the organization been informed about the policy/strategy? Please elaborate:

Please attach the policy/strategy to this document.

29. If you have a gender equality policy and/or strategy?, when are the policy/strategy followed up? For example at annual meetings, etc.? N/A

30. Does your organization have a HR policy/strategy and salary policy, to what extent is gender equality included in terms of recruitment, salary policies etc?

Please elaborate: NONE

31. How does your organization make sure that the staff is gender balanced?

Please elaborate: NONE

32. In our organization, both sexes are equally represented in the allocation of resources (Resources includes the budget, training, and capacity development.

Yes

No

If yes, please explain: No segregation

33. Opportunities for development to managerial and decision making posts are inclusive and open to everyone equally and without discrimination.

Yes

No

If yes, please explain your strategies to make sure there are no discrimination. We try to observe the 30 % requirement.

34. Does your organization have a code of conduct?

Yes

No

If yes, have all employees been informed about the code of conduct?

Yes

No

N/A

If yes, please elaborate on when and how. N/A

If yes, please attach the code of conduct or similar, to this document. N/A

35. Are there a whistle blower function or other mechanisms in place that would allow someone to report gender discrimination, sexism, or any action rooted in unfair treatment based on gender prejudices.?

Yes

No

If yes, how is these cases handled? Please explain: N/A

36. There are an assessment of the physical security procedures in place, including the safety of male and female employees traveling to and from the workplace, and on organisational-related business, and the safety of staff in the workplace.

Yes

No

#### X. Gender Equality Capacity

7. Does your organisation offer opportunities for staff (capacity-building, training, technical support, to strengthen the knowledge of gender issues.

Yes

No

If yes, please give examples: This training we are attending.

8. Does your organisation have a gender specialist?

Yes

No

If yes, where in the organisation is this person placed? N/A

Whom does s/he report to? N/A

How much time allocated can this person work with these issues? Please indicate in % of 100% working hours. **N/A**

Please attach the ToRs for this position to this document. **N/A**

#### P. Gender Equality in Projects and Programmes

36. Does your organization collect gender/sex disaggregated data for gender analyses; to determine if refinement is needed for programme and project approaches.

Yes **No**

37. Does your organization systematically process and present sex disaggregated data in all corporate documents, namely in our analysis and reports, indicating quantified values regarding male and female workers

Yes **No**

If yes, please give examples. **N/A**

37.

38. The organization ensures linkages to national, regional and international Gender Equality resolutions, conventions and frameworks in the organizations work.

Yes **No**

If yes, please explain. **N/A**

39. Time and resources are given within the planning and implementation cycles to conduct the necessary consultation with men, women, boys and girls to ensure gender equality in all projects that are carried out by the team,

Yes **No**

If yes, please explain. **N/A**

40. A gender analysis or similar, is always done before a project and programme start?

Yes **No**

If yes, please attach some examples. **N/A**

41. Our organisation has systematic/consistent dialogue with beneficiaries/audiences and partners on our values related to gender equality, and weaknesses in the work related to this are managed and addressed.

Yes **No**

If yes, please give examples. **N/A**



42. Our organization includes female and male stakeholders in the different stages of the project process and includes their perspectives and input in the operations.

Yes

No

If Yes, Please explain. N/A

43. Does your organization have systems in place to monitor and follow up results related to gender equality and rights of women and girls?

Yes

No

If yes, please explain and give examples. N/A

Q.In Conclusion:

44. Do you think the organization is doing enough to move towards its vision for GE?

Yes

No

45. If NO, what more do you think should be done?

We need policies and strategies for GE.

46. Are there any other gender related issues you would like to raise that are not covered in this survey?

Not sure.

29 June 2018

On behalf of the  
Team

Date

Signature

MUGISHA Emmanuel

KAGIRE Edmund

Dr. Rev. UWIMANA Jean Pierre

NDAYIKUNDA Lydia

## Annex 5: report on training on engendering media organizations



*Participants pose for a group photo with NWC's Jackline KAMANZI (Centre in grey suit), MHC's Peace Maker (in blue suit), Nyamata, 29 June 2018. Photo: RMC*

Report compiled by Edward KATWAZA

Consultant

Kigali, 28<sup>th</sup> June 2018

## 1.INTRODUCTION

On 29<sup>th</sup> June 2018, members of Rwanda Media Commission (RMC), Association of Female Journalists (ARFEM); those of Rwanda Journalist Association (ARJ); PAX Presse; Women in Media Platform (WMP) and Rwanda Network of Community Radios (RCRN) gathered to participate in a three days (28th-30th June 2018) workshop in in Palast



Rock hotel in Bugesera to discuss the tools developed by a consultant to conduct gender analysis of these organizations; pretest the tools, train them on the tools developed; fill the tools and lay strategies on how to make themselves ready for engendering their work and specifically influence media towards gender equality during September 2018 legislative elections. Please, see the detailed agenda.



The three days training was conducted in the context of a partnership between RMC and National Women's Council (NWC) with financial support from UNWOMEN. The training was conducted by a consultant hired by RMC. It was attended by a total of 33 participants with 23 female and 12 male participants (please see a list of participants).

### 2.Objectives of the training:

- a. Discuss, adapt and validate the tools developed by the consultant for RMC, Pax Presse, WMP, ARFEM and ARJ to assess their general sensitivity to gender as institutions. By this, the consultant would pre-test the tool before participants filled it.

- b. Have participants through Focus Group Discussions (FGDs) and individual interviews during the workshop, fill the designed tool (questionnaire) towards gender analysis.
- c. Discuss and lay strategies on how to increase number of women as information and news sources to ensure that news coverage, talk shows and other mediated content are sensitive to gender equality during 2018 legislative elections.
- d. Initiate and enhance interaction between gender machineries and media organizations through presentation of the former and discussions on possible regular interactions towards possible future partnerships for gender equality in media.

### **3. Methodology**

The three days workshop was organized by RMC, facilitated by a consultant and attended by 12 male and 23 female who, following some speeches from RMC, MHC and NWC, conducted in participatory manner through in-depth discussions on Power point presentations from various speakers.

The workshop was opened by the Executive Secretary of NWC Ms Jackline Kamanzi, in her remarks, she thanked RMC and the One UN for having organized this training where she said that this is an opportunity for the media to learn how to mainstream gender principles in their daily activities, she promised NWC support. Mr Peace Maker Mbungira-mihigo also gave opening remarks on behalf of MHC and he reiterated the need to mainstream gender in media since MHC had already developed a strategy for mainstreaming gender in media. The workshop was officially closed by Ms Jackeline Kamanzi who thanked RMC for organizing this workshop and. Ms Janviere Mukantwali representing UN WOMEN also gave closing remarks and promised continued partnership with media organizations to enhance gender equality in media and she promised possibility for cooperation in future.

Following opening remarks, RMC, ARFEM, WMP, Pax Presse in a participatory manner gave an account of the gaps in media access to some information that could enhance equal coverage:

- Women farmers are not aware of gender equality
- during elections, the participation of women is still low



- Gender equality needs to be in practice
- Low participation of women in promoting gender equality is observed
- Most Journalists don't understand gender principles
- Gender is only understood by mature people, so gender is not understood at the same level among people
- women underestimate themselves where they fear to undertake some activities

NWC gave some responses:

- We are here to change things; the participation of women is needed but mostly in journalism;
- Journalists should go in deep to find facts because there are a lot that have been done in regard of election but many journalists are not aware of what is being done at grassroot level.
- participants suggested that the government should train journalists on gender principles so that journalists can be able to teach gender in community.
- Journalists should change their mindset on gender equality
- Gender principles should be included in the curriculum of journalism in schools.

RMC, ARFEM, WMP, Pax Presse broke away in groups to form FGDs, filled the questionnaire on gender sensitivity of their respective organizations and back in plenaries where they also gave new ideas that reshaped the tool.

Participating media organizations were highly represented by their heads and board members.

Speakers during the workshop included the Executive Secretary of MHC; Executive Secretary of NWC; and UN WOMEN representative.

Other topics covered during three days included:

- The role of NWC and Gender Machineries in promoting Gender Equality in Rwanda and expectations from media given by NWC
- The role of MHC in capacity building of media in Rwanda
- The role of media organizations (RMC, ARJ, PAX, ARFEM, and WMP) in promoting media but also enhancing gender equality in media in Rwanda, in particular, the

role of participating organizations in ensuring gender responsive media coverage of forthcoming legislative elections.

- Understanding some Concepts such as:
  - o Gender
  - o Sex
  - o Gender roles for men and women
  - o Gender Mainstreaming
  - o Gender Discrimination:
  - o Gender Bias
  - o Gender Equity Vs Gender Equality
  - o Gender Equality and Media
  - o Gender – Media – Elections
  - o Male privileges vs women’s rights in media
  - o Patriarchy system vs women’s rights, power and agency
- o Strategies on how to increase women as sources of information and expertise by media
- How to increase awareness, information and encourage women to increase interaction with media.
- How can media organizations and media houses establish gender policies?
- Strategies to keep the discussion on gender equality in media

#### 4. Major decisions and way forwards:

a. A taskforce on gender equality on media in Rwanda was set up composed of:

- i. ARJ (GONZA Muganwa)
- ii. RMC (MUGISHA Emmanuel)
- iii. PAX PRESS (BOUDOUIN Albert)
- iv. WMP (REGINE Akarikumutima)
- v. ARFEM (Ejidia BIBIO)
- vi. RCRN (Geoffrey )

Note: RMC will chair this gender taskforce

- Media organizations promised to prepare and establish internal policies on gender equality and influence media houses to establish the same based on the strategy for gender mainstreaming in media that was developed by MHC.
- Media organizations also committed to influence media to be gender sensitive during forthcoming legislative elections.
- UN WOMEN and NWC committed to support media organizations network on gender equality in media.
- A Database framework to be established to increase media access to female source of information and expertise: The following categories will be accessed in an excel sheet:
  - o Female academic in Gender
  - o Female expert in gender
  - o Female Practitioner
  - o Gender machineries
- Specific categories:
  - o Women in private sector
  - o FFRP
  - o Women in media
  - o Women in civil society
  - o Women in faith based organization
  - o Women celebs in art
  - o Diplomatic
  - o Security organs (police and army)
  - o Local government
  - o Women with disability
  - o Youth/youth women leaders
- o Women in political parties
- Possible topics: Public interest:

- o Budgets/ Execution
- o GRB (Gender responsive Budgeting)
- o Economic transformation
- o Social
- o Transformation for governance
- o Education policies to women vs men
- o Food security and nutrition policies
- o Family planning
- o Women and access to finance
- o Women and youth employment
- o Transformation for Governance
- o Women and access to justice and awareness on laws and women rights (Women empowerment)

## 5. Conclusion

The three-day workshop ended on a high note with participants expressing enthusiasm to continue engagement amongst media houses on gender equality but also with the gender machineries.

Prepared by Katwaza Edward for RMC

29<sup>th</sup> June 2018.



## Annex 6. Training workshop agenda



### *Promoting Free, Responsible and Accountable Media*

#### Training date and Venue

This 3 days training, is targeting 35 participants from Media organisations namely: RMC, ARJ, ARFEM, WMP and PAXPRESS and will be held at Palast Rock Hotel in Bugesera District from 29<sup>th</sup> June to 1<sup>st</sup> July 2018.

#### Final Training Agenda:

Time	Activity	Responsible
DAY 1: 29/6/2018		
8h00-8h30	Arrival of participants & registration	RMC
8h30-9h00	Welcome, Presentation of the participants + Expectations	RMC
9h00-10h45	Opening remarks by NWC, UNWOMEN, MHC, MIGEPROF	Consultant
10h45 -11h00	Coffee Break Hotel	
11h00-12h00	Discussion on expectations from media by NWC, FFRP & GMO (not powerpoint)	Consultant
12h00-1h00	Presentation of institutional gender analysis tool	Consultants
1h00 - 2h00	LUNCH	Hotel

2h00-3h 30	➤ Break away group work (RMC, ARJ, PAX, ARFEM, WMP) to discuss their respective institutional gender situation.	Consultant
3h 30-4h00	Coffee break	Hotel
4h00-5h00	Group feedback presentations in summary	Consultant
5h00	Closing, logistics	RMC
DAY 2:30/6/2018		
8h00-9h00	Arrival of participants	All
9h00-9h30	➤ Recap of day one & house keeping rules	RMC
9h30-11h30	Facilitate a knowledge transfer session on gender, media and elections	Clement KIRENGA (Sida)
11h30 -12h00	Coffee Break Hotel	
12h00-1h00	Groups discussion on the role of participating organizations in ensuring gender responsive media coverage of legislative elections	Consultant/Clement
1h00 - 2h00	LUNCH	Hotel
2h00-5h00	Group feedback and discussion	Consultant/Clement
5h00-5h15	Evening Coffee and Departure	Hotel
DAY 3:01/7/2018		

8h00-8h30	Recap of the day Two	All
	GMO presentation on past experience in monitoring elections on gender equality and the role media should have	GMO
8h30-10h00	Q&A/discussion session	Moderator/consultant
10h00 -10h15 Coffee Break Hotel		
10h 15-12h45	Presentation of final tool and validation	Consultant
12h00-12h15	Rap up & commitments from heads of institutions as way forward (RMC, ARJ, WMP, ARFEM, PAX)	RMC
12h15-12h20	Closing	MIGEPROF, UNWOMEN
12h20-14h00	LUNCH	Hotel
14:15	Logistics	RMC

## Annex 7: A tool for RMC on monitoring media reporting and coverage of gender and women's participation in the 2018 legislative elections.

### Introduction

The 2003 Rwandan Constitution as revised in 2015 provided for a minimum 30 per cent quota (30%) for women in all decision making organs, covering the bi-cameral Parliament, political parties, and all government bodies. Specifically 24 of 80 seats in the lower house of parliament, the Chamber of Deputies are reserved for women. These 24 seats are elected by a special electoral college composed of voters from local women's councils and district councils.

The 2013 Rwanda Parliamentary elections ushered in a record breaking 64 per cent of seats won by women candidates and this credit go to all government gender machineries in partnership with the UN WOMEN. Notably, these gender machinery institutions include the Ministry of Gender and Family Promotion (MIGEPROF), The Rwanda Women Parliamentary Forum (FFRP), The National Women Council (NWC) and the Gender Monitoring Office (GMO).

The One UN under the leadership of UN WOMEN, the Government of Rwanda and other partners are continuously working together to further guarantee the advancement of gender equality. It's against this background that media has been integrated as a key partner in the cause of furthering gender promotion.

The media is a twelfth critical area of concern in the Beijing Platform for Action in advancing gender equality and it needs to be engaged effectively in mobilizing and encouraging women through gender sensitive; reporting, education and entertainment content to fully participate in democratic processes mainly elections.

### **Problem Statement**

Despite the fact that women form more than 50% of Rwandans, women's participation in terms of both numbers and meaningful participation still need improvement if Rwanda is to fully achieve its development aspirations in National Strategy for Transformation (NST1) and vision 2050. Limited women's participation also hits media where eg. According to the report by Rwanda Media Commission (RMC) 2017, women form only 23.76% of reporters at Rwanda Broadcaster Agency (RBA) during 2017 presidential elections. In addition, in 2016, RMC reported that the number of women as sources of news during 2016 local government elections was at 30.22 % which is assessed as very low compared to men. In addition, female journalists still face discrimination in terms of deployment to hard elections events; media news and program still contain some stereotyping and discrimination tendencies. Therefore, female candidates need more unbiased, equal and gender equal media coverage.

Several studies have indicated that female politicians are stereotypically covered in gendered terms by the media. Given such stereotypes, the media not only undermines women's credibility and focus on other important issues, such as the economy, foreign policy and military affairs but also confines them to a specific gender roles or type of coverage that is not necessarily important or accurate.

In order to have a gender sensitive media that will contribute to women empowerment and gender equality during September 2017 legislative elections in Rwanda, RMC and NWC with support of UN Women engaged consultancy services to develop tools monitoring Media reporting and coverage of Gender and Women's participation in the 2018 legislative elections. The media content

monitoring reports that will be produced by the use of established tools will contribute in promoting media roles in promoting gender equality but more importantly enable media to be guided to much more gender sensitive during election coverage.

### **Basis of Media Content Monitoring by RMC**

Under the current code of ethics and standards for Rwanda Journalists and Media Practitioners that is administered by RMC, obliges journalists not to disseminate information without establishing its correctness or truth so as to serve the public's right to true, factual, and verified information. The dissemination of gender stereotyped and prejudiced content through media automatically lacks truth and factual reporting and hence a violation of ethical standards.

Under the Rwanda media policy of 2011, RMC has a policy function to ensure journalists are accountable to their profession and media organs are accountable to the public they serve. This gives RMC a mandate of monitoring media's performance so as to promote its responsible and accountable service to the public.

### **Tools to Measure Media's Gendered Lens during Election Period**

Gender-relevant attitudes are critical and central to women's path to electoral office and the prospects for gender parity. Most of what voters know about politics comes from the media though this does not mean that the news media are the only source of information during campaigns or election period. Hence, the information that voters encounter during campaigns and election period shapes *their attitudes* and this explains the link between media coverage and the shaping of gender relevant attitudes.

The categories below have and the variables developed under each category are useful in measuring the performance of media's gendered lens during election period.

#### Category One: Campaign coverage

Relevant research has often classified coverage of political elections into two general categories: coverage that is primarily concerned with various aspects of candidate image, and coverage with a predominant focus on the candidate's political platform and policy issues (Cappella & Jamieson, 1997; Patterson, 1994; Valentino, et al., 2001). This invokes the principles of subjective and objective coverage. Guided by the research questions below and the designed operational variables will facilitate monitors to measure whether media's coverage is objective or subjective.

#### **RQ1:**

**Does news media place a greater importance on subjective or objective issues while covering women campaigns and election process during the voting period?**

1. Subjectivity (eg. woman candidate's image, age, stereotypical , harsher and negative language, references to her family life, references to marriage or spouse, references to sexual allure/body or clothes, etc )
2. Objectivity (eg. Experience, potential to serve the public, etc)
3. Both
4. None of the two in 1&2 above

**RQ2:**

**Does news media give attention to *Feminine traits* which render them incapable for political jobs in the voters mind?**

3. Yes
4. No

A common assertion is that the media give more attention to female candidates' "feminine" traits, such as empathy and integrity, than they do to men's. Likewise, male candidates' "masculine" traits, such as competence and leadership, receive disproportionate coverage. Since voter's value competence and leadership, disparate levels of coverage of these traits could encourage voters to question female candidates' ability to get the job done. The classification of such trait identified as salient for voters may include: competence, leadership, integrity, and empathy.

**RQ3:**

**What is the gender of the reporter covering the election news article or broadcast?**

1. Male
2. Female

**RQ4:**

**Does the news media give voice to women candidates as sources /interviewers in a news item?**

- Yes
- No

Improving the visibility of women in the media and increasing the inclusion of women voices during election period empowers them and promotes gender equality and professional opportunities for women. This also contributes in overcoming gender biasness in media coverage.

**RQ5:**

**Does news item give prominence to women election?**

13. Yes (front page placement, ed.op, lead news, headlines, persuasive features such as sources quoted and experts referenced, positive words used to describe women candidates, usage of their pertinent quotes, etc )

14.No (absence of the above)

**RQ6:**

**Do media cover women politicians in a sexist manner?**

The operational variables include media coverage of women as; sex objects, behaving or speaking in “feminine” ways, victims of sexual harassment, their clothing and appearance, etc. To analyze media’s prejudiced coverage of female politicians the following variables shall be monitored in the content of media sampled for analysis:

- Descriptions of their vocal styles: Descriptions like “nagging,” “whining,” “soft-spoken”, “sexy”, “hoarse” and “shrill” are used when reporting a female candidate’s campaign speech or media appearance. Such descriptions tend to feminize and diminish women because of their gender, instead of giving emphasis to their actual words and message descriptions tend to feminize and diminish women because of their gender, instead of giving emphasis to their actual words and message.
- Descriptions of their weight: At times female candidates and politicians are victimized by the media because of having some “flesh” or not having it. Eg. Cartoons , images , etc.
- Descriptions of their Clothes: Media attention is sometimes given to a female candidate’s fashion choices as opposed to her policy positions, hence the description that a female candidate “dresses for pretty rather than powerful”. Such portrayal simply reduces women candidates to fashion freaks and plays down their competency as politicians.
- Calling Female Candidates “ambitious”: Naturally every politician is ambitious but this gender neutral word is often used to promote the idea that women are not naturally suited for politics, or that they have to move mountains in order to succeed in this area.
- Talking about their Parenting Role: Often this invites questions from the press about whether it is possible to juggle roles as a mother and a politician and whether the public role she is aspiring for will not deprive the children of their mother.
- Descriptions of their age: Women are often criticized as too young or too old to run for political office and yet much older men are not reported about in such a manner.

- Reducing women to individual body parts: It is a common practice to reduce women candidates to a collection of body parts by talking about their youthful appearance, sexiness, long legs, large bust and waistline. Some journalists think by depicting women candidates as sex objects they are promoting their popularity and they justify such irresponsible action that “Men want a sexy woman and want to mate with her, while women want to idealize about a sexy woman and want to be her”.
- Marital Status: Women candidates are usually described as “a devoted wife and a mother of so many children” and hence good for that.
- Not taken seriously: Female candidates are often taken less seriously at the beginning of a campaign and are referred to by their first names while their male opponents are called “Mister”, “Doctor”, or “Professor”. Such language choice should not be amplified by the media since it reinforces gender stereotypes and may affect the outcome of the election with male candidates being seen as more competent and viable.

NB: A news story related to the election campaign is one that is published in the printed press, or broadcast by television and radio news programmes, that make direct or indirect reference to the candidates for legislative election, or any issue or event related to the elections and the platforms of the contending political parties/candidates. This news item constitutes our unit of analysis, within which we will identify a series of relationships. It should be noted that this methodology does not include information that has been paid for related to the campaign, advertising, or paid supplements or programming as media coverage.

### **Monitors Four Steps Considerations**

1<sup>st</sup> step: Undertake sampling of media houses, ascertain the duration / timeframe / period to guide content to be retrieved for analysis, identify press content / article to be monitored for analysis, record the total number of sampled articles to be monitored and the title of the article, the date of publication or broadcast and URL for online.

2<sup>nd</sup> step: Monitors will analyze the news stories in line with the variables to be operationalised for coding purposes;

3<sup>rd</sup> step: Develop excel spreadsheets to keep track of the data collected , enter gathered data in the data sheet and undertake data cleaning processes;

4<sup>th</sup> step: Undertake data analysis by SPSS and produce report accordingly.

NB:



Instructions: Monitors should read, hear and watch every news item a second time. Pay attention to the presence of the variables provided in the code sheet. Each variable corresponds with a number. Highlight the variable in the article and write the corresponding number next to the highlight variable.

### Coding Sheet

Monitor/Coder Names: \_\_\_\_\_

Article Number: \_\_\_\_\_ (enter string variable: 1, 2, and 3)

Source: \_\_\_\_\_ (eg. 1. Newtimes ; 2.Isango, 3....)

Date of publication /Broadcast \_\_\_\_\_

Name \_\_\_\_\_ (name of journalist reporting the story: enter as string variable; unknown..)

Gender \_\_\_\_\_ (Gender of the journalist reporting the story: 1. Male; 2.Female ; 3: unknown )

Story style/format \_\_\_\_\_ (1. News; 2. Feature; 3. Editorial /Op Ed 4. Other

[A news story focuses on reporting information about a recent event. It is written to move quickly through the “five Ws and H”—who, what, where, why, when and how—in the “inverted pyramid” style, with the most important information in the first paragraphs and decreasingly important information in subsequent paragraphs. A feature story is not meant to report breaking news, but to take an in-depth look at a subject. Features are often significantly longer than news articles, are more likely to be written from a personal perspective, and often delve deeper into their subjects. Although written to be more colorful, they do not include the opinions of the reporter. An editorial/op ed column expresses the opinion of the writer and/or news publication. Most editorials take the form of an essay or thesis, using arguments to promote a point of view.]

Story Stance & Substance \_\_\_\_\_ (1. Subjectivity: eg. Woman candidate’s image, age, stereotypical , harsher and negative language, references to her family life, references to marriage or spouse, references to sexual allure/body or clothes, etc 2.Objectivity: eg. Experience, potential to serve the public, etc) 3.Both 4.None of the two in 1&2 above)

Focus on female traits \_\_\_\_\_ (1. Yes 2. No. The mention and emphasis on female traits that could encourage voters to question female candidates’ ability to get the public office job done)

Prominence to women election \_\_\_\_\_ ( 1. Yes : front page placement, ed.op, lead news, headlines, persuasive features such as sources quoted and experts referenced, positive words used to describe women candidates, usage of their pertinent quotes, etc; 2. No : absence of the above)

Story focus \_\_\_\_\_ (Cover women politicians in a sexist manner)

- Descriptions of their vocal styles
- Descriptions of their weight
- Descriptions of their Clothes
- Talking about their Parenting Role
- Descriptions of their age
- Reducing women to individual body parts
- Calling Female Candidates “ambitious”
- Marital Status
- not taken seriously

## Annex 8. Strategies for journalists and media to improving the gender balance of sources and experts in the media

### Overview

Achieving gender balance in experts and sources quoted and interviewed in the media is important, not only because diversity of thought is more interesting, but because it leads to the best possible discussions and outcomes. Even more significantly, when stereotypical representations of women and other gender norms are challenged or disrupted, our perception of men and women’s role in society changes.

Following women empowerment efforts in Rwanda and their presence at highest levels of leadership, there is an abundance of impressive and highly-qualified women leaders and experts who are able to speak across the various topics covered in the media. To best reflect reality and the consumers of media, we must draw on the full talent and potential of the pool of experts and authorities in gender. The effect of a greater representation of women speaking in the media on their areas of expertise is the creation of more visible role models in Rwanda for women and men to look to.

### Limitation of the female voice

RMC media monitoring reports have consistently indicated that women voice is hardly used as news sources. As we head for the 2018 legislative elections it’s most probable that women’s will still be less sourced given to the fact that almost all party spokespersons are male. Most journalists tend to focus more on the leaders of political parties and people in the highest ranks of the parties who are usually male thus limiting the female voice. This undermined the roles women in politics as men tend to dominate the media space and.

Strategies and tips to raise a woman's voice in media but much more to promote gender equality through media, gender balance in media sources and interviewees is important. The strategies and tips bellow can be helpful for gender balance in media content.

### **Strategies to Consider**

The strategies bellow are not just about covering “women's issues” but much more about making sure that content is balanced across gender lines and respects the diversity that represents nearly over 52% of the Rwanda's population. RMC believes that Media has a key role in shaping public opinions and, if women are excluded from the process, it's emblematic of how society is excluding women and not giving them due voice. Creating such a balance not only helps build readership but also a publication's impact and, eventually, its overall revenue.

#### **Strategy One: Include news about and for women**

Including news about and for women in the press is not just about covering “women's issues”. It's about making sure content is balanced across gender lines and respects the diversity that represents nearly 52% of the Rwanda's population. For example, Pax Press and community radios have affirmatively made it their mission to provide authoritative reporting about and for women – especially those in rural areas with limited access to news. Most of their community based dialogues have a life-changing impact on female voices in media. The truth holds that, if you educate a woman, you educate the family. If you upgrade women through media, you upgrade society. Women are a powerful social -economic force.

#### **Strategy Two: Make sure there is a strong commitment from management**

A commitment to gender equality needs to be systemic and management's role is paramount. In the 3 days training conducted for the committee members of leading media organization (RMC, ARJ, ARFEM, WMP, Pax Press) through the partnership of RMC and NWC with support from UN WOMEN at Palast Rock Hotel in Bugesra district from 28<sup>th</sup> to 30<sup>th</sup> June 2018, suggested management of media houses need to be gender supportive if media is going to have a meaningful role in gender equality promotion. Content alone can only do so much to promote gender equality in the newsroom. If management isn't committed to promotion of women voice in media nothing much can be achieved. That's why a top-down approach is essential. Commitment to gender equality entails changing the power relationships in the teams and, therefore, it is crucial that management is seriously on board to advance such a process.

#### **Strategy Three: Make sure women occupy all roles in the newsroom, including senior positions**

Women deserve a place in the newsroom and in senior positions just as much as men. The Gender Mainstreaming Strategy of 2012, published by the Media High Council in its gender audit recommends that women placement in editorial and management position is central for gender equality in media to be effected. No matter how much content a media outlet publishes for and about women or how committed management is to creating gender equality, if there isn't a physical representation of women in the newsroom, having a balance is impossible. The truth is that once management is forced to hire women, it will find good and competent women. Women can access fellow women easily for their voices in media unlike men. This was a comment made by Regina Akarikumutima the President of Women in Media Plaform during 3 days trainings for leaders in media organization at Palast Rock Hotel in Bugesera District.

#### **Strategy Four: Provide a data base of female sources of news and experts in gender**

Setting-up database of male and female experts that can be accessible by journalists is necessary. In the 3 days training organized by Rwanda Media Commission in partnership with National Women Council for leaders in the key media organization, in their deliberation they agreed on who and what to focus on in developing and creation of a data base in excel sheet that will be populated to serve as a source base of experts and female news makers. This initiative will effectively promote the double need of promoting the voice of women in media and the media's role in covering public interest issues with a gender lens. Media organs newsroom or studio could learn from Pax Press initiative of putting in place a similar data base to source persons. Such data base could be utilized to access the direct contacts of female leaders and gender expert in Rwanda.

#### **Strategy Five: Create trusted working relationships with female potential sources of news**

Journalists need to be as transparent as possible in their relations with female sources of information. The news media have great power and people can be flattered when they are approached by reporters without understanding fully the risks to themselves and to others when they come into the public eye. Journalists have to assess the vulnerability of sources as well as their value as providers of information. They have to explain the process of their journalism and why they are covering the story. A journalist sourcing a woman should help her to fully understand the intentions to her interview and what s/he means by off-the-record interview or other labels. If a source asks for conditions before agreeing to an interview, what are my limits? A journalist should respect her position. It's important to have a contact list of female sources and gender experts and review it regularly so that new contacts may be identified and added. To create working relationships a journalist should strive to create informal meetings with potential female sources to establish trusted working relationships and a direct line of communication.

### **Data Base Framework**

The National Women Council and Rwanda Media Commission through their partnership and willingness of media originations formed a *Media for Gender Promotion initiative* and adopted by leaders of media organization on the 30<sup>th</sup> June 2018 at Palast Rock Hotel in Bugesera District of the Eastern Province.

The initiative seeks to work towards promoting gender equality through media and raising woman's voice in media, build capacities for media practitioners to cover stories and news of importance to gender and public interest issues in Rwanda with various news teams and producers assisting in promoting gender balance. This is a promising signs of progress, however there is much more to be done.

An excel sheet of data base frame work for Journalists and Media to improve the Gender Balance of Sources and Experts in the Media shall be established.

## **Annex 9: Review report of RMC' media guidelines for elections coverage for gender sensitivity.**

### **Review of guidelines for journalists to be gender sensitive especially while covering elections**

#### **Introduction**

Upon review of the RMC Guideline established in June 2017, especially Guideline II.8 which provides that; "*journalists should strive to report on men and women fairly and equitably as story sources and avoid all forms of stereotypes based on ethnicity, gender, origin, etc.*", RMC may consider the ideas as an addendum to the above provision to better guide the media to be gender responsive.

#### **Addendum Guidelines to Guideline II.8**

- i. For the media to retain objectify in serving the public (electorate) as objective sources of information during elections, journalists and other media practitioners shall avoid using *sexist language* in their content.

- ii. Journalists and media practitioners should be aware of common sexism and stereotypes that have been normalized by patriarchy, customs, cultures, religions, etc.
- iii. Journalists and media practitioners should always strive to enhance gender equality by providing space to both female and male voices while covering elections.
- iv. Journalists and media practitioners should always be aware that minor or subtle prejudices and stereotypes against female candidates and women in politics can actually be far more damaging than deliberate and outrageous stereotypes and prejudices.
- v. Journalists and media practitioners should avoid critics against female candidates that *“they are playing the gender card.”*
- vi. Journalists and media practitioners should always evaluate the language, terms, images, they use during elections that would compromise the principles of gender equality. Cases in point are such terms that are used on female candidates that would not be used on male.
- vii. Journalists and media practitioners should cite sex with less seriousness or logical relation to content just like you avoid mentioning one’s tribe, class, or religion. For example in most cases when reporting about a male candidate, on first reference, a male candidate is referred to as “Mr. Nkurunziza”, and then “Nkurunziza” after that. However for a female candidate, journalists will refer to her as “Miss or Mrs. Nkurunziza” throughout their narrative, thus granting autonomy to Mr. Nkurunziza, while emphasizing the description of Ms. Nkurunziza’s marital status.
- viii. Journalists and media practitioners should avoid describing a female candidate’s clothing or physical appearance (hair style, makeup, eyes, breasts, bum, etc.). Unless such description serves a public interest and safe guard to good morals of the society.

## Annex 10. RMC's Internal Gender Policy

### **RMC's Internal Gender Policy**

#### **1. Introduction**

Fostering Gender equality as an integral issue in organizational systems and processes at Rwanda Media Commission (RMC) and partner organization is a key concern given to the fact that gender equality is cross cutting concern in Rwanda as a fundamental human-rights issue. An Internal gender policy aims to address discriminatory norms and negative gender stereotypes that affect the internal operations, systems, processes and practices within an Institution and hence promote the creation of an enabling environment for mainstreaming gender and gender-sensitive organizational changes

Also, RMC is a recognized body that regulates media implying that the code of ethics and standards administered by it need to put in place ethical standards that uphold gender equality in media. Media (newspaper, radio, television) and new technology are a part of culture and society and they are transmitters of culture in society. In Rwanda, media's density is evident where by radio stations, online publishers, television, social media have increased in numbers and

hence their impact on society in varying degrees is real especially in matters of gender equality. This document provides strategies for RMC and their implementation approach towards enhancing gender equality, and it also suggests ideas to incorporate into the current code of ethics and standards for the media to ensure that gender equality is upheld in media. The Gender-Sensitive Media Code of Ethics (CoE) describes the standards, attitudes and behaviour expected from professional journalists and other media practitioners (presenters, producers, camera-persons) as well as the policy-making editorial staff, senior management and owners of media houses).

## **2. The context of Promoting Gender equality as a cross cutting concern**

The overall legal and policy framework in Rwanda creates an enabling environment for addressing gender inequalities and promoting gender equality in both the private and public spheres of life. Consequently, the ambition of RMC to put in place an institutional gender policy is in congruence with the Rwandan Constitution of 2013 as revised in 2015. It prohibits any discrimination based on the grounds of sex, race, colour, ethnic origin, religion, creed or social or economic status. Notably, the Constitution provides for gender equality and affirmative action for women. Equally important is the existence of the National Gender Policy, which is a comprehensive framework to guide actions on the integration and mainstreaming of gender in the country's development processes.

The legal and policy context of Rwanda is premised on the provisions of several national, regional and international legal instruments which the Rwandan Government has adopted, signed and or ratified for the promotion and achievement of gender equality.

## **3. Contextualizing RMC's mandate in media sector towards gender equality**

At the Fourth World Conference on Women, held in Beijing, China in 1995, 189 States adopted the Beijing Declaration and Platform for Action (BPFA). The BPFA created a normative framework for gender equality and women's empowerment. It dealt with removing the obstacles to women's public participation in all spheres of their public and private lives, through a full and equal share in economic, social, cultural and political decision-making.

Among the Platform 12 critical areas outlined by the platform were *women and media* which considered media as an area that needed critical attention by member states. The media and women as an area of concern in the Beijing Platform for Action – is one of the most important yet challenging areas of work for advancing gender equality. As “formal” or legislated discrimination against women falls away, the key challenge confronting us is how to change mindsets hardened by centuries of socialization and cemented by custom, culture and religion. Of the many influences



on how we view men and women, media are the most pervasive and one of the most powerful. Woven throughout our daily lives, media insinuate their messages into our consciousness at every turn.

All forms of media communicate images of the sexes, many of which perpetuate unrealistic, stereotypical, and limiting perceptions. In most cases women are underrepresented, which falsely implies that men are the cultural standard and women are unimportant or invisible. Second, men and women are portrayed in stereotypical ways that reflect and sustain socially endorsed views of gender. Additionally, the way media presents relationships between men and women emphasize traditional roles and normalize violence against women.

RMC's internal gender policy should strive to mainstream gender within its mandate by administering a special code of ethics that will promote a media sector that is gender sensitive and that plays its role in promoting gender equality as observed by the platform.

#### **4. Rational for Internal Gender Policy**

An internal gender policy helps an institution to define its operational objectives, responsibilities and targets on gender equality. The operational objectives and targets or indicators serve to provide clarity of purpose and guidance on what must be implemented throughout by an Institution. By defining the operational objectives on gender equality at institutional level, accountability is enabled against which overall performance is evaluated.

Equally important is that a gender policy helps in the explicit identification of responsibilities at management levels and across all working levels. Internal gender policy can inculcate an awareness of the need to attain and maintain a gender balance among staff and leadership of an Institution. Attaining and maintaining gender equality has to be reinforced by measures to ensure that there is equal access and opportunities for both women and men. In this way, having an internal gender policy allows the institution to model good practices for other institutions, given its status and national commitments to mainstream gender.

An explicit internal gender policy provides opportunities to strengthen gender awareness, as well as the analytic skills and knowledge of the leadership and staff of an institution. With a gender policy in place, it becomes part of an institutional development plan to provide appropriate capacity-building and learning opportunities on gender mainstreaming. In order to be effective, such learning opportunities should focus on the key elements of the work done by the institution's leadership, and by the different categories and levels of staff in the internal administration and management of the respective mandate.

An internal gender policy can present significant opportunities to influence and improve media coverage on gender equality and women's empowerment. When institutions such as RMC, ARJ,

Pax Press, ARFEM, WMP, MHC , etc take into account gender-sensitive perspectives executing there mandates and action plans in line with their internal gender policy, it delivers the a message in the media sector about the importance of striving for gender equality and thus has the potential to influence the media's response to the cause of gender equality.

## **5. RMC's Gender Assessment and Audit**

A gender audit on RMC and its partner organizations was conducted guided by the gender assessment tools on the 28<sup>th</sup> of June 2018, during a three days training held in Bugesera District at Palast rock hotel. A team of RMC's commissioners and secretariat staff agreed that RMC has no internal gender policy and hence need to have one.

The conducted gender assessment/audit should gathered information about the internal context of RMC as well as partner organization. This was a useful starting point to identify the gender gaps, gender norms and roles at RMC and partner organization in order to examine the existing gender inequalities at the respective institutions. Such assessment enables RMC to reflect on its current strengths, weaknesses, future opportunities and threats to act in accordance with gender equality objectives. Conducting a gender assessment is also a key step that indicates to RMC staff and commissioners, as well as other stakeholders, that RMC is committed to being a gender responsive organization. A gender assessment permits RMC to identify existing practices and attitudes at the individual and institutional levels to inform capacity building interventions and recommendations for RMC to articulate its position on gender, and on how it will address gender issues in its daily operations.

In brief, the outcomes of the gender assessment provide a baseline for institutional consultations as well as inclusive and participatory processes for writing the internal gender policy. Nevertheless, the ultimate indicator of success for a gender assessment is the follow-up actions, which are built into an internal gender policy based on the gender assessment's recommendations

## **6. Initiating RMC's Internal Gender Policy**

Developing an internal gender policy of RMC is an important first step and benchmark for RMC's aspirations to promote gender equality, starting within its operations, processes and management practices.

In most institutional contexts, this is a long-term process requiring sustainable approaches, persistence and consistency. The RMC internal gender policy has to be adapted in alignment with the national context as well as its mandate and shared responsibility to promote gender equality.

In any organization, the effective implementation of the process of initiating and developing an internal gender policy depends on shifts in mind-sets and a redefinition of values on gender, as well as a willingness to learn and embrace non-discriminatory norms and perspectives.

The key mind set shifts at RMC should be the high level leadership (board of commissioners) and then a dedicated staff at the secretariat level to ensure ownership and inclusive processes, if the policy is to be effectively institutionalized and in effect affect the media sector as a whole. The process of developing a gender policy can be valuable as a

The capacity-building initiative that has been spearheaded by RMC through its partnership with National Women Council and support from UN WOMEN is in its own right an on set process of initiating RMC's internal gender policy. The training workshop that involved RMC staff and commissioners in consultations and dialogue with the leadership of its partner organizations provided an essential platform and impetus for action to initiate the development of RMC's internal gender policy.

The knowledge session and training of RMC staff and commissioners through the support of NWC and UN WOMEN is essential and helpful in building an internal support for gender initiatives and developing a gender policy that requires leadership and management's common understanding at RMC. It's helpful and essential in a sense that it builds and sustains the internal support for the policy development process and shared responsibility in decision taking in inculcating gender values and principles and RMC.

Also, looking beyond RMC and consider the media sector at large, it is appreciated that the partner organization attending a three (3) days training workshop at Palast Rock Hotel in Bugesera district adopted the idea to create a “*Media for Gender Promotion Initiative*” and a created its taskforce headed by RMC which is meant to spearhead to the role of media in promoting gender equality. The fact that RMC is the coordinator of the taskforce is in its self a step in creating a gender responsive institution at RMC.

In that regard, RMC to effectively lead that taskforce it should set a clear mandate for it and mobilize the necessary resources to spearhead the taskforce process and internal brainstorming sessions and dialogues facilitated by both male and female ‘gender champions’ to create an enabling and supportive environment for the promotion of gender equality and strong sense of sector-wide ownership.

## **7. RMC Commitments to principles upholding gender equality**

The listed principles bellow define the underlying values that RMC upholds and will institutionalize in undertaking its operations towards inculcating gender equality:

- **Gender as a crosscutting concern.** RMC acknowledges that gender is an integral aspect of all facets of its work and commits to address gender issues in its institutional structures, systems, processes, practices as well as in the design, implementation and monitoring of its activities.
- **Equality and non-discrimination.** RMC commits to promote equality and non-discrimination through the provision of equal opportunities and access to professional development and consider collecting and reporting on key data by sex and age. This is meant to allow the analysis of opportunities and benefits available to both males and females at the different levels within RMC.
- **Inclusive participation and representation.** RMC commits to be a gender-sensitive body by anchoring meaningful participation and representation within its systems, structures and processes. For example, both the RMC's board and secretariat will continually ensure gender representation and balance by observing the constitutional requirements of 30%.
- **Transparency and accountability.** RMC commits to be transparent and accountable in relation to its actions to address gender issues within RMC's operations. This is particularly important since it promotes good governance which is a key conduit for promoting gender equality.

## 8. RMC's strategic objectives to achieve Gender Equality

RMC will focus on the following objectives to achieve gender equality:

1. To build gender awareness and the internal capacity of RMC on promoting gender equality.
2. To integrate gender in the planning, management and working systems and practices of RMC.
3. To ensure gender balance and equal opportunities in human resources systems and processes on selection, recruitment, employment and professional development.
4. Administer the designed gender sensitive media code of ethics.

**Objective 1:** To build gender awareness and the internal capacity of RMC on promoting gender equality.

**Indicators:**

- All RMC staff and commissioners receive regular training and skills in gender related topics and specific to the mandate of RMC;
- Designed Guidelines on gender analysis and mainstreaming at RMC;
- Gender equality objectives are included in the annual performance objectives and appraisals of all staff and board members decisions taken;
- Various seminars and on job trainings to impart gender analysis and mainstreaming skills among staff are organized and implemented;
- conducted capacity building of RMC as media self regulatory body is to receive, analyze, and consider complaints from the public concerning degrading images and sexist portrayals of women and men in media;
- sustained coordination of activities engaging media stakeholders and relevant civil society organizations to promote gender equality and mainstreaming in media sector;
- Regular monitoring and assessments reports developed on gender portrayal in media content to showcase media's performance in enhancing equal image, visibilities and diversity of women and men

**Objective 2:** To integrate gender in the planning, management and working systems and practices of RMC.

**Indicators:**

- RMC's strategy document includes gender equality as a strategic goal and objective;
- Planning processes and systems of RMC, and the implementation of all operations, ensure the integration of gender aspects;
- Reporting on gender equality indicators is included in all quarterly and annual reports of RMC;
- An action plan on gender is monitored and regularly updated by RMC management;
- Data and reports in line with RMC's core mandate activities is sex disaggregated.

**Objective 3:** To ensure gender balance and equal opportunities in human resources systems and processes on selection, recruitment, employment, and professional development.

**Indicators:**

- Gender sensitivity and mainstreaming experience are routinely assessed in all selection, recruitment and employment processes, systems and interviews;
- Responsibilities with respect to gender mainstreaming are included in staff job descriptions and in consultants' terms of references hired by RMC;

- Responsibility for and actions to address gender are assessed in all performance appraisals;
- All reports made and published by RMC are gender sensitive such as giving gender disaggregated data;

**Objective 4:** Administer the designed gender sensitive media code of ethics

**Indicators:**

- The annexed gender sensitive media code of ethics and standards is adopted and enforced
- Raised awareness of the code among the concerned media actors for ownership
- Designed portable booklets of the code to guide the concerned media actors on gender sensitivities in

## 9. Implementation Log frame

This documents which serves the purpose of an internal gender policy of RMC, finds its roots in the national commitment to achieve gender equality and women's empowerment as reflected in diverse legal and policy frameworks. It is also based on the findings from the gender audit and assessment that was conducted at the three days training workshop facilitated by UN WOMEN through the partnership of National Women Council and Rwanda Media Commission.

The above objectives identified constitute the cornerstone of this policy and implemented by the actionable activities bellow.

**NB:** Objectivities 2 & 3 above are not considered bellow since they are not activity driven but rather providing obligatory guidance to RMC to be a gender responsive institution.

Objective	Activities	Budget /USD	Partners
To build gender awareness and the internal capacity of RMC on promoting gender equality.	<ul style="list-style-type: none"> <li>• Design guidelines for gender analysis and mainstreaming at RMC.</li> <li>• Train RMC staff and commissioners on the designed gender analysis and mainstreaming guideline.</li> <li>• Facilitate a study tour to learn how similar self regulatory bodies handle complaints from the</li> </ul>	<b>52,900</b>	<b>RMC</b> <b>UN WOMEN</b> <b>NWC</b> <b>Gender Ma-</b> <b>chineries</b> <b>UR Center for</b> <b>Gender Studies</b> <b>Development</b> <b>partners</b>

	<p>public concerning degrading images and sexist portrayals of women and men in media.</p> <ul style="list-style-type: none"> <li>• Facilitate seminars and on job trainings to impart gender analysis and mainstreaming skills among staff</li> <li>• Facilitate meeting session of “<i>Media for Gender Promotion Initiative</i>” to engage partners and relevant civil society organizations to promote gender equality and mainstreaming in media sector.</li> <li>• Develop monitoring and assessments reports on gender portrayal in media content to showcase media’s performance in enhancing equal image, visibilities and diversity of women and men.</li> </ul>		<b>Organizations that created the “<i>Media for Gender Promotion Initiative</i>”</b>
Administer the designed gender sensitive media code of ethics	<ul style="list-style-type: none"> <li>• Facilitate workshops to adopt and raise awareness of the code among the concerned media actors for ownership</li> <li>• Develop and disseminate portable booklets of the code to guide the concerned media actors on gender sensitivities in</li> </ul>	<b>33,000</b>	<b>RMC</b> <b>UN WOMEN</b> <b>NWC</b> <b>GMO</b> <b>ARFEM</b> <b>WMP</b> <b>ARJ</b> <b>Pax Press</b> <b>Media Houses</b>

## **Annex 10: Draft Gender sensitive media code of ethics Code of Ethics**

### **Draft: gender sensitive media code of ethics code of ethics**

#### **Preamble**

The media fraternity and stakeholders recognize that gender equality is intrinsic to freedom of expression and that all women and men have the right to communicate their views, interests and needs, and that “giving voice to women” is critical to their active participation in national matters and responsive governance. Therefore it is important that the media strives to ensure, through progressive targets, that women’s views and voices are equally heard and represented across all media.

The media fraternity further recognizes that the quality and quantity of the coverage and portrayal of women and girls, whether for news, views or entertainment, still continues to demonstrate attitudinal biases, patriarchal tendencies, ridicule and disrespect. Hence the need for gender balance and to challenge gender stereotypes in and through the media.

This Code of Ethics is therefore designed to be voluntary and self-imposed by all categories of the media with the endorsement and acceptance of the owners and managers of each media house, editors and media related associations. The purpose of this Code of Ethics is to help individual journalists, media persons, management and owners of media houses to promote gender justice in media as well as in their professions to become better at their work, by accepting and applying an established understanding of the expected universal gender-sensitive standards, attitudes and behavior.

The Code is informed, among others, by the Constitution of the Republic of Rwanda, The Rwanda Media Practitioners Code of Ethics and Standards, the Convention on the Elimination of All Forms



of Discrimination Against Women (CEDAW), The African Charter on Human and People's Rights, The Windhoek Declaration on Media Freedom in Africa, The 2011 Media Policy, and the Media Law in force.

### **1. Definition of terms**

**Discrimination:** It means any act, omission, distinction, exclusion or any differential treatment which disadvantages or compromises any person either directly or indirectly based on sex, race, pregnancy, sexual orientation, age, disability, nationality, and/or marital status or other analogous ground."

**Gender stereotyping:** It means media that portrays a person or persons of a certain gender in a manner that exploits, objectifies or demeans.

**Negative gender portrayal:** It refers to language, attitudes or representations (either explicit or implied) which tend to associate particular roles, modes of behavior or characteristics to people on the basis of gender in a manner that restricts and entrenches the role of persons of such gender in society or sections of society.

**Sexist language:** It is language that unnecessarily excludes one sex or gives unequal treatment to women and men.

### **2. Application**

2.1 This code will govern the conduct and practice of all media practitioners, media owners and media houses dully serving the public with information, education and entertainment media content.

2.2 This code amplifies the current Rwanda Journalists and Media Practitioners Code of Ethics and Standards in force. Therefore, this code should be read and enforced in the spirit of promoting a free, responsible, accountable and professional media in Rwanda.

### **3. Basic Principles**

3.1 Media practitioners are required to seek and acquire information on gender issues. They should keep abreast of gender debates/issues.

3.2 Media coverage should be balanced, fair and inclusive of both sexes.

3.3 Members shall ensure a diverse range of female perspectives is included in all stories that matter to the public and the nation at large.

3.4 Media headlines, news highlights, pictures, audio and graphics should guard against over simplifying and reporting gender issues out of context.

### **4. Equitable treatment in media coverage**

4.1 Media houses must ensure a balance of women and men as sources, experts, authorities and commentators on a wide range of issues debated in the media.

4.2 Media houses should give equal prominence to achievements of both men and women.

4.3 A special effort must be made to ensure that women's contributions to the sociopolitical and economic development of society are captured.

4.4 Media houses must be pro-active in sourcing male voices in areas and roles presumed to be female dominating and do the same to female voices in areas and roles presumed to be male dominating.

## **5. Accountability**

5.1 Media houses should have internal policies that encourage reporting on gender issues and act responsibly at all times.

5.2 Media should hold public institutions and officials accountable in regard to their responsibility to implement the national gender policy as a cross cutting concern.

## **6. Balance, Credibility, and Impartiality**

6.1 Media shall encourage equal access of both women and men in their media outlets to ensure are balance especially in broadcasted talk shows and debates.

6.2 Media shall not treat women as a homogenous group. Media shall ensure that the range of stories, sources and images portray men and women in all their diversity, in a fair and equitable manner.

6.3 Media practitioners and media houses should refrain from publicly identifying themselves in any way with partisan statements or actions that are gender biased.

6.4 Media practitioners should refrain from associating and with individual that condone sexism and other forms of discrimination and expose them for public shaming.

6.5 Media practitioners should be courageous and challenge stereotypes without fear.

## **7. Gender stereotyping**

7.1 Media should use non-sexist, gender-sensitive language in all content that is either published or broadcasted.

7.3 Media Practitioners are not permitted to report stories that advocate hatred based on gender, and which constitutes incitement to cause harm.

7.4 Sources in gender based violence stories should be treated equally and with respect, regardless of their sex and class. The rights of all should be upheld all times.

## **8. Coverage of gender-based violence**

8.1 Media houses and practitioners should ensure that the identity of rape victims and victims of sexual violence is not published without the consent of the victim and for public interest purposes only.

8.2 Media houses should not publish or broadcast any material, which judged within context, sanctions, promotes or glamorises any aspect of violence against women or constitutes incitement to their harm.

8.3 Media practitioners should desist from perpetuating the link between women in a sexual context and women as victims of violence.

8.4 Women should not be depicted as victims of violence unless the violence is integral to the story being told.

8.5 In reporting sensitive issues such as rape, special care must be taken to balance the public's right to know with compassion for those affected.

## **9. Advertising**

9.1 Media houses should ensure that consistent standards are applied between advertising and editorial content.

9.2 Gender stereotyping or negative gender portrayal should not be permitted in advertising.

## **10. Workplace**

10.1 Media houses should have effective and enforceable policies on sexual harassment.

10.2 Media houses should take steps to promote family friendly work practices and a culture of mutual respect between female and male employees.

10.3 Female media practitioners should be encouraged to work across a diversity of topics mainly those under bias considered to be male focused such war reporting, politics, business, etc.

10.4 Media houses should ensure they develop policies that promote gender equality at the workplace.

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