EVALUATION

INTERNATIONAL ASSOCIATION OF WOMEN IN RADIO AND TELEVISION (IAWRT)

MAY 2017

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# Table of Contents:

- Executive summary ........................................... Page 1
- Chapter 1: Introduction ........................................ Page 2
- Chapter 2: Background ......................................... Page 4
- Chapter 3: IAWRT as a member organization .......... Page 5
- Chapter 4: Activities and projects ....................... Page 6
- Chapter 5: IAWRT’s external profile ..................... Page 17
- Chapter 6: IAWRT finance and sustainability ......... Page 33
- Chapter 7: SWOT analysis and recommendations .... Page 39
- Attachment: Survey summary ............................... Page 42
EXECUTIVE SUMMARY

IAWRT as a member organization
IAWRT provides, 66 years after its ‘birth’ a truly transnational network for media women, appreciated on both personal and professional levels by the membership, due to conferences, scholarships and other activities. Still, keeping members interested and engaged over longer periods of time may be a challenge. IAWRT has managed to make the membership more active, thus creating more ownership and sense of belonging. IAWRT has also increased efforts to partner with likeminded organizations to share expenses and broaden its network.

IAWRT has proved an able resource network for professional media women - a role that may need clearer understanding of North/South and country specific differences between the chapters, and an inevitable discussion of the significance that advocacy – or even activist – activities should play in a future IAWRT.

Previous and current board members, as well as the paid secretariat, confirm to having a heavy workload. As IAWRT itself realizes, they thus risk developing leading bodies of privileged or retired members. The current structure of ad-hoc committees consisting mainly of board members could be changed to standing committees involving the membership. Members are willing to invest more time, thus representing an unused potential within the organization that would also strengthen the organization’s currently weak institutional memory over time.

More communication between board, chapters and individual members has been enabled with the rapid growth of social media, but the organization lacks an effective system of communication. Addressing these shortcomings entails choice of platforms, and a clear ‘chain of command’ offering transparency in all steps of the organization’s internal decision processes.

The organization has grown since the last evaluation in 2007, with the number of chapters expanding from seven to twelve. The membership comprises 45 other countries, some with the capacity to become chapters. Whether IAWRT is in a phase of expansion or consolidation is unclear, as there is no strategy in place and opinions in the matter seem to vary within the leadership and membership of the organization. Addressing the issue of possible expansion needs to take into account whether the organization currently has the required capacity and routines to support and follow up new chapters as well as individual members. Besides, there is also confusion when it comes to the actual number of members due to conflicting information. The decision to make a virtual secretariat has saved the organization money, but the survey indicate that this has gone unnoticed by a majority of the membership. Good developments have taken place, but the current ineffective structure of communication remains a challenge that also affects the secretariat’s ability to perform their best.

IAWRT’s financial situation
The financial situation is if not precarious, at least very vulnerable. Post 2018 there is no guarantee for further FOKUS funding, and other major and stable sources have not yet been identified. The Norwegian chapter shoulders a heavy responsibility in this respect,
and it rests to be seen whether recent attempts will be fruitful. Local successful fundraising initiatives should be studied and shared, and the initiative to learn from professional fundraisers be followed up. As funds are limited, there is still a need to review the frequency of time-consuming and expensive travels and conferences. A technical solution for payment of membership fees needs to be introduced promptly.

**The FOKUS Program**
IAWRT has a wide range of activities, from networking and training for members, to information and advocacy on a broad range of highly relevant issues for women across the world. Through these activities IAWRT has undoubtedly built capacity among many women in the South and continues to build bridges and strengthen global solidarity between media women. However, due to new criteria from main funder FOKUS and the introduction of a results matrix, IAWRT priorities have on paper been directed towards advocacy in the national broadcasters in three pilot countries in Africa. This priority is not reflected in the approved budgets and neither do they seem to be communicated clearly to the organization. The framework of a results matrix may help IAWRT in necessary strategic planning, to run projects effectively and document results. Unfortunately it seems FOKUS’ interpretation of the current matrix does not reflect the diversity of IAWRT activities, as thus it seems the IAWRT is being monitored solely by the work they do with the national broadcasters in the three countries. Neither does it grant IAWRT space to work with FOKUS’ prioritized target groups of “particularly marginalized women”.

Creating an improved matrix with a clearer understanding of the above, as well as balancing activities with specific targets and measurable outputs with local initiatives is a challenge for future planning and relationship between IAWRT and its main donor.

**IAWRT’s external profile**
During the last ten years, achievements have been made documenting women’s situation (including grassroots women) outside of and within the media. The series of long documentaries provides good opportunities for creating awareness among a diversity of women. IAWRT-initiated or supported research on gender and media, and the linking to other organizations/projects within the same field, provides a platform for advocacy and improvement. However, there seems to be a lack of strategic planning and sufficient funding for disseminating and following up the results. More dissemination of “good practices” in cooperation with other partners should be part of IAWRT’s strategic planning, as should more profiling in social media.
Chapter 1: INTRODUCTION

In accordance with the ToRs in the call, the purpose of this evaluation has been to identify and assess IAWRT’s organizational structure and capacity in view of its programmatic and organizational goals. Through the analysis, this evaluation attempts to point out strengths, weaknesses, opportunities and threats regarding IAWRT’s current profile and policy, its project work, structure, strategies and financial situation - all crucial areas in analyzing the sustainability of an organization. Attention is directed to IAWRT’s relationship with main funder FOKUS. Thus the evaluation examines the degree to which IAWRT is working to fulfill the mandate outlined in the current FOKUS program agreement and the adhering results matrix. IAWRT has undergone two evaluations in the past: The first in 2003 and the second primarily as a follow-up through a member survey in 2007. Part of the current evaluation mandate has also been to assess the development of IAWRT in light of recommendations from the previous evaluations, i.e. an assessment of IAWRT’s ability to adjust and improve over time. The evaluation has primarily been done through:

1. A desk study of relevant organizational and programmatic documents
2. Following IAWRT on the webpage and activities in social media
3. Interviews with:
   - IAWRT’s International Board (IB) members and some previous members
   - IAWRT’s virtual secretariat
   - The program advisor from FOKUS
   - Additional board members from Kenya, India, Uganda and Norway
   - Stakeholders from other organizations working in related fields in India, Kenya and Uganda
4. A survey addressed to all members, with four reminders
5. Field trips to Kenya and India to review their contribution in fulfilling the goals of the FOKUS funded program “Women’s Participation for Gender Equality in the Media” and identify best-case examples/practices that the whole organization can learn from.

Important to note is that the evaluation report is only concerned with the state of IAWRT prior to April 2017. Organizational or other developments may have taken place since then, but we had to draw the line for gathering material somewhere.

The points mentioned above demonstrate a vast field of study. Needless to say, the ToRs in the call for this evaluation were quite ambitious in regard to the offered sum for the evaluation. To quote the IAWRT President commenting in February 2016 on the planned evaluation: “200 000 does not give space for a large-scale process”. Still, the evaluation team’s ambition has been to try and include all the above-mentioned aspects of IAWRT’s operations. To be able to structure the findings of such an encompassing evaluation within a framework of appr. 40 pages, we have divided the report into the following main themes: IAWRT as a Member Organization, Activities and Projects, External Profile and Financial Situation. We conclude with a short SWOT analysis with recommendations.

It is perhaps inevitable in an organization of limited resources and changes in
leadership positions that providing access to all relevant information takes time. Some material, relevant for planning the membership survey and conducting interviews was made available to us later than convenient, and not all we asked for was provided.

The survey itself received a percentage-wise relatively poor response (albeit slightly better than the one in 2007). This may be explained both by lack of translational resources (for Latin American membership, counting 18, possibly also for some other members, such as French-speakers in Cameroon and Canada), plus failing email addresses for Sri Lanka. We are well aware of differing Internet facilities in the 57 countries, and some missing responses may be due to this. Or, simply that IAWRT, as most other organizations, has a membership base of both active and rather passive individuals. In addition, IAWRT included the launch of a separate investigation about democracy and elections in the message to the members about the member survey. The evaluation team was told not to include questions regarding these practicalities in the member survey, as the issue would be addressed more in depth in a separate questionnaire from the IB. Thus, this separate investigation was launched in the same message that informed the membership about the member survey – and may have contributed both to confusion and possible response fatigue.

Chapter 2: BACKGROUND

IAWRT has gone through a substantial transformation since it was founded in Europe in 1951. Originally catering to women in radio, it went on to include women from television and film. Following the rapid changes of the global media landscape it now includes media women from “electronic and/or digital media production, broadcasting and management” meaning that also female online journalists as well as media managers and scholars are included.

IAWRT has seemingly already from the beginning been led by a notion of solidarity, working to secure women’s perspectives in and through the media, at an early stage building bridges between media women on both sides of the Iron curtain, and later connecting with media women across several continents. This development seems to have spawned further after a Norwegian group of IAWRT members registered as a member organization with Forum for Women and Development, FOKUS, in 1997 – an umbrella organization for Norwegian women organizations, primarily enabling their member organizations to conduct projects through partnerships with women’s organizations in the global South. Since then, IAWRT Norway has been the responsible partner and channel for the funding IAWRT receives from The Norwegian Development Agency Norad via FOKUS.

From 2005 IAWRT started establishing country chapters to uphold activity between the International conferences, which for many years were considered the ‘backbone’ of this originally loose network of media women. Today the twelve chapters are spread across Europe, North America, Asia and Africa.

Until 2006, the Norwegian membership in FOKUS primarily secured financial support for members from the South to partake in the IAWRT conferences. This changed when FOKUS raised a considerable sum through a telethon in 2005 and invited their
member organizations to apply for project funding. This meant that: “IAWRT members could join forces with local NGOs and take care of the media related aspects of the project applied for”. This marked an official expansion of IAWRT’s original mandate, which had been to build capacity and strengthen the ties between media women across the globe. From this point IAWRT has been more involved with ‘hands on’ advocacy activities. Considering the variety of activities, we register the shape of two main functions/roles:

1. IAWRT as a member organization shaped as a global media women’s network
2. IAWRT as an organization that manages development projects in the Global South.

When entering the vast mandate of evaluating IAWRT, we try to keep these two levels of functions somewhat separated in the following chapters. The challenges of meeting demands from both these functions are substantial.

Chapter 3: IAWRT AS A MEMBER ORGANIZATION

A recently updated member registry shows 434 members in total, distributed across 57 countries, including 12 chapters. The Norwegian chapter is legally responsible for the FOKUS core funding. The Norwegian chapter head is therefore co-opted to the International Board (hereafter IB), but without voting rights. The President and the IB are still responsible for overseeing the running of the entire organization, and are elected at the biennial membership meetings, according to IAWRT statutes the organization’s highest authority. The only salaried IAWRT officials are three persons sharing two full time positions in IAWRT’s International Secretariat.

Elections, democracy and member influence

The 2003 evaluation states that IAWRT needs to make the process of elections and tenure on the board more open. It informed about members not knowing how the leadership was elected, and registered discontent among members claiming that the same people were able to cling to positions of power for too long. Positive developments have taken place since then. IAWRT has made Statutes and Guiding Documents available to all members through their website. Rules now limit the number of years a member can serve on the IB. Previous decisions have been made on the basis of the preferences of as few as 60 members, guided by the rule that only physically attending members can vote. In Delhi

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1 Source: Member detail list dated January 2017 – thus far from the 611 members stated in the Project/Program application 2015-2018.

2 No single member can serve more than six years (three two-year terms), unless elected directly for the role of president. This will allow for an additional four years on the board, adding to a total of ten. With one exception: a member who has served her maximum years on the board in any capacity but president in a previous period, may still be elected president. (Decided by a majority at the members meeting in Delhi 2015).
(members meeting) 2015, an unanimous decision was made to open the voting process also to other members – an important step towards a more transparent election process. In 2015, US chapter’s Sheila Katzman’s reason for not accepting the "spontaneous" nominations for president that she received from the floor during the election was stated as “the lack of transparency, clarity, and accountability of the voting process”.

The IB was given the mandate to suggest practical solutions on how non-attending members can cast their votes and to re-address the Statutes in regards to the election process with notice going out to all members before the next members meeting in 2017. This happened in February 2017. Asking for such feedback at a point where the next biennial is so close, may illustrate a lack of ability to plan ahead and/or be due to a large scale shift in the composition of the IB itself. The IB has a committee for ‘Organizational Development/Voting Process’ and at least one of its members has been “researching new technical ways that would make the election process more democratic”.

Still, the call distributed to the members only had a few loosely formulated suggestions for the members to assess and asked for feedback per email. The low response to this may be explained by members being offered only ten days to respond.

A question in the member survey about grading their perceived influence with IAWRT’s policy and priorities, received a diversity of answers. 31 out of the 123 agreed to having more influence than before (options varied from 1= disagree to 5= fully agree), while as many as 40 members placed themselves in the middle (value 3), while 38 tend to disagree (15 value 1, 23 value 2). This signal should be taken seriously by the current leadership. As a membership organization, IAWRT still needs to find efficient ways to address what can be seen as a democratic deficit.

**The board - committees and responsibilities**

The current IB received a clear message from attending members at an unofficial meeting during the regional conference in South Africa in October 2016: “We should get more input from the board, more transparency, be invited as members”. One may question to what extent the members read minutes from the monthly board meetings (rather regularly introduced in the “members’ downloads” at the IWRT website). Still it is worth asking whether IAWRT has a proper structure in place to facilitate direct engagement from a larger part of the membership. IAWRT did follow up on the 2003 evaluation’s suggestion to appoint a nomination committee, which is now chosen among ordinary members at the members meeting. Several other committees also exist, but part two of the suggestion – that “these committees could have board members and participants, a step that will also help to collapse the distance between the two and to address the question of hierarchy as well” – was unfortunately not introduced. Today all the committees are manned by IB members. The (previous) chapter head of IAWRT Norway stated that: “we have made committees for everything, I’m on several of them myself - but not very much is happening”. Some committees are clearly operable, though, but not made visible anywhere, neither to the members nor to the outer world.

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3 From Members Meeting Minutes
4 From interview with Canadian board member Iphigénie Marcoux-Fortier
5 Minutes from the unofficial members meeting.
The current president has stated a wish to “open more up” through including more ordinary members in the committees, which is a positive signal. The current structure of ad-hoc committees could be replaced by standing committees involving a larger part of the membership, with the board still having the final say. This is a common structure in many organizations, and one that would both make for a more involved membership and a less overworked board. Previous and current board members have had to adjust their professional working hours to be able to fulfill their obligations in the leadership of IAWRT. With a majority of the survey respondents willing to invest more time on pro bono IAWRT work, this is an unused potential within the organization, and could provide a better continuity from one IB to the next.

The Secretariat
One of the suggestions in the evaluation from 2003 was for IAWRT to look at possible measures to enhance the day-to-day functioning of an organization with an International board normally consisting of full time working media women in charge of coordinating what was already then an organization with a growing portfolio of activities and projects. Although actually “warned” that creating a permanent physical secretariat could offer problems in terms of both efficiency, control, placement and funding, one of the most important changes since then has been the decision to create a paid secretariat. It was first placed in Manilla, Philippines, where an IAWRT member with good credentials in charge. Unfortunately, she involved one of her family members who embezzled around 5000 dollars. The secretariat was closed down assisted by the FOKUS-accountant and re-opened in 2013 in Nairobi, Kenya. According to a previous IB member, this was a practical and seemingly safe solution, being in proximity to the then IAWRT president, Rachael Nakitare. After seeing what one of our respondents and the annual FOKUS report for 2015 – referred to as “incompetence” within the Nairobi secretariat, combined with the costs of house rent, the IB decided to shut down the secretariat in Nairobi and instead make it a virtual entity more in line with the “decentralized structure” solution suggested in the 2003 evaluation.

The virtual secretariat has been in function since 2016, with a geographical spread between India, Australia and Norway. According to IB members, this solution works very well. President Gunilla Ivarsson finds that this solution is saving IAWRT “a lot of money” and that she has experienced no problems keeping in daily contact with especially the communications officer by email and Skype.

IAWRT’s guiding documents no longer provide updated information on the tasks expected to be performed by the secretariat. According to one board member the guidelines are of little use today. The most specific instructions for the three functions of the current secretariat are instead put in the three different work contracts of the secretariat members (acting as private contractors).

The Communications Officer (CO)
With regards to working with a decentralized structure, the 2003 evaluation recommended: “in order for such a structure to work, it is necessary to have much more openness, and a much closer communication between members and those on the board”. One could see the function of the CO – IAWRT’s only full time employee – as a gateway
in this sense, as her contract states that she is both responsible for “undertaking the day-to-day administration of IAWRT” and “communication between members and chapters” – of course in close connection to the IB. But no steady arrangement has been made to invite members of the secretariat to the monthly board meetings, which usually take place by Skype conferences. Initially the information is meant to flow from the IB through the IB secretary who sends all minutes and other information to the CO. In addition, both the IB secretary, the CO and the web journalist (WJ) are supposed to partake in the meetings of the Communications and Publications Committee, where the same secretary is meant to play a vital role for example in collaborating with the CO on organizing the production of the Newsletters and the biennial reports. Unfortunately the current secretary of the IB quit in December 2016, after which the CO has been present at board meetings, primarily to take minutes. As the secretariat most likely represents the persons in closest contact with the membership, both they and the IB may benefit from being present at (at least some) board meetings. This arrangement would facilitate communication, which today seems to flow mostly from the board to members and less the reverse. This solution would also ease the workload on the IB secretary.

The current CO, Geeta Sahai, had not seen lack of participation as a problem, but when asked what her presence in board meetings could contribute to, she noted that she would like to be more involved in the planning as she thinks “Both Nonee (the WJ) and I fail to see how we can contribute more to the organization”, which indicates a lack of guidance.

Judging from the member survey, the change from having a Project Officer in Nairobi to having a Communications Officer in India, seems to have gone largely unnoticed by a majority of the membership. 66 percent have not noticed any changes in the number of received proposals after the secretariat went ‘virtual’. 23 percent say they have received more calls, while 11 percent state to have received less calls. 28 percent feel it has become easier receiving answers from the secretariat, 6 percent say it is harder. The rest have not noticed any changes.

The Web Journalist (WJ)
The decision that seems to have made the most visible impact, is the part time hiring of a designated WJ. Still, 60 percent of the members answer that they have not noticed any changes with the website, while 38 percent find the website seems more updated. After making the IAWRT International website public in 2013, there is little doubt that a WJ is needed. One of her responsibilities is to “Contribute to the rebranding of the IAWRT website, IAWRT Facebook page and other suggested social media”. An important part of her work can also be seen as an attempt to improve linkages between chapters, the IB, and individual members through writing and/or making stories/updates from the organization available on the website and on the IAWRT International Facebook page. Posting or linking relevant articles and job opportunities of interest to the members on the different IAWRT media platforms is also among her designated areas, as well as reporting from the conferences. This amounts easily to a fulltime job, and the WJ, Nonee

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6 The evaluators understand that this has now changed, and that all three members of the secretariat attend the IB meetings.
7 From the WJ’s employment contract
Walsh, sometimes works 30 hours or more during a week - in spite of a contract leaving no room for overtime payment. The evaluation team has not seen the website before its transformation, and understands that it is still a “work in progress”. Its main weakness is that it seems to be offered for the already inaugurated.

The WJ does not always find it easy to obtain information on how projects unfold in the different chapters, but traces some activities through social media. This underlines again the necessity of communication structures, with regular chapter reports. According to the CO, Walsh brought up the issue of “not knowing which chapter is doing what” during the regional conference in South-Africa, 2016. The CO says she is not sure what was actually meant, but confirmed she is the one that receives chapter reports and then sends them to the IB, but adds: “If I see any chapter reports I think needs to be passed on to Nonee, then I will do that”.

The accountant
The accountant is a long-standing member of IAWRT who has also held elected positions in the organization, and has been part of important missions to correct fraud and inadequate financial practices. The accountant should be external to the board, as is usual in most organizations, but with finances in dire straits, exceptions might be helpful. Although board minutes are made available through the IAWRT website, the accountant says she does not feel sufficiently informed about proceedings in the IB. As for the relationship between the IB treasurer and the accountant, it seems to be performed via email, but with no particular routine. The treasurer admits that the communication should be more regular, and the tasks of the whole secretariat more clearly defined.

The treasurer later has added that she and the accountant are in frequent contact by email, and have skype meetings at least once a fortnight. The problem has been that the accountant was not included in communications (by email) that had to do with the secretariat and left the onward communication with the treasurer. This has now changed from the treasurer’s initiative, so that the board involves the accountant in all this communication.

The CO bears the responsibility for the membership archive, while the accountant will do the accounting, including funding (FOKUS and potential others) and membership fees, not least from individual members, which demands a close working relationship.

We recommend that the accountant, as other members of the secretariat, needs to have more direct contact with the international board to understand priorities, fundraising activities, and in this case also payment technicalities, plus ways of obtaining membership fees in an efficient way (see Chapter 6).

Efficiency and communication
Gaps in the communication flow was acknowledged as a challenge by several of the IB members, including Canadian Iphigénie Marcoux-Fortier, the IB’s “unofficial tech person” for the past three years. She also highlighted how this deficiency might have contributed to the “sometimes tiring” situation for the secretariat “not to have a lot of participation from all the members”. We support her conclusion that a more systematized way of communicating would improve the situation. A point in this regard is that although both Marcoux-Fortier and other IB members communicate with chapters and
members, the website only offers contact information of secretariat members, not IB members, which conveys a signal of unavailability, leaving the CO and WJ as gatekeepers, rather than facilitating communication.

As part of the Communication committee, Marcoux-Fortier has been working directly with the CO and WJ to address what the evaluation team sees as a clear weakness with IAWRT - the lack of institutional memory. This was observed at an early stage of this evaluation. For the desk study, the team was instructed to find the essential documents, also from FOKUS, through a Dropbox folder created by the Norwegian chapter head. Access to the online membership registry, board meeting minutes, newsletters, other reports etc. was granted via the IAWRT website. At the website, we fail to see any logical structure or system. Some documents are put under “Publications” for everyone to see, and some under “Member’s downloads” where you have to log in. Many documents were missing from both of the offered sites. As the CO was not made aware that a Dropbox had been created, she created another Dropbox folder to upload the chapter reports we had requested. Through email exchanges we understood that the CO does not upload anything to the web site. This seems to be done mainly by the WJ, or by chapters/members themselves. As the CO only passes on the documents she finds relevant for the WJ to write about, this could also be part of the explanation for the WJ’s stated lack of overview of chapter activities.

It was also hard to obtain documents dating some years back (before the CO took office). Due to the secretariat changing locations, the archive is scattered and thus not easily available (Norwegian chapter head). Many documents have also been gathered in the IAWRT Norway office space at NRK. This office is unfortunately being closed down, as NRK has decided not to continue this kind of “in-house support”.

IB member Marcoux-Fortier has proposed “new and more sustainable ways of archiving and of working in collaboration”, thus the issue is discussed in the IB. So far it seems few actual changes have taken place. Regardless of shifting circumstances the evaluation team finds the fact that no particular structures for keeping even more recently produced material in a logical and orderly fashion online, at least through the possibilities offered by the website, to be an important flaw. This lack of good structures and routines for handling information and communication, affects both members’ possibility to keep updated and participate in debates and planning, and also contributes to less continuity from one board to the next.

**Platforms of information and communication**

Discussions have taken place, in the IB and membership on which platforms may best satisfy members’ need for information, participation and interaction. Making the website public in 2013, met a clear need for profiling IAWRT to the external world. It was also timely, since options for closed groups were available on platforms such as Facebook. Going public seems not to have been followed by any comprehensive strategy.

**Newsletter and conference reports**

The CO was assigned a main responsibility for the quarterly e-Newsletter after the IB secretary resigned. Being a very time consuming task, the Newsletter has been “put in

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8 This chapter head was responsible of coordinating the evaluation
cold storage” (CO) after the May 2016 issue. The need for such a newsletter had long been questioned, especially after hiring a WJ. The survey had 39 respondents giving high scores (4 or 5) to the importance of the Newsletter when seeking information about IAWRT, but respondents gave approximately the same scores for the website and IAWRT International Facebook page. This seems a reflection of the current situation, underlining that a clear strategy is yet to be put in place.

In line with the WJ, the Evaluation Team largely agree “redundant”. However, quite a few IAWRT members might have a hard time accessing the continuous IAWRT newsfeed online due to poor internet connection. Thus, a substitute could be an annual report to all members, highlighting events, projects, changes and achievements made through the year. The WJ can be in charge of providing it with the most engaging stories from the chapters. The report may also include a letter from the president and one from FOKUS, plus background reports from yearly activities such as participating in CSW and updates from the IAWRT UN representative, Sheila Katzman.

The evaluation team still sees a need for reports from the IAWRT conferences, as they seem to function both as a more elaborate update than the short journalistic accounts posted on the website, and provides more detailed learning material for non-attending members. As was done with the regional conference in South Africa, 2016, to have a live-stream video setup from the conferences (both regional and biennial) will facilitate member participation.

**Use of website and social media**

Although the website has been opened for more member participation, few post stories on the website and the WJ says she is forced to look at members’ and chapter FB pages to get updates on IAWRT activities. But this is a two way flow: The Indian IAWRT member acting as social media publicity contact at the 2017 Asian Women’s Film Festival sent material (schedule, posters, curator’s notes etc.) to the WJ, but mostly at the WJ’s request, as she had no guidelines on what to share or post to the IAWRT International web or FB page. There is an obvious need for some very easy to follow-guidelines on how chapters should report activities for IAWRT’s external channels.

This missing communication strategy has led to a diversity of IAWRT groups on Facebook, some ‘open’, some ‘secret’, and with a varying number of members, friends and/or followers. The IAWRT International FB page is a ‘secret group’, and individuals who search for IAWRT will find only the ‘ad-hoc variants’ mentioned above. We were told the IAWRT International FB page was made a secret group to offer members a forum for free discussion, thus a tool to enhance the democratic vibrancy of IAWRT. The WJ who uses this page in her work, is allowed to publish, but can only add members who are Facebook friends with her. The WJ has invited about 80 members through mail, without it generating too many new members to the FB group, which only has 190 members. Although it seems as the postings on FB (mostly generated by the WJ) are read by quite a few members, this forum has no trace of debate.

If such a secret group will continue in the future, all members should be made aware of how to join and be invited to discuss or raise vital issues to the leadership. If used this way – the forum could become a hub for exchanging ideas, and for members to
be able to address the IB more easily and directly. Enhancing the FB page as an internal discussion forum will make it possible to transform the IAWRT website into primarily being a showcase window and an information hub for all gender related activities related to the IAWRT (see also Chapter 5).

**Transparency**
A positive step was taken when the IB decided to place minutes from board meetings in the ‘Member’s Downloads’ on the IAWRT web page. However, there is room for more improvement on the issue of transparency. Till today, no minutes from the committee meetings are available. This means that a great deal of board activities affecting the future of the organization take place without members being able to trace this development (through other sources than the summaries of decisions made in the committees that are accounted for in some of the board meeting minutes). Much information about activities in the Communications and Publications committee therefore first came to the evaluation team’s attention through interviews. Instead of reworking the Guiding Documents, the IB has put the Secretariat’s work assignments in their employment contracts, which are not made public to members.

Symptoms of missing transparency and clarity also appeared at the IAWRT Norway’s annual meeting, where members made observations like: “IAWRT is a very complicated organization to get the hang of”, “it takes time to understand what IAWRT really is and what it is that we do”.

In order for IAWRT to become more transparent, a start would be to make a comprehensible organizational map, including the structure of the current committees, accompanied by short texts of what the different entities do, and contact information to be put on the IAWRT website. We also propose tabs for past and present projects (highlighting achievements) and a tab with information on IAWRT’s goals, including the plans on how to reach these goals within the current system of partners and funders. A history book about the organization was published in 2008⁹ and contributes importantly to the institutional memory of IAWRT. Highlights from this book could be put in a separate tab to give a sense of the historical roots of the organization. A tab with information on how members can become more involved should also be on the website, as well as a tab with easy instructions on how to become a member – and a listing of member benefits.

A short version of the above mentioned content could be edited into a ‘welcome kit’ for new members – which should of course also always be updated, and available for downloading at the website under the tab on how to become a member.

**Chapter autonomy and communication with the IB**
The 78 chapter members who responded to the survey gave quite good scores when evaluating whether the chapters had an adequate level of autonomy to take care of local issues: 46 of the 78 give value 4 or 5 (top scores). This indicates that the perception of IAWRT as an organization where the power is “located in the ‘North’”, (2003 and 2007 evaluations), has somewhat changed. This may be due to the IB decision to allocate an

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⁹ *Voices/Pictures. The Story of International Association of Women in Radio and Television* (2008)
annual modest sum for chapter activities.

Some of the interviewees from Kenya stated it can sometimes be hard to raise the minimum 10 percent of the sum received from IAWRT International. We still view this newly introduced local percentage as a positive measure. Even if the theme for a workshop might be set by the IB, the need to reach out and collaborate with local organizations and funders requires orientation towards local needs, which we suggest creates more project ownership.

Although the Norwegian chapter is the legally responsible partner via-á-vis FOKUS, the Norwegian chapter head underlined that she has been very adamant to share the responsibility of both initiating and reporting on IAWRT activities between the Norwegian chapter board and the IB in order to build capacity and ownership. She realizes, however that although being part of the IB as a co-opted member without voting privileges, “her voice weighs in quite heavily”. This is logical as long as the Norwegian chapter head functions as signatory on IAWRT’s behalf in relations with FOKUS.

All remaining chapter heads represent links to the membership. Except the IB and all chapter heads being present at the biennial conferences to meet and exchange information and ideas, there is no sufficient formal structure in place to tie the chapters to the IB. A need was expressed (several interviewees, qualitative answers to survey): of structures that may secure that the chapters both have a say and that chapter heads are kept informed of important decisions. Regular updates from the IB and the committees on work progress and decisions made may ameliorate the situation. The IB can also divide responsibility of being designated contact persons for one or two chapter heads each to make the contact less sporadic.

**Increasing chapter activity**

The 123 members responding to the survey might be more active and/or catered for than the rest of the membership. Still, ¾ appear to have benefited from their membership, either through local activities/workshops (50 percent), long documentaries (15 percent), scholarships or research (both 11 percent). Almost half have joined IAWRT during the last five years, and more than half state that they joined through other venues than conferences. This indicates that channeling money directly for local chapter activities has indeed had positive effects, maybe also in terms recruiting new members. Still, one fourth has not been involved in other activities than conferences. A majority gives the highest scores (4 or 5) to the suggestion of “strengthening the local chapters” as a way of strengthening IAWRT for the future, indicating that IAWRT still has some way to go before the activities reach a satisfactory level for the whole membership.

Members without chapters (according to registry, 168) are also offered the opportunity to apply for scholarships, conference travel support and to partake in the making of the IAWRT long documentaries. Still, as the IB treasurer says: “Currently chapter members benefit more than individual members”, due to budget allocation for chapter activities which do not benefit members without chapters. This is no reason to stop the funding for chapter activities. Rather it can motivate to create more chapters.

Members of chapters not located in the South – among them the USA chapter – express some dissatisfaction as FOKUS funding primarily supports countries located in the South. However, the eight USA survey responses still express having benefitted from
IAWRT as individual members (grants for documentary production, conference travel support, contributing to research). Thus it seems that IAWRT in some instances finds a way around this problem, which will exist as long as FOKUS remains IAWRT’s main donor. A German respondent suggested that IAWRT might allow members from the global north to make their IAWRT chapters part of an already existing national media women’s organization. This may create access to other sources of funding and benefit the entire organization.

**Popular conferences**
The IAWRT Conferences have been referred to by interviewees as the “throbbing heart of the organization”, also confirmed through the survey. As much as 70 percent has attended one or more IAWRT conferences. A vast majority found the conferences rewarding, underlining similar aspects: “the sense of sisterhood and collective energy”, “enriching not only for me professionally but also in terms of a wider worldview and understanding of the situation of women across the world”.

A large proportion of the conference participation has been sponsored by IAWRT, allowing many to attend. Still, 40 percent have only attended one conference, which might be explained by a majority stating that when they did not attend, financial constraints were the main reason. A challenge is making members feel like their membership fees are worthwhile over time.

**Expansion vs. consolidation**
IAWRT does not seem to have taken a firm stand on the issue of expansion vs. consolidation. While the president stated in an email that in her and the IB opinion “for the moment it is more important with consolidation of existing chapters than to expand” another IB member see no problem with doing both. Yet another IB member states the “secretariat should spearhead a recruitment drive” and that “this is currently not the case”. According to the CO contract, she is to “handle the process for recruiting new members” as well as “the process of forming new IAWRT chapters”. The application form available at the IAWRT website still invites applicants to send their forms to the physical address of the secretariat in Nairobi, and indicates that little work is done with recruitment.

Forming regional chapters in Latin America and North Africa has been discussed in both IB and member meetings, but no results so far. In the India chapter, they talked of a new Sri Lanka chapter. The president had no knowledge of this, but brought to our attention bureaucratic obstacles to an initiative to open up a chapter in Afghanistan.

Again the need for an IAWRT comprehensive and well thought out strategy, with clear responsibilities and deadlines, communicated to the membership through proper channels. Judging from the survey, 45 percent do not know the requirements for opening a chapter, perhaps due to this information being sent to members by email. Emails may get lost and also undermine the website as the most important channel of information.

Instead emails and postings on FB should be alerts – always linking to updated information on the website. If all of the above is done, IAWRT will be able to actively encourage individual members to form chapters, offering encouragement and practical assistance from designated IAWRT members who may take charge of starting a
recruitment campaign. FOKUS may not see such a campaign as beneficial for the collaboration with IAWRT, but rather as a problem (IAWRT spreading their activities to 12 countries (previous program advisor Jon Rian 2015), informing the decision to focus IAWRT’s project activity on three ‘pilot countries’ in Africa. In our opinion, such a concentration, if weakening other activities would undermine IAWRT’s actual strengths as a global network.

**Rejuvenation**

The 2007 survey/evaluation concluded that IAWRT was “an ageing organization”. Judging from the current survey, IAWRT seems to have attracted more young members since then, as the age bracket ‘30-40’ and ‘40-55’ contains 35 percent of the respondents each. Still, less than one tenth are between 20-30 years, pointing to a remaining challenge of reaching the youngest. IAWRT India illustrated the dilemma by stating that they had not decided on whether to prioritize recruiting students as “associate members” as “they tend to be too busy with school” and “they might end up in the more commercial parts of the media”. With criteria for full membership being a minimum of three years of relevant media experience, IAWRT, if planning for expansion, should prioritize inviting students to join as associate members. Collaborating with educational institutions to f. ex. hold gender sensitization workshops seems to have worked well, at least in the Indian chapter where several of the IAWRT members are indeed media professors. The same development may be observed in the Norwegian chapter.

**Member profiles**

The survey shows a high proportion of filmmakers (33 percent). Journalists and reporters jointly represent 29 percent, followed by producers (23 percent) and teachers/researchers (21 percent). This information is not reflected in the database where the majority of the profiles only offer a name and an email address. The idea of making a database with membership profiles at the IAWRT web page was to offer a place where members could get in touch for professional reasons for example when travelling abroad. The 2007 evaluation suggested giving members access to the database to be able to elaborate and update their professional profiles, also as a tool for the organization to know their member’s capacities. Despite the WJ creating step-by-step guides with screen shots, 43 percent of the respondents did not know how to update their profile, 32 percent knew, but had not done it. This may suggest that the members do not view this feature as important. There has been a discussion about keeping this database on the website as there are ways of using commercial variants like LinkedIn for much of the same purpose.

If the overview of member profiles is kept open to all members, it should offer an updated list of members and their capacities, when they joined, grants received, etc. This

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10 The results may have been slightly skewed by the fact that we received as many as 19 responses from India where we know some of the most active among the membership are indeed filmmakers (of whom most also work or have worked in television)

11 According to the WJ

12 On the Communications and publications committee
will be useful information for the IAWRT. If parts of this information is made public, it could be promoted as a resource database of media women, offered to journalists and others in need of contact with competent stringers or expertise. (See also chapter 6).

**Capacity and sustainability**

Involving members more in arranging conferences seems a positive development in terms of organizational capacity building. The call for proposals to host the regional conference in 2016 only stated two necessary components: a gender mainstreaming workshop and a film festival. This gave the applying chapters much freedom in terms of designing the event. The IB received three applications, and IAWRT South Africa (SA) was chosen as they offered the most elaborate plan. A conference committee of three SA chapter members was formed including three members from the IB. Decisions about themes etc. were taken communally, IB members having the final say. Making this regional conference into a triple event (conference, Film festival and workshop) also saved IAWRT money. Increased capacity and reach is also likely to follow from the current IB’s decision to make it a prerequisite that the conferences, whether regional or biennial, must be held in cooperation with an external organization, preferably with a 50/50 split of both expenses and workload. In SA the conference was held in collaboration with Gender Links, a renowned NGO working to promote gender equality and justice in 15 African countries. Both the planning, execution and the necessary reporting that comes with hosting such an event must surely be seen to build capacity within the membership.

An IAWRT goal is to increase the number of women in leadership positions within the media. IAWRT membership offers opportunities to attain organizational skills which are highly valued on the job market. When asked why she chose to become an IAWRT official, the Norwegian chapter head replied: “Getting four years of leader experience, that’s what’s in it for me”. Such statements are echoed through the evaluation: “It was an exhausting process, but I learned so much, and it also helped my situation on the job market” (US member). These potentials may be used more actively when promoting the IAWRT. Although more than half of the survey respondents have a steady job relationship (full time 54 pct. part time 13 pct.), more than two thirds would be willing to invest substantial time per week (46 pct. 2-4 hours, 18 pct. 4-8 hours, and 5 pct. more than 8 hours) on IAWRT related work if asked. As proposed above, through opening the subcommittees for ordinary members, young members may be exposed to international work and thus improve their CVs. Success stories like these already exist in the organization and could be gathered and pitched as very good reasons to join.

On the issue of sustainability more factors are at work than those mentioned in this chapter. Relations between IAWRT and main donor FOKUS will be addressed in the following chapter, and remaining issues in Chapter 6.

**Chapter 4: ACTIVITIES AND PROJECTS**

Most operations of IAWRT are fully or partly dependent on funding from main donor FOKUS, which contributes about 1.6 million NOK (186 800 $) to the organization. In general, all FOKUS projects are earmarked for the strengthening of civil society in
countries in the South. According to IAWRT’s program manager at FOKUS 2010-2015, Jon Rian, Norad in the beginning saw the network, linking women journalists in 50 countries, as a “strength in itself”. The goal of “Capacity building in the South” worked well with the IAWRT conferences offering media women a chance to address gender challenges and other professional issues. Rian thinks a right step was taken when IAWRT applied and received funding for projects in 2006: IAWRT members made films and campaign material on several issues (see below on documentaries). Rian also saw it as a challenge for IAWRT to concentrate their efforts around a few chosen areas. This view was probably informed by new signals from Norad. The FOKUS strategy for 2012-2016 had this objective: “FOKUS shall have completed the process of moving from a project approach to one of having comprehensive programs consisting of several projects”.

The FOKUS program
In 2014 IAWRT was included in a program called ‘Women’s Participation for Gender Equality in the Media’ and is today the only FOKUS organization operating under this program heading. The program description underlines underrepresentation of women owners and journalists in the media in most member countries in the South, along with poor “general awareness in the media on human rights, gender equality and media ethics” and stereotypical portrayals of women in the media. The decision to do research on issues of gender and social justice in the public broadcasters of eight IAWRT countries came to play an important role for the outline of the FOKUS program. The research will hereafter be called the GM research. The project will be called the GM project.

According to the program description, IAWRT’s strategy is to use their GM research to inform the development in three countries where there is ample possibility to have “an impact, and use a rights based approach aimed at advancing the cause of gender equity and mainstream gender in the national broadcasting institutions”. The description also underlines IAWRT’s empowering of women to engage with the media through “targeted training, access to information technology and exchange of knowledge”. Safety for women journalists is mentioned as one of the targeted areas where IAWRT will offer training. Scholarships for women journalists (members) in the South for specialized training/education, alongside sponsoring of productions treating “gender inequalities and/or women’s rights”, including the continued production of short and long documentaries addressing FOKUS’ six thematic priorities.13

So far, the description does not seem to reflect very profound changes in terms of IAWRT’s operations. It has merely added the element of how research conducted within the organization will inform the choice of three specific countries where further activities will be implemented directly vis-a-vis the national/public broadcasters. Still, one major change occurs under the “justification for the program” when it is stated that “capacity

13 Women and climate change, Sexual and reproductive health and rights (SRHR), Violence against women (Gender-based violence and violence in close relationships, Trafficking in women, Female genital mutilation), Women, peace and security, Women’s economic participation and rights, Women’s political participation and rights. From FOKUS Thematic Guidelines: http://www.fokuskvinner.no/PageFiles/3090/FOKUS%20Thematic%20Guidelines.pdf
building of the women journalists themselves is not sufficient to achieve gender equality in the media”, acknowledging leadership to be at least equally as important to address. It further states that: “The aim of the gender-mainstreaming project is to document and influence policies on the way women are presented in and through the media”. This aim seems to be in line with both FOKUS’ and IAWRT’s goals as expressed in their guiding documents. The general formulation adds the specification “influencing policies”, but is still relevant in regards to all the activities listed in the program description. At this stage, national public broadcasters represent just one area within the media of the South where IAWRT will put their efforts.

The program matrix
FOKUS and IAWRT later developed the current program matrix, stating: “A higher representation and enhanced competence of media women in national broadcasters” as the expected outcome of the program while ‘Output 1’ has the more embracing formulation “Improved professional capacity and media standards among media women in the South”. During the first meeting with IAWRT, the FOKUS Head of Programs underlined that the goal IAWRT ultimately needs to deliver on is: “getting more women in the national broadcasters of the three chosen pilot countries Kenya, South Africa and Tanzania”. According to the chapter head in Norway, this was the first time she was made aware of this. Considering that this area is not where IAWRT has put in their strongest efforts, she sees this as a major challenge. Although she had been part of creating the matrix, it is clear that she saw all the other IAWRT activities as equally important as they are indeed also incorporated in the matrix, although as ‘Outputs’. The current FOKUS contact told the evaluation team that she had “inherited” the matrix from the previous program advisor and therefore was not fully aware of the logic behind it, but it was also her understanding that IAWRT’s efforts in the three pilot countries will indeed be the ultimate goals by which FOKUS, and Norad will in the final end measure IAWRT’s performance. When asked why IAWRT has been funded to do other activities, she stated that the matrix’s widely formulated ‘development impact’ goal allowed for spending also in other areas stated in the program description. It seems quite clear that uncertainties regarding this matrix are shared by both FOKUS and IAWRT.

As long as FOKUS has approved IAWRT budgets where funds allocated to activities in the three pilot countries are rather modest compared to other activities, without signaling any needed change, it seems IAWRT and FOKUS share responsibility for the current confusion. They need to jointly address the issue of how the matrix should be interpreted, and also possibly amending the matrix. If Norad’s changing rules and regulations are part of this, there may be a need to include them in the consultation.

Knowledge of the FOKUS program
A majority 59 per cent of the survey respondents say they are aware of the ongoing FOKUS program and its goals, but this knowledge may prove rather superficial as almost half do not know the criteria for receiving funding through the program. The IAWRT president seemed unaware14 of why the FOKUS program advisor highlighted the

14 The whole quote from the email: “Marianne is saying something about key countries – this is only for the Media Monitoring Report we did a couple of years ago. 3 African countries were picked (Kenya, Tanzania,
importance of the three pilot countries, as “this is only for the Media Monitoring Report we did a couple of years ago”. This is worrisome, considering that activities in the three pilot countries are still an important, if not the most important, part of the FOKUS program (Norwegian chapter head). The President is formally the designated official to oversee the development and reporting on this part of the program.

Needless to say, challenges in communicating the significance of the program is not limited to FOKUS. The CO revealed being unaware of a result matrix existing, seeing it for the first time during evaluator’s visit to India. She is put in charge of drafting the calls for proposals. Although she sends all applications to the relevant committees, she is also responsible for steering the board’s attention to the ones showing potential. Considering that the CO is also responsible for following up on chapter reporting, it is troubling that she has not been enabled to work on a conscious level to fulfill the specific goals of the program. At the same time, we are aware that the Norwegian chapter head has made templates to streamline and ease the chapter reporting, also making it easier for the CO to pinpoint what might be missing from the reports received.

Many members may certainly be satisfied with the program description as it (depending on the interpretation of the matrix) may be viewed as a continuation of what IAWRT has done in the past: Conferences, workshops, scholarships for training and education, and grants for production of documentaries, including a project concentrated on the national broadcasters in three pilot countries (the GM project). Still, providing all members a real opportunity to understand what being funded through FOKUS really means, what the program agreement and the matrix entails, is of course also an issue of transparency. This responsibility lies primarily with the Norwegian chapter.

**Development in the three pilot countries, focus on Kenya**
The Norwegian chapter head’s remark that the work vis-a-vis the national/public broadcasters in the three pilot countries have not been prioritized is also reflected in the completed results matrix from March 2017. When IAWRT states that “awareness raising in other target groups such as managers needs to be explored”, it is merely an echo of formulations from the previously mentioned Program Description, dated at least two years back in time.

A field trip to Kenya (GN and BS) was part of the evaluation. IAWRT Kenya has existed for 17 years, both exhibiting a steady membership along with a history of a wide ranging portfolio of activities. The chapter was initially assumed to be for senior female journalists working in broadcast media, but now includes both young journalists and journalists working in online/print media.

The visit revealed a broad range of activities, many of them not accounted for in the Results report or the Results matrix. Apart from adopting a gender policy, Kenya Broadcasting Company (KBC) also has a sexual harassment policy. IAWRT Kenya has

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15 Pointing to results achieved in 2016
16 An initial idea to investigate responding members from South Africa and Tanzania about their familiarity with the project, was abandoned, since answers were few (2 from Tanzania, 3 from South Africa).
been involved in sensitizing staff on these issues through training workshops. The launching of a gender committee in KBC, chaired by the former IAWRT President Rachael Nakitare and tasked with ensuring gender balance in all programs, was mentioned in the 2016 Results Report. Still active as a Board member of IAWRT Kenya, Nakitare considers her position as Acting TV Programs Manager and Secretary of the Gender committee at KBC a good opportunity to fulfill the goals of the second phase of the GM project, being in charge of overseeing the implementation of the gender mainstreaming policies. As Kenya approaches presidential and parliamentary elections (August 2017), the Gender Committee will work for gender balance in the coverage. Since the GM research report was done in 2015, IAWRT Kenya has held dissemination workshops as well as other training workshops on reporting various gender issues.

**Representation of female journalists**

The evaluation team (GN and BS) was not able to attain updated numbers from KBC to measure against the baseline values in the Results matrix, despite several email reminders. However, addressing the goals of the GM project with both ordinary and board members of IAWRT Kenya and several other informants, interesting perspectives were raised. Among them were differing opinions on the prospects of realizing 10 per cent increase to reach a female employee rate of 37 per cent in KBC by 2018. Some thought that the targeted number was unrealistic explaining that media houses are laying off workers due to media convergence and restructuring of the news processes as elsewhere in the world. The CEO of the Media Council (KMC), charged with overall supervision of the media in Kenya, disclosed 645 journalists, including females, had lost their jobs in Kenya media houses in 2016. However, KBC has 14 vernacular radio stations and most of the employees working in these are females, he said. In addition, a radio station targeting the youth was opened up, and female journalists were recruited. KBC also plans to open a youth TV station, which may increase opportunities for female journalists. The evaluation team therefore views it as realistic for IAWRT to fulfill the target goal of a 10 per cent increase of female employees in KBC from 27 percent (2014) to 37 per cent (2018).

**Representation of female sources**

Sharing their views on use of expert sources, several of the respondents attributed the low representation of women featuring on expert panel discussions or talk shows dealing with hot political issues to the timing of these programs. This was the experience of one of the IAWRT Kenya Board members, who had now given up on participating in the panel discussions that are usually held after 9 pm. Women in Kenya are still expected to do most of the housework on top of working careers. Moreover, there is no transport facilitation or compensation for time spent doing research on the subject they are invited to discuss, so participating becomes an expense many women cannot afford. These types of barriers are likely to apply also in the other two pilot countries. Although they are commonly known, they do not seem to be included in the Program Application’s risk assessment as likely obstacles in the second phase of the GM Project.

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17 See full list and details of interviewees in attachments
Another factor discussed as contributing to the gender disparity with regard to sources was that women tend to be media shy and do not readily offer views as news sources. However, IAWRT Kenya is working alongside other media women’s organizations (AMWIK, APC, FEMNET, and WIN) to train women in skills to speak as expert sources. Among the projects for capacity building of women leaders that IAWRT Kenya has been engaged in is one under the Funding Leadership Opportunities for Women (FLOW) and the holding of round table meetings for women leaders. They have also trained members of Country Assemblies on how to engage with the media, targeting both women and men. In preparation for the August 2017 Kenya elections, IAWRT Kenya is among the media organizations under the KMC that have developed an election guide, which includes guidelines on gender coverage, part of those involve monitoring coverage of women candidates in the hotly contested constituencies.

**Good practices**

The IAWRT Kenya activities provide examples of how it is possible for IAWRT chapters to join forces with both local authorities and organizations, creating synergies and enhancing the reach and impact of IAWRT’s work. An improved regular contact between the IB and the chapters will ensure that these efforts are known within the organization, not least for the chapters in the other two pilot countries, Tanzania and South Africa.

Although most of the Kenyan activities are funded through other channels in addition to FOKUS, we think it is relevant to include them in the final equation (the Results report), as many of them may be seen as follow-up activities in relation to the work done with the GM research. To our understanding, Norad is keen for FOKUS to facilitate regional collaboration. We were informed by the Program Advisor at FOKUS that the chapters’ ability to raise local funds was not of particular interest to them. Still, it is worth noting that according to the Kenyan IAWRT chapter Board, last year they received 1000 $ for program activities (with a 10 pct. deduction as local contribution), meaning that the remaining budget of more than 30,000 $ was obtained through other local and international sources. This means that Norad, FOKUS and IAWRT International get much relevant activity in return for a very modest investment.

**Conclusion**

Although a few of the respondents saw the increasing layoffs in the media and the increasing number of women journalists moving to the private sector for better salaries as representing a possible threat for the future success of the FOKUS project, the majority believed it was worthwhile for FOKUS to continue working with KBC, partly because they saw it as easier to follow up on the implementation of gender policies in national broadcasters than in profit-driven private media. The evaluation team shares this view. While in some countries in the South the role of state broadcasters is no longer as important as before due to the media pluralism environment, KBC is still influential as it employs most of the journalists in Kenya.

IAWRT Kenya has an active membership and their ability to collaborate with other organizations and raise funds, is a clear strength. Still, while the media pluralism environment presents itself as an opportunity for availing more media channels and information to the citizens, including women, it also poses a threat since there is now
tight competition among media houses and media women’s organizations for funding from the few media development agencies. For example, IAWRT, AMWIK, WIN, etc. all have the same target group.

A large proportion of the advocacy work with KBC seems to depend on efforts by the former IAWRT President Rachael Nakitare, who according to our Norwegian interviewees was also instrumental in making advocacy vis-a-vis national broadcasters’ part of the Program Description in 2015. On the other hand, now that Nakitare’s time on the IB is over, it seems what might have been elaborate plans for this project has to some extent been lost in the process. We are yet to see any document explaining the reason for choosing the three pilot countries, along with a detailed action plan. None of the Norwegian interviewees, including the former vice-president of the IB, or the former program manager at FOKUS could pinpoint exactly why IAWRT chose this pilot project, besides it being a natural follow-up to the GM research and having a strong ambassador in Nakitare.

Both IAWRT Kenya and IAWRT International need to improve documentation of the relation between the implemented activities and the achievements made in terms of reaching the goals stated in the results matrix. If results are not achieved - what are the obstacles, and how can they be addressed? Does it indicate a need to review the strategy? According to the results report, after the field trip to Kenya, a workshop with 40 participants, including all three pilot countries, was held “dealing with the process of implementing increased gender equality both concerning number of employees and concerning content and women as subjects, experts etc., “i.e. carving out further advocacy measures for the second phase of the GM Project. The same issues were also reported to have been discussed during the regional conference in South Africa in 2016, and “a concrete strategy” was to be included in the 2016 results report, handed in March 15th, 2016. Since then, besides Kenya, the only progress reported is IAWRT Tanzania hosting a workshop at their national broadcaster, presenting the GM research report.

IAWRT South Africa reports to be joining forces with Gender Links to approach SABC as part two of the GM project, as they already have experiences working towards media houses adopting and implementing gender policies.

According to the last filled Results matrix, the GM Project is still in the “planning phase”, which bears witness of slow progress. At the same time, the project does seem to be progressing in Kenya, although not entirely due to support from IAWRT international, and not properly documented by IAWRT International.

Strategic planning should to a greater extent guide all sides of IAWRT’s work. Although the evaluation team might disagree with the Results matrix ending up with a narrow Outcome indicator that is not able to include the totality of what IAWRT is, the Results matrix may if designed and understood correctly – be an important tool in the strategic planning.

We assume experiences from the three pilot countries will serve as a benchmark by which to measure if this FOKUS program is worthy replicating in other IAWRT chapters. Although we do see the project as relevant to the Kenyan situation today, this might change over time. If the work with KBC continues to be successful, IAWRT Kenya should broaden the scope of the Gender Mainstreaming Project to also target private media institutions, as members of IAWRT Kenya are also represented there. If
IAWRT considers making the national broadcasters as targets for larger parts of the advocacy work carried out by the organization, it is our clear recommendation that prior to any such decision, IAWRT further examines the country specific media situations, which are rapidly unfolding. As of today, it is not clear whether a continued focus on national broadcasters is necessarily the best way to move forward. In some countries, the distinction between Public Service Broadcasters and state media is blurred. In others, private media institutions are far more important to – and preferred by – the audiences. This is very much the case in Uganda, where one of our interviewees stated that “the state broadcaster is mainly a mouthpiece of the government”.

**Uganda**

The gender guidelines developed by IAWRT Uganda in collaboration with Human Rights Network for Journalists (HRNJ) target both public and private media managers and owners, with the goal of having more females in managerial and decision-making positions. The goal is to have a female journalist in every newsroom mentored into an editorial post. During trainings on ‘Reporting on gender issues’ and ‘Women as news sources’, the different media houses make resolutions that the Uganda chapter then follows up to make sure they get implemented. This type of collaborative projects seems a good practice that other IAWRT chapters can learn from.

**IAWRT Research**

The 2007 evaluation stated unfulfilled potential for IAWRT to be recognized as “an important actor in the worldwide debate on gender and media”, noting that more could have been done since this potential was also underlined in the 2003 evaluation. A positive step in this direction was taken when IAWRT decided to conduct the GM research that lead to the ‘Gender Equality and Social Justice in Public Media’-report. The IAWRT Statutes approved at the members meeting in 2013 has “media research” listed as one of the activities being part of the implementation to fulfill their mission “to advance the impact of women working in the electronic and/or digital media. IAWRT shall encourage gender justice initiatives and ensure that women’s views and values are an integral part of electronic programming”. To be able to speak and act from an informed point of view is important to an organization like IAWRT, and there is little doubt that the chapters and members taking part in the first phase of the GM project seem to have gained a deeper understanding of gender issues in the media, learning both tools on how to monitor content and enhanced sensitivity on how to report in a gender conscious way.

**The Indian experience**

India was selected for a field trip due to having the largest membership of any IAWRT country chapter (about 60 members) and managing to keep a film festival since 2005. IAWRT India was also one of the chapters that volunteered to take part in the GM research, with board member Radha Misra as coordinator. The reason for IAWRT focusing on public service broadcasters (PBS) was according to her that these seemingly would be more inclined (some legally bound) to listen to feedback from ‘the public’. As the news was already covered through other research, their focus was entertainment and educational programs. According to Misra, the project was already from the beginning meant to have one research part and one for advocacy. Content analysis was performed
during one sample week, followed by qualitative interviews with women working in the Indian PBS. The country report from India therefore consisted of two parts, but only the content analysis was included in the final report published by IAWRT. To Misra’s memory, the reason for not including the interview findings was that some of the country chapters were dealing with PSBs that would not allow them to set up meetings between female employees and their (often male) management, as was the initial plan. But this work was started in India and went, according to Sania Farooqui (also part of the IAWRT India GM team) almost surprisingly well: About 200 employees gathered for the IAWRT session at the PBS. The women confronted their superiors with questions on men doing all camera jobs, women losing opportunities after maternity leave, and workplace sexual harassment.

The IAWRT India team felt the meeting had been a success in terms of preparing the ground to do more advocacy on gender awareness within the Indian PBS. Unfortunately, nothing happened after this. Although interested in continuing the process, at least publishing the complete Indian report for use in India: “there was no money for it”. The cooperative Director General of the Indian PBS ended his term, and thus IAWRT members would then have had to start the process “from the ground level again” (Misra). Equally important, the encouragement they would have needed from IAWRT centrally to reboot the process, was no longer there. None of the IAWRT India interviewees could remember having received any clear explanation as to why the IB seemed to have lost interest – but as they see it, what had started out as a project with promising momentum “kind of just drizzled out in the sand”.

It is quite clear that the rationale behind the decision to concentrate advocacy activities in three pilot countries in Africa was not communicated sufficiently to the rest of the organization. The IAWRT India members and the media college students involved in the GM research seem to have been enlightened through the process. Still, greater results could have been achieved if systems were in place to make sure that projects like these are followed up. The change of political leadership in India might have made a continuation of the planned advocacy harder.  

**Conclusion**

In theory IAWRT has the opportunity to gather research data from all their 12 chapters, maybe also more, with members in 57 countries. Should IAWRT wish to conduct more research, this is a clear strength. Indian members suggested a future guideline that any research project sponsored by FOKUS/IAWRT, however small, should be conducted in collaboration with at least one partner – either an institution of knowledge or an organization with similar fields of interest. Sharing workload and expenses may facilitate wider dissemination. The strategy for internal and external dissemination needs to be in place already from the start, along with possible advocacy measures to be taken in the wake of the research. A larger FOKUS involvement in the planning phase might

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18 As one of the interviewees put it: “This particular government is very touchy on anything that might make them look bad”. Although one cannot go lightly on issues of security, the evaluation team would still propose that a tightened situation like this might be viewed as an opportunity for IAWRT India as we assume advocacy is needed more than ever – demanding that attention be put on women’s rights in general, and the rights of media women in particular.
strengthen IAWRT’s chances of succeeding in ambitious projects.

Still, it is not necessarily a prerequisite for IAWRT to conduct more research to be able to speak and act from an informed point of view. A big step would be achieved by merely capitalizing on the resources that are already available in the organization, with one fifth of the 123 survey respondents stating to be working in education or research, and updating knowledge of other, transnational gender and media research.

Workshops
IAWRT has used the GM research as a starting point to ‘streamline’ some of the chapter activities through channeling funds for workshops presenting the Gender Equality and Social Justice Report. Reports indicate that these workshops can create awareness on recruitment and representation of women beyond the PBS. Although streamlining some of the activities may contribute to the membership’s joint efforts to have more impact, there is a continued need for the chapters to also address specific local needs through both workshops and projects. Some Kenyan interviewees would like to have more freedom to decide themes for the workshops, which they saw as mostly being decided centrally.

However, good examples of workshops that accommodate the centrally encouraged screenings of IAWRT films and serving local needs exist. Indian IAWRT member Priya Goswami received 700$ in 2016 for the NGO ‘Sahiyo’ to co-host a media workshop for journalists with IAWRT on how to report sensitively on issues dealing with female genital mutilation. The starting point was Goswami’s segment in the 2015 IAWRT long documentary ‘Reflecting Her’ (on women’s reproductive rights), ‘A Pinch of Skin’ - from a small Muslim community being the only known Indian community to have a tradition of circumcising their girls. The NGO Sahiyo was started in the aftermath of that documentary. According to the report, nearly 30 journalists attended and several reports occurred in their respective publications. Furthermore, a comprehensive media toolkit on FMG for journalists is now in place. Using FOKUS/IAWRT funding to co-host workshops with NGOs, seems to be a good way of securing further impact.

Conferences
IAWRT seems now to host conferences that are less “introvert”, as previously criticized by the former program manager at FOKUS. The regional conference in South Africa 2016, serves as a good example of what can be achieved through collaborating with other organizations - in this case the renowned South African NGO ‘Gender Links’ (see also Chapter 3). We believe IAWRT has a lot to learn from working with Gender Links, as they engage successfully in activities ranging from research and policy initiatives to media trainings and measures on the individual level. This platform was also used to present some of the country reports from the IAWRT Gender Mainstreaming Project (South Africa, India, Kenya and Tanzania).

Including security training at conferences is a good idea, since IAWRT has a board member specialist (Saady) on this issue. The two day security training at the 2015 biennial conference in New Delhi also inviting NGO representatives and citizen journalists, addressed important aspects on how to keep safe in the field. IAWRT could
spread this good practice by letting Saady train trainers, which would benefit further local trainings. Saady is currently working on a safety manual for journalists.

In spite of these positive developments, and the survey revealing that many members first grasped what IAWRT “is all about” after attending a conference, the question of the costs of these conferences in contrast to the number of attendees remains. Many members, especially from the South, depend entirely on sponsorship to be able to attend. IAWRT might consider only having the biennial every third year. This would allow for a longer planning period, and members having more time to attain sponsorship from IAWRT or other sources to be able to attend. Regional conferences held in cycles of two years in a row, with a break in the year when biennial conferences take place, would allow for work in between conferences to fortify regional collaboration between IAWRT chapters. Increased budgets for chapter activities, which in spite of positive developments are still needed. Another issue worth considering, is whether it is worthwhile to prioritize a rather large proportion of the budget for CSW participation. (Awards, see chapter 6).

**Scholarships**

Through testimonies from different IAWRT members, it seems as if FOKUS and IAWRT’s choice to invest in media women’s education, research or specialized training have been beneficial. Ten members of the IAWRT Kenya chapter have received scholarships so far. The former IAWRT president, Rachael Nakitare was sponsored for her BA and later did her MA. She now feels able to compete favorably with her male counterparts and she has job security. However, IAWRT should follow up to be able to demonstrate the positive long term effects of these scholarships by requiring reports from recipients. Thus they can make available examples of media women who after receiving those, now contribute positively to women’s rights in media. IAWRT needs also to address the issue raised as a problem by Kenyan chapter members, stating that some members just accept and use the scholarships, but do not stay as dedicated members. Kenyan and Indian interviewees were critical to the fact that the system for scholarship applications no longer runs strictly through the chapters. Individual members in countries without chapters should also be able to apply and be responsible to the International board/ a designated committee, but in countries with IAWRT chapters the chapter boards should always be involved as a measure against misuse. The same rule should apply to the allocation of funds for workshops.19

An example of research funded through a scholarship is when India Board member Mausumi Bhattacharyya in 2015 received a FOKUS/ IAWRT scholarship to perform post-doctoral research on the use of the mobile phone as a new tool to empower rural women in India. She found that although illiterate, the women had learned to recognize the numbers and could make calls. Parents can now more easily let girls remain in school, knowing that they can be reached on mobile, and the often long road to school has also been made safer for the girls, who can use the phone if attacked. Through the use of the mobile phones, village women in the area who produce handicrafts, are now able

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19 One of the interviewees from the Indian Board told us she was not aware that one of the Indian IAWRT members had applied directly to IAWRT International for funding. The applicant received funding without the Indian board being notified.
to deal directly with the buyers instead of through an agent - and thus make more money for their families. Bhattacharyya’s research report was announced and linked to on the IAWRT website in 2016, and the WJ has published a piece about the research. Bhattacharyya misses more follow up from IAWRT.

As with the research for the Gender Monitoring Project, we suggest that investing in research projects such as this should also always be guided by a strategy for dissemination and possible advocacy measures to be taken in the wake of the findings.

**Film festivals - the Indian experience**
The evaluation team (HMK) attended the 13th IAWRT Asian Women’s Film Festival in Delhi. The festival was impressive, with 57 films from 17 countries, “filmmaker meets audience”-sessions, a section of audio entries called “Soundphiles”, young and eager voluntaries and quite a large audience. Two seminars addressed relevant themes in an Indian context. “Making Records: Documenting feminisms” had women from a feminist publishing house who have initiated a project documenting the history of the women’s movement in India. An actress who tours remote villages in India with performances about strong Indian women was also present, along with reporters from a grassroots Dalit community newspaper with a large circulation, a successful example. A seminar, “Women Reporting on Violence against Women” featured panelists from India and Nepal, with vast experience in reporting sensitively on these issues without putting the women or themselves in danger. Five Media and Development students attended the festival and were very enthusiastic about this learning opportunity.

**Significance**
The festival started around the end of the nineties, as a small gathering of female filmmakers around Jai Chandiram, deputy director general of the Indian PBS *Doordarshan* and founder of the Indian IAWRT Chapter in 2005. These women were all in need of both a female professional network and a venue to show their independent work. Both the festival and the membership has grown since then. The decision include all of Asia contributed to the festival’s success.

Several invited filmmakers in 2017 expressed a continued need for an *all-female* entries film festival. One of the reasons mentioned was that male colleagues are often more connected and work more to promote each other. In addition to the festival offering a much-needed space to screen their films, several of the filmmakers also emphasized that since many of them work independently in their respective countries it was also a great advantage for them to participate physically to become part of a supportive environment and create networks with other female filmmakers across Asia.

**Towards a broader reach**
Up till 2012 the audience turnout for the festival had been dwindling for a few years. From 2012, the festival has gained momentum, much attributed to the decision to include seminars in the program. These contribute to give the festival a sharper political edge, and to make IAWRT India visible and relevant to a range of organizations working with gender equality issues.
An impression from the festival is that although having many films that address social issues, it seems to appeal to a cultural upper class. Informal talks with members of the audience confirmed this. This also reflects the majority of the membership in the India Chapter, and is, according to several interviewees, being discussed within the membership. Finding a balance between wanting to show films by women filmmakers of high artistic quality and providing a professional, now also truly transnational, network for women filmmakers on the one hand and the wish to incorporate more participants from the grassroots on the other, is a demanding task for a film festival team. The inclusion of community journalists from the Dalit newspaper may be viewed as a step in the right direction.

The current Managing Trustee stated that recruiting members from radio and community media has not previously been a priority for the Indian chapter. This will now change as they will be “reaching out to journalists and radio broadcasters as well as community radio people”. With her background as the manager of a community radio station and the collaboration and funding she has managed to receive from UNESCO for her community radio station, her vision is that the Indian chapter should initiate a radio festival, which would allow for a broader participation and reach.

Offering bundles of festival films to be ordered free of charge for screenings in colleges in India has also contributed to a broader reach, and this year a bundle of films, plus the experience and expertise from IAWRT India, contributed to an IAWRT film festival Nepal April 2017 – apparently a success.

Not in the matrix
An event such as the above offers an inspiring arena for receiving professional input and an opportunity to network with fellow members and other media people. Having similar festivals arranged by other chapters could benefit many members and make their membership fees worthwhile, not least by its capacity building effects. The question is how this reach and impact complies with the need to shape activities in line with the goals/terms embedded in the program agreement with FOKUS.

Although such festival clearly are successful, one of the threats pointed out by the Indian Chapter’s Managing Trustee is the fact that the IAWRT/FOKUS support for their festival has been decreasing over the past years to only 5000 $ last year (10 per cent of the total budget). Festivals are not mentioned as an output in the Results Matrix, and the way the team reads the matrix, they can only ‘count’ as venues for screening the IAWRT Long Documentaries. Thus, much fruitful activity, (small investment and substantial gains) is “lost in the matrix”. This is a symptom of a discrepancy between the range of activities IAWRT views as valuable and the activities FOKUS is able to support. It is a shared responsibility for both IAWRT and FOKUS to make sure they understand each other clearly. Needless to say, this will have to be addressed promptly.

IAWRT Documentaries
Every other year, the IAWRT International Board selects a theme in line with main funder FOKUS’ goals and the ongoing program-agreement, and presents a call to all members to pitch ideas for stories that fit within the frame of the theme. This years’ theme was ‘women making news’, and together with the chosen producer for the film,
Indian Chapter’s Nupur Basu, the International Board and the IAWRT Long Documentary Committee decided to turn the lens towards women reporters working in conflict ridden areas. The one hour documentary *Velvet Revolution* had its’ premiere during the 13th Asian Women Film Festival with 200-250 people present. The film showed the lives of both already renowned women reporters working for broadcasting companies like BBC and women journalists from grassroots media. Including UK, Moldova, Cameroon, India, the Philippines and Bangladesh, it was a truly globally oriented documentary. This development in IAWRT film production, making it a collaborative effort from the start, sewing the films together and offering global lenses, is a major IAWRT strength. Both informing and moving, this was perhaps the most outspoken political film in the entire film festival – the common denominator being that all the women journalists featured are paying a high price for speaking truth to power.

*Capacity building*

There is little doubt that this kind of a collaborative effort contributes to improve “capacity and media standards among media women in the South” in accordance with Output 1 in the FOKUS Program’s Results Matrix. The learning potential of being part of such a project was underlined by young Indian filmmaker Deepika Sharma, who said the guidance of the experienced producer Basu has made her a better filmmaker. *The Velvet Revolution* experience entails the local directors now sit with their own separate short docs, which might be easier to pitch to TV-stations in their respective countries, and be used in seminars addressing gender equality issues within the more country specific frame, as the IAWRT documentaries have done in the past.

*Sustainability*

The overall budget of 28 000 $ for making ‘Velvet Revolution’ is so modest, that producer Nupur Basu, in order to travel to the UK to interview the BBC-correspondent, financed her own travel. The project period was ten months, and in terms of the time and energy spent a more realistic sum for the project would according to Basu be around 300 000 $, and proves that IAWRT really does have very dedicated members, willing to walk further than an extra mile to realize such a project.

The film has the potential of being accepted into several human rights film festivals around the world and to be aired in full length on television in several countries. Basu and the Philippine IAWRT filmmaker received travel grants to attend the CSW in New York and screen the film at an NGO side event in April. According to both Basu and Norway chapter members attending the CSW, the screening was a hit, and several people approached Basu afterwards, wanting to pitch the film for different festivals. A promotion budget of 3000 $ was allocated in September. Another very positive development is that previous relations with the Norwegian *Films from the South* Festival are renewed. Basu informs that she is now working with the IB and the Long Doc-

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20 The ‘Velvet Revolution’ stories stretch from the community journalist in Cameroon who uses radio to resist the violent presence of Boko Haram, to the award-winning Syrian journalist who had no choice but to become a war correspondent when war suddenly entered her doorstep. The tough Philippine community journalist who say: “women journalists are forced to eat threats for breakfast”, unfortunately knows all too well what she is talking about.
committee to form relationships with distributors (positive response from Canada). If IAWRT prioritizes continued budgeting for promotion of this film, it has the potential to function as a showcase example of what IAWRT can achieve, contributing to a higher international standing and perhaps also additional funding.

The Kashmir project
In India we were updated on the progress of a project that received funding for several years, but has been phased out. In 2006, IAWRT India member Iffat Fatima received about 40 000 $ for a project on the so-called forced disappearances in Indian Kashmir. The motive for these “disappearances” seems to be paralyze the ongoing Kashmiri opposition against Indian rule, but the authorities deny any responsibility. The project was made in collaboration with the founder of Association of Parents of Disappeared Persons (APDP), a Kashmiri NGO. The two women partaking in the FOKUS Networking Conference in Thailand in 2007 established contact with women from other grassroots organizations fighting injustice. An animated manual to assist illiterate people to go through legal proceedings was to be made and disseminated throughout South Asia. According to Fatima, the “scope and scale of it was curtailed because of limited funds”, but the manual Legal By All Means was made specifically for the Kashmiri context, and is, according to Fatima, still widely disseminated through APDP.

The first 25 minutes documentary was ready in 2009, focusing on an elderly woman who has lived over two decades not knowing what happened to her son. This film was given APDP to be used in advocating their case to the world – and screened at the IAWRT chapter’s film festival in 2011. Fatima’s second documentary featured the Kashmiri half widows: women who have lost their husbands through forced disappearances, but are not recognized as widows by the state. Fatima documents how these women risk rape and abuse when demonstrating and addressing the legal system. Two former Norwegian board members were actively engaged in the project from its inception – and had the long documentary screened at Film from the South festival in Norway in 2012. With additional funding from the Norwegian MFA and Free Expression Foundation, Fatima could be present at the festival and give interviews to the Norwegian press.

By the time Fatima’s second long documentary about the half widows was produced in 2015, new people had replaced these two IB members. “The project got sidelined and forgotten”, Fatima says. Considering the amount of money FOKUS/IAWRT have already spent on the project, it seems a pity that there is now no budget to promote this film. The fight in Kashmir is still ongoing, and getting this critical film screened in India is a tough job. Important to note is also that through taking on a project like this, IAWRT and FOKUS indirectly become employers of a journalist working more or less as a war correspondent. Together with the Kashmiri women, Fatima has been searching for missing relatives in military camps, uncovering mass graves and

21 ‘Where Have You Hidden My New Moon Crescent’
22 Gerd Inger Polden and Kirsten Braathen - at that point also on the IB.
23 ‘A Trail of Vanished Blood’ – according to Fatima still a work in progress
24 ‘Blood Leaves its Trail’
been threatened by the military. Although deeply grateful for the funding, Fatima said that dealing with all these experiences without the continued support from IAWRT, is the main reason why it has taken her so many years to finish this final documentary.

If IAWRT is to take responsibility for carrying out projects in conflict zones, the evaluation team would suggest the organization makes sure that documentarists have received safety training and as a rule are given a designated person to follow their projects throughout the entire process. If projects are phased out, this needs to be properly communicated to the responsible member(s).

**The target groups of the FOKUS program**

Several interviewees from IAWRT India stated that few of the projects IAWRT is currently involved with address women at the grassroots level. According to the contract between FOKUS and IAWRT, “The programs/projects shall facilitate genuine participation opportunities for particularly marginalized women”. Although ‘marginalized’ can be used to describe many media women’s reality, ‘facilitating participation’ easily associates to addressing the grassroots. Media women, no matter how marginalized at their workplace, must be seen as ‘participating’ when working in the media. In the Results Matrix, the primary target group is stated to be: “Female journalists/documentarists in the electronic media”, and the secondary target group is: “Policy makers, media institutions, media professionals and audiences”, seemingly leaving out the most marginalized, who are mostly found at the grassroots level. The most **grassroots-oriented** project IAWRT conducts at the moment, seems to be the mobile disaster community radio in the Philippines, helping marginalized women by providing them with journalistic tools to make women’s voices heard in times of disaster.

We agree with a Norwegian chapter member that there should be room for many different projects within a geographically and socially varied organization such as IAWRT, not least room for projects entirely initiated by IAWRT members in the South. While the matrix has helped IAWRT to prioritize, and “not lose sight of the higher goals”, it would be less helpful if signifying that IAWRT will only be measured on the work done vis-a-vis the three national broadcasters. Indeed, if this is the case, it may “function as a straitjacket”. The question is if this development collides with FOKUS priorities: “FOKUS shall specifically prioritize women from vulnerable groups, such as: the poor, widows, indigenous women, internally displaced persons, lesbians/bisexual/transgender people, victims of violence and women with disabilities” (Strategy document 2012-2016). The program description recognizes that media is a major contributor to how women (also LGBT-people or the disabled) are perceived by the society. Thus, there is little doubt that working towards strengthening the access, knowledge and ethics of media women, and targeting media leadership and policy makers through a rights-based approach is important work worthy of FOKUS support. Still there is a largely unused potential in creating stronger links between the IAWRT network of professional media

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25 The CO told us that since she joined the Secretariat, as far as she knows none of the calls for proposals have mentioned ‘impacting on grassroots’ specifically.

26 This project was only granted funding since IAWRT by chance had some money left on the account and there was already an application from the Philippine chapter ‘lying on the board’s desk’.
women and grassroots women. This entails sharing journalistic tools and cooperating on advocacy initiatives/campaigns to force the policymakers to put their ears to the ground, as the mobile disaster radio project does.

The heart and soul of IAWRT
Almost two thirds of the survey respondents (63 pct.) wish for IAWRT to stay an all-female organization, although many underline the importance of also engaging men through workshops and advocacy initiatives. Still it is clear that the question of identity needs addressing. The advocacy oriented direction we see as embedded in the “Women’s Participation for Gender Equality in the Media” program resonates with a majority of the respondents giving the highest scores to the following reasons for joining IAWRT: “gaining a higher representation of women in the media”, “fighting gendered stereotypes” and “inform the public about the social conditions that lead to the discrimination of women”. These scored higher than f ex “job opportunities” or “professional networking”.

When concretizing what this entails, more disagreement may appear. One can work by informing, campaigning or demonstrating. Norwegian interviewees draw a distinction between being a journalist and an activist. In India, one of the IAWRT members, a journalist by profession, stated that marching the streets for women’s rights is more problematic for her than for an independent filmmaker. ‘Objectivity’ is still an ideal among many journalists, i.e. adhering publicly to political neutrality to be trusted by the general public. After screening of Velvet Revolution, many audience members commented on the significance of showing these women journalists’ important work, characterized by defying intimidation from different actors because they are fighting on behalf of someone weaker than themselves. The head of one of the main journalist unions in India said there was a need for journalists to follow these examples and re-engage with a society that is so much larger than the elite.

There needs to be room for local varieties in terms how IAWRT members and chapters express themselves in the public sphere. Organizing petitions and demonstrations can work well in several countries of the South where many journalists proudly call themselves women’s rights activists, especially those working in community media. As a multi-country organization, IAWRT has some “economies of scale” benefits that may be used more extensively. Less country specific activities can take the shape of IAWRT initiated media campaigns - with a goal of advocacy through information. The transnational strength that has enabled IAWRT to make global documentaries on gender equality issues, may be a platform that can be replicated for written stories and podcasts, with a potential if translated to create both awareness, and even revenue for IAWRT.

Chapter 5: IAWRT’S EXTERNAL PROFILE

IAWRT is engaged in a wide range of external activities aimed at improving the situation for media women, in several cases reaching out to other women, with advocacy programs documentaries. Research on gender balance in broadcasting institutions programs has been an activity that both mobilized membership in eight countries, and furthermore
raised awareness to promote changes. Several of the documentaries are also the product of co-operation between professionals in several countries, the latest example being *Velvet Revolution*. The outreach of these initiatives vary, but in certain cases, films have been screened on public broadcasting channels, in other cases initiatives have been brought to grass root women. The annual Asia Women Film Festival in New Delhi, deemed a success, has inspired a similar festival in South Africa, first time in 2016. Such venues are important places for media women to meet, and not least recruit new members to the IAWRT.

The unused potential for IAWRT to function as an international advocacy body for women’s rights in general and women journalists’ rights in particular was highlighted in both previous evaluations, with examples of how IAWRT could profile itself in social media by for example sharing messages of sympathy to imprisoned or abused women reporters. This kind of activity is still modest, symbolized by the IAWRT International FB page being closed for the public.

**IAWRT Identity and the changing media environment**

The issue of IAWRT identity and how IAWRT projects itself to the external world, given the changed media environment poses several complexities for both IAWRT international and the local chapters. This challenge was highlighted in both the 2003 and 2007 evaluations. Ideally, the name should reflect the identity and objective of an organization. Initially, IAWRT was meant to bring together ‘women working in radio & television’. By then, (even today), broadcasting sector especially radio dominated the media industry. Today, with media convergence and the era of multi-media platform newsrooms, in the revised IAWRT statute, membership is now drawn from ‘electronic and allied media’. Plans are also underway for IAWRT to start working with indigenous women in media.

The survey revealed confusion and conflicting views regarding change of name: 41 per cent are satisfied with the current name, 36 per cent partly satisfied, 18 per cent not, and the rest do not know. One of the 18 per cent says “It’s not representative anymore of the complexity of the media world today”.

**Documentary Awards and Media projects**

IAWRT is engaged in several projects through which it profiles itself to the external world. One of these activities is the IAWRT Documentary Awards competition, coinciding with the IAWRT Biennial conference. Awards open to IAWRT members and non-members are meant to publicly recognize outstanding documentaries made by women, with a focus on women who make a difference in their own lives or in the lives of other women. Entries are assessed by an international jury of IAWRT members and the winners are announced at the Gala Dinner of the Biennial Conference. Awards are advertised with a good time margin (for 2017: March, while the conference takes place towards the end of the year). This timely announcement is a good practice that should be embedded in other IAWRT program activities.

The awards ceremony is not given much publicity outside the IAWRT and the host country of the Biennial Conference. And although the awards are advertised early, the entries are relatively few (from 16 countries in 2015). With members in 57 countries, there is a potential for more, provided the awards are widely announced. The award
winning documentaries are available on YouTube, VIMEO and on the IAWRT website, which is a plus for the external profile.

Another profiling project is long documentaries, at times a co-production of short documentaries (7-10 minutes) merged into one hour long transnational documentary (about 1 hour), with a common theme. Short documentaries are also produced under IAWRT and both are screened by the different chapters and different fora, including the Biennial and regional conferences, several film festivals and also being represented several times at the annual Films from the South (FFS) festival in Oslo. The first edition of the African Film Festival/HER Africa was launched in South Africa in October 2016 and was reported to be a big success. Themes include violence against women, women living in conflict settings, trafficking in women and how climate changes affect women.

The long documentary project offers opportunity for professional networking and sharing of experience among women from different regions and backgrounds, which helps to broaden members’ understanding of global issues as well as learning from and replicating good practices from other countries. With the success of the long documentary project, the IB is planning to get a distributor, as the films and documentaries have been a key tool in raising IAWRT’s visibility and increasing the gender profile globally.

IAWRT international and the local chapters also profile themselves via different media projects, particularly those that highlight gender imbalance (see above, research) and injustice in different parts of the world. These include conferences (international, regional and national), trainings, news/feature articles, publications, updates posted on their websites and social media. Profiling “Women in the news” also adds to IAWRT’s visibility.

**Participation in international meetings**
IAWRT International participates in several regional and international meetings, including the United Nations Economic and Social Council (ECOSOC), where IAWRT has consultative status; and the NGO Commission on the Status of Women (CSW), where IAWRT runs a parallel session. At the 61st CSW in March 2017, IAWRT screened parts of the 2017 long documentary Velvet Revolution, while in 2015 the Gender Mainstreaming Report was launched.

The international conferences have also provided opportunities for membership recruitment. Almost half the members in the survey, when asked how they had joined, confirmed to having joined at conferences, either biennial (27 per cent) or regional (21 per cent). Thus the conferences are “a good way to get fresh blood, new ideas, new energy and sharing with more experienced members to create more participation” (quote, survey). More important here, the conferences provide open space for non-members who may be recruited to the IAWRT.

**Cooperation with relevant international and local organizations**
IAWRT has forged collaboration with both international and local organizations. Throughout the years, these have included: The Ethical Journalism Network (EJN), UNESCO, UNHCR, AIBD, The Global Alliance on Media and Gender (GAMAG), International News Safety Institute (INSI), The Norwegian Union of Journalists (NJ),
Gender Links, Asia-Pacific Broadcasting Union (ABU), the Asia Institute of Broadcast Development (AIBD), the European Broadcasters’ Union (EBU) and Norwegian Broadcasting Corporation (NRK). At the local level, most IAWRT national chapters are working with women’s media associations and advocacy groups in their countries. However information on to which extent these collaborations still serve to enhance IAWRT’s current work and priorities, is not readily available. We question IAWRT’s ability to maintain such partnerships over time.

**Media Research**

The 2007 evaluation acknowledged that “there is an unrealized potential (for IAWRT) to be recognized as an important actor in the worldwide debate on gender and media”. IAWRT has made steps in this direction by becoming more active in gender and media research. Under the IAWRT gender mainstreaming project, a study of public media that investigated the representation of gender and other social justice measures was done using eight representative countries across four continents (Cambodia, India, Kenya, Moldova, South Africa, Poland, Tanzania, and USA) as sample. The report ‘Gender Equality and Social Justice in Public Media’ (2015) revealed that gender inequalities persist on both radio and television, with men accounting for a majority of those who speak in the public media across countries and continents. The report further found that besides the deep denial of the voice of women, female subjects are stereotypical and over sexualized. These gender disparities reflected in the GM report tally with findings of similar gender and media studies like the Global Media Monitoring Project (GMMP) 2015, and the Global Report on the Status of Women in the News Media (2011) of the International Women’s Media Foundation (IWMF). However, the Board acknowledges that IAWRT needs to do more to improve dissemination and impact of the research.

Another key factor that will propel IAWRT towards becoming an important actor in the gender and media debate globally, is the capacity for conducting media research, as the survey indicates that about one fifth of the members work in education and research.

**Advocacy for women’s rights and positions in the media**

IAWRT’s goal is “to work worldwide to promote the entry, development and advancement of women working in radio, television, film and digital media in order to raise the quality” through several activities. This goal addresses the political context and the main issues for women in media globally as evidenced in the ‘Gender Equality and Social Justice in Public Media’ survey. To address these gender inequalities, IAWRT’s vision seeks “to provide opportunities, share strategies and contribute to the development of women in broadcasting”. This poses a dilemma: Should IAWRT be a professional organization working for the well-being of female broadcasters or also embrace advocacy activities for women’s rights and gender equality in the media, and thus take a more explicit feminist position? In practice, as shown from the survey, it is hard to disassociate advocacy for gender equality and improving women’s participation in the broadcast media. Respondents in the survey rated external advocacy reasons for joining IAWRT highly, such as fighting gendered stereotypes or informing the public about the social conditions leading to discrimination of women and striving to gain a higher representation of women in the media.
Capitalizing on IAWRT’s global nature and expertise
For more visibility and ease of contact with the public, the 2007 evaluation suggested that an updated registry of the membership be made reflecting their professional profiles and expertise. Although the list of membership from various countries is available on the IAWRT website, details on their areas of expertise and contact specifics are missing. This may partially account for the observation from the previous evaluations where members seem to be happy with being part of a professional network, but IAWRT has not made use of the full potential of the experiences and knowledge of its membership in its outreach and advocacy since these are not well publicized in the first place. While this gap can be partly attributed to lack of capacity caused by meagre funds, it should be noted that further funding may depend on a higher external profile.

Another weakness relates to the type of material posted on the IAWRT chapter and international websites, plus on social media, which tends to be merely informational. Given the advantage of IAWRT’s global nature, as proposed by the web journalist, the strategy should be “to create presence of an organization, which profiles and discusses issues of importance to media in different regions of the world”. Thus ideally, once debates are generated, IAWRT’s profile remains alive, with more global visibility.

Studying the chapter websites, they may be grouped in three: chapters that are barely there (Moldova, Tanzania), chapters with some basic (including visual) information and chapters with some more than basic information plus provision of links to other activities, podcasts, videos and other resources (India, Kenya, Philippines, USA).

IAWRT’ public profile and social media
Although IAWRT is an international body of professional media women, IAWRT is not widely covered in the media except when they have activities such as the biennial and other conferences, awards, film festivals, or trainings. Both the international and the local chapters have made use of social media as an easier and more convenient means of presenting themselves to the external world. Apart from the international IAWRT website and social network sites (Facebook, WhatsApp, LinkedIn and Twitter), the national Chapters have their own websites and e-groups, where they share information about their activities, although some of these are not updated regularly. There is also a tendency for chapters to post information on their websites or e-groups only, instead of posting also on the IAWRT international website even if this information is equally important to other members and the general public beyond the national chapters. A substantial number (43 per cent in the survey) of members do not know how to update their profile on the website and only about a quarter have actually done it. As the web journalist points out, there is need for chapters to communicate “regularly to the board as I more often find out about activities from social media although the board may have approved funding for an activity some time before”.

For the twitter account, there were 245 tweets, and 137 followers, while 126 were followed by the IAWRT. The tweets mostly come from the IAWRT family, especially from the WJ. They are commented randomly by chapter members, who also tweet and receive comments (or likes) from the secretariat or other chapter members. The tweets are mainly summaries of female journalists’ activities all over the globe, news about IAWRT
events, or opportunities for female journalists, for example fellowships or grants. Other posts include general women-related events. For example, the 27th African Union Summit of 10-18 July, 2016 in Kigali, whose theme was ‘African Year of Human Rights with particular focus on the Rights of Women’ had some tweets. In terms of content priority, there is nothing much that is social about the channel because the posts seem to be mainly breaking serious news about women and female journalists.

The current web page is made from the same platform as The White House web page: Almost impossible to hack, but also a hard system to manage if one does not know it thoroughly. An alternative might be a simple platform like WordPress for profiling IAWRT externally, as it is very intuitive and easy to edit even for someone with limited computer skills. If needed, the current IAWRT web page could still function as a secure solution for internal communication and downloads of internal documents (that in some IAWRT countries might even contain documents/statements judged as ‘libelous’). Either way, our firm recommendation is that IAWRT makes a clear distinction between the information meant for members and public information. Currently the website suffers from an unclear intended audience, and has low value as a showcase window for future funding partners.

The IAWRT International Facebook page is a secret group, which means the general public cannot get information on IAWRT through this. This represents a major flaw in IAWRT International’s external profile, considering that Facebook is increasingly used by hundreds of millions, not least young women. Still, the organization has some recent positive examples of social media usage. The IAWRT India Facebook page has over 1500 ‘friends’. Although only a few hundred are listed as ‘following’, this page is obviously used to reach an external audience, as was the case during the Indian chapters IAWRT 13th Asian Women’s Film Festival in 2017. The young member put in charge of social media during the festival carefully studied other renowned film festivals’ usage of social media, chose the already established platforms - Facebook and Twitter - and pitched the films with consistent hashtags in both fora. Thus, social media became a showcase window for the festival, which generated much press attention - a learning example for the whole organization.

Documentaries and films receive some attention, but the potential is greater. For example, the 2014 Asian Women’s Film Festival has had 71 views on YouTube since March 2014. A similar festival held in 2016 still in Asia has had 58 views since March 2016. There are events posted about four years ago, which have not attracted a lot of attention or comments. The 34th IAWRT Biennial - Social Activities were posted 4 years ago but have been only played 10 times, but with no comments and zero likes on Vimeo. The 2012 IAWRT conference in Tunisia has 54 plays without any comments, and yet the IAWRT Documentary Awards of 2011 have only been played on Vimeo 3 times. The documentaries: Haunted and We Cannot Go There Now My Dear have been popular and have received 279 views on YouTube since February 2016. An Indian IAWRT event, though, featuring speaker Fahmida Riaz, in local language, had 24121 views, and must be viewed as a success demonstrating that having important public speakers addressing vital issues is one key to increased attention. The potential of the organization to use social media to enhance their visibility and expertise is far from being fully harnessed.
During the course of the evaluation we have followed the IAWRT media platforms sporadically, and although members have access to publishing stories themselves, the WJ seems to be responsible for most of the activity on the website providing at least a couple of new postings a week. During the Commission on the Status of Women (CSW) in New York in March 2017, the ratio reached an impressive level with Walsh posting a steady stream of reports from both main events and IAWRT and other NGO side events. Taking into account Walsh’s willingness to pay for her own trip from Australia, “to get a better understanding of what is happening and to report direct”, this is impressive.\(^2\) Other members obliged to report if funded by IAWRT provided little reporting. Judging from earlier newsletters it is also quite apparent that without stringent coordination, reports from CSW events seem repetitive (several attendees’ diary-like entries).

The IB recognizes that “a lot of the challenge is around getting a better communication system” and is working towards a communication policy that should improve information flow and communication between IAWRT and various stakeholders. Already, the appointment of the web journalist has improved the visibility of IAWRT through the regular updates that she does on the IAWRT website and social media. For the future, social media seems a more efficient way of communication both internally and externally and efforts need to be increased on these platforms.

**IAWRT Training and scholarships**

IAWRT attempts to train its members as a way of achieving its objectives. The training is emphasized through conferencing, scholarship awards, and workshops. The Organization notes that the target is to have over 300 media women get skills in new media technology, security, and investigative journalism. Within the local chapters, training is emphasized through annual workshops funded by IAWRT international, in which gender mainstreaming is one of the major themes. For the scholarship, the international office sponsors about six young IAWRT members mostly from the Global South. While 59 per cent of the respondents state that they are aware of the objectives and activities of the FOKUS program, almost half the respondents (49 per cent) are not fully aware of the criteria they need to fulfil to apply for project funding, particularly scholarships. This information gap requires to be addressed so members are better informed about the available training and funding opportunities.

Board member and treasurer Violet Gonda, when asked which project would be the most prioritized by the IAWRT, sums up one important recommendation: “Ideally, we should have more practically based work showcasing the actual work done by our members.”

\(^2\) The treasurer adds that due to attempts to cut costs for the CSW, only 3 members of the board and 2 from Velvet Revolution were funded. *Walsh was later partly funded when she joined the team*
Chapter 6: IAWRT FINANCE AND SUSTAINABILITY

The board has its own treasurer, while the accountant is a paid (50 per cent) member of the virtual secretariat. The current accountant started in January 2016, and took over from the Nairobi-based accountant by then, and the first year was much dedicated to having the board adapting to new realities. The IB in close co-operation with the Norwegian board, shoulders the responsibility for fundraising to hold the IAWRT afloat, as well as for following up the accountant function in the secretariat, which rests particularly with the treasurer.

A particular challenge is that since the main funding is granted by a Norwegian source, the Norwegian chapter plays a special role in the IAWRT structure, as both “above” and “below” the International board.

Fundraising

Until 2006, the Norwegian IAWRT chapter’s membership in FOKUS primarily secured IAWRT financial support to give members from the South the opportunity to partake in the IAWRT conferences. This changed when FOKUS in 2006 managed to raise a considerable amount of money and invited their member organizations to also apply for project funding. For IAWRT this meant that: “IAWRT members could join forces with local NGOs and take care of the media related aspects of the project applied for”. The IAWRT has a modest global budget, and is for global activities almost totally dependent on one source, FOKUS. This remains a very vulnerable situation, and the current demands for own resources (stepping up towards ten percent in 2018) to match the FOKUS funding, puts considerable strain on the organization.

The IAWRT treasurer, Violet Gonda, expresses her satisfaction with the four year funding arrangement, as it has made the near future more predictable. She realizes the difficulties faced by the Norwegian chapter as the demands for an increasing percentage have increased. The Norwegian chapter did not nearly achieve the amount set as goal by FOKUS for 2016, but was granted a leniency they cannot expect in 2017 or 2018. The team has lately observed chapter activities indicating the Norwegian chapter taking this challenge more seriously. “However, the demand for activities is greater than the funds we receive. Funding is a challenge and sometimes the money is disbursed to us in tranches, thereby hampering the implementation of the projects. For example, last year, we only had a few weeks to spend the funds which we received towards the end of the year.” This problem has also been addressed by other informants. Another result of meagre funds, is that this limits the number of members that may be sponsored to conferences: “Self-sponsored members are always welcome to attend. But of course it is not everyone who can afford”, says Gonda, thus addressing a potential division between privileged and less privileged members access to IAWRT events.

In March 2016 (during CSW in New York), most IB members participated in a workshop with an experienced fundraising expert, who presented many options and recommendations. The evaluation team cannot see that these recommendations are followed up, or put on the agenda of board meetings. It is very clear that, in spite of members arguing that it is difficult for journalists to approach funding institutions or organizations (annual meeting in Norway), IAWRT needs to focus on this aspect to
survive, and think creatively on new options. The accountant, who has previously worked in several capacities within IAWRT (both internationally and locally in Norway), was not aware of this workshop or the minutes from it, as she does not receive the minutes from all these events, and is also not called to be an observer at any of them. This may well be a correct organizational solution, but as the accountant is defined as part of the secretariat and knows the IAWRT intimately through long participation, it is at least necessary for the treasurer and the accountant to establish good routines. These routines seem to have improved as a result of communication between the treasurer and the accountant, and, as iterated above, the accountant now receives all relevant email communication.

A recurrent problem faced by many organizations is that funders may be more willing to support projects than running costs, while on the other hand, having an organizational base (with paid secretariat) seems to be a prerequisite for solid fundraising work. Some chapters, such as for example India and Kenya, may be seen as role models demonstrating good fundraising for local projects, but the overall needs of the organization are not satisfied this way.

Organizational matters

The accountant does not take part in budget planning, and there seems to be a lack of routine when it comes to contact between the IB and the accountant. She is, however, the only person with access to the (global) IAWRT accounts, and admits that she is in this respect shown a lot of trust. She has no formal education in accounting, and has not received guidance from the IB, but has attended some shorter courses at FOKUS, which she appreciates, as well as her contact with the FOKUS accountant. It has taken a while to get the accounting system in order after the move from Nairobi, but the Nairobi account is now closed. Furthermore, there is a lack of a unified system for financial reporting from the chapters, and thus they come in a variety of shapes, which represents another challenge.

According to the accountant, the virtual secretariat, does not function as a collective. It seems to be of major importance to improve the relationship between the communication officers and the accountant, to achieve a better overview of the organization, chapters and members. The accountant feels she works in a “vacuum” of sorts, and misses “the larger picture”, including how to follow up the membership. However, the relationship between the treasurer and the accountant has worked well, and the treasurer has updated the accountant on important board matters.

The accountant emphasizes the need to establish good routines for avoiding corruption in the future, based on the experiences harvested.28

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28 The treasurer confirms to have pushed for the secretariat to work more as a team and include the accountant. Shortcomings may be due to a habit established from the previous secretariat where the finance officer dealt only with finance issues. This seems to have been gradually changed.
In 2016 a template for chapter reporting was distributed, where financial reporting is one element, as all chapters have to account for their usage of funding for chapter activities.

Membership fees
There is a lack of will among the membership, as confirmed by the survey, to raise the membership fee, and such a raise would anyway not count much compared to what is needed to secure further funding from the major Norwegian donor. While being media workers is not a sufficient excuse for lack of fundraising, there is also no excuse for the time lag in obtaining a good routine for membership payment. Having a unified system (the preferred one seems to be PayPal) for enabling members to pay their dues, has been on the agenda in the IB, but this is not yet a functioning system. In real terms, this means that individual members in countries without chapters have not paid their fees for 2016 (interview, accountant). Keeping membership functional in a global organization where members have unequal Internet facilities and differing degrees of digital literacy is no easy task, but has to be organized by giving this organizational priority. If not, such members will have a lower sense of belonging, and, more importantly, they will lose their right to vote in IAWRT, and forming new chapters in “emerging countries” may be put on hold. The ones who are chapter members, pay to their local organization, so here, the situation is different. But there is a lack of overview when it comes to paying members. The whole system is under revision/improvement, and it is expected that much will happen before the biennial conference in 2017, as only paying members are able to vote. A system with automatic email reminders to members about unpaid membership fees, is one part of the solution. The IB needs to also consider whether all chapters, small or large, should pay the same chapter fee.

Transparency - anti-corruption measures
As a means of avoiding corruption, the IB in close consultation with the Norwegian chapter, decides about project travels, where to go and when. Such teams are by and large composed by one member of the Norwegian board and one from the IB. The travels have a dual purpose of checking activities and preventing future corruption and build on previous experiences from combating nepotism in the Philippines. Thus, the practice is now to look carefully at all expenses, large and small, and to go through all receipts. Furthermore, if a chapter does not send acceptable accounts with full documentation, they will not receive additional funding and will not be allowed to participate in the biennial conferences.

Chapter 7: SWOT ANALYSIS

Strengths
IAWRT is a truly global organization with members in 57 countries. Capacity building has increased through raising the number of chapters since 2007 from seven to twelve, involving members more in planning and execution of the IAWRT workshops and conferences and engaging members from eight chapters in researching social and gender justice dimensions in their country’s public broadcasters. In pace with a changing global media environment, IAWRT has broadened the membership reach by including both scholars and women from ‘electronic and allied media’ and included more young members. Challenges of corruption and expenses have been met by creating a geographically balanced virtual secretariat. Hiring a web journalist is a measure that will enhance the visibility of IAWRT’s activities.

IAWRT have been able to expand funds received from FOKUS through requiring local collaboration and ten percent funding from other sources for any IAWRT chapter activity. Sharing conference expenses contributes to a healthier economy and broadening of partnerships.

Conferences and workshops address relevant issues in line with the goals of the organization and the program agreement with main donor FOKUS. Reporting on activities has been eased with the making of templates, which also illustrate strengthened capacity in the Norwegian chapter – being legally responsible towards FOKUS on behalf of IAWRT.

IAWRT has a strong portfolio of past projects that have clearly highlighted issues concerning gender equality and women’s participation, also addressing and involving marginalized grassroots women. Conducting GM research in eight IAWRT chapters has built capacity among the membership, revealed important information and streamlined chapter activities more through research dissemination workshops. Field visit to Kenya shows progress in advocating GM issues within the national broadcaster KBC.

IAWRT film productions have demonstrated a cross-chapter ability and raised very important themes for women in the global South, and many of them have been used in local workshops. Festivals screening films made by women have proven successful and are on the verge of being replicated as an IAWRT concept in several country chapters.

Weaknesses
The IAWRT membership is less beneficial to members in countries without chapters. IAWRT lacks a clear recruitment strategy and an understanding of whether establishing more chapters is helpful in relation to priorities of the main donor. Furthermore, FOKUS prioritizes countries in the global South, which means some IAWRT chapters/members benefit less than others.

The current structure of responsibilities and communication is not sufficient to provide new chapters with necessary follow-up. Besides, the current structure of responsibilities and communication between the IB and the secretariat, within the secretariat – and between these two entities and the membership – is neither transparent nor effective. It also negatively effects the potential of the IAWRT website. The name of the organization does not reflect the inclusion of other media women than those belonging to broadcasting, which may mean lost potential in terms of increased membership.
IAWRT depends on one donor for all their core operations. There is insufficient documentation of the chapters’ abilities to raise local funds. Established relationships with donors seem to get lost with shifts in the IB. Fundraising workshops have been held, but has not led to any systematic fundraising in the organization.

FOKUS sees IAWRT’s reporting as insufficient due to poor separation of organizational and administrative operations and costs, and that of program/project activity.

Many members in countries without chapters have not paid their membership fees meaning IAWRT is losing money. There are reasons to believe that IAWRT’s number of members is significantly smaller than that stated in the Project Application. Conferences are costly, and broad participation in CSW is not sufficiently documented as rewarding.

Neither the membership, the president nor the CO of the secretariat seem to have sufficient knowledge of the implications of the Program agreement with FOKUS or the significance of the Results matrix.

Previous projects addressing the grassroots seem to have been less prioritized after the GM research and the priority of advocacy measures in three pilot countries. The rationale behind choosing the pilot countries has not been communicated sufficiently through the organization and the project lacks a comprehensive strategic plan and instructions on how to show the linkage between IAWRT’s efforts and the results achieved.

FOKUS interpretation of the Results matrix could be seen as a signal that IAWRT should have gathered more efforts towards the pilot countries. Progress in this endeavor seem slow and not prioritized in the budget approved from FOKUS.

Much more should be done to disseminate the film productions, thus profiling IAWRT’s professional excellence to the external world.

Opportunities
The survey suggests a membership willing to invest more time in pro bono IAWRT work, which means including more members in committee work is an unused potential.

Capitalizing on the knowledge of the media scholars (from several parts of the world) who are already part of the organization can strengthen IAWRT’s ability to make well-informed decisions when planning their projects. Many of these women may have experience in funding application work. Together with renowned personalities they might form the basis for a fundraising committee?

Cutting costs on conferences and CSW participation, may provide room for prioritizing more organizational work, strengthening IAWRT both as a member organization and as a global organization managing development projects aimed at strengthening women’s impact on civil societies in the global South.

Deciding on which platforms to use for internal and external purposes can contribute to more transparency, a better informed membership and last but not least, profiling IAWRT to the external world online, not least to potential donors.

This year’s IAWRT long documentary truly represents an opportunity for IAWRT to demonstrate their professional excellence to the world. Capitalizing on IAWRT’s global nature – the ‘global lens’-approach used in the long documentaries can be
transferred to IAWRT media campaigns addressing gender equality, freedom of speech and women’s participation in many parts of the world. This may open up for mass dissemination making IAWRT more visible and thus more eligible for funding. This corresponds to survey findings showing a membership strongly focused on advocacy.

Discrimination of women in both legacy media and social media is currently high on the public agenda in many countries, which enhances the need for an active and profiled IAWRT.

Threats
Lack of diversified funding and the high dependency on one donor (FOKUS), which prioritizes women in the global South, is a sustainability threat, and simultaneously a threat to the North-South cohesion of IAWRT. If a consensus on the program agreement and the results matrix is not reached, and sufficient funds (ten per cent) are not raised by the Norwegian chapter, IAWRT risks losing all its core funding.

Norad’s priorities have led to a situation where projects likely to produce measurable outcomes within a relatively short time frame are favored. If these priorities continue, IAWRT’s strength as a global network of media women, with the capacity to influence attitudes through advocacy within a long term horizon, may not be viewed as important.

RECOMMENDATIONS
IAWRT should:

- Make a clear organizational structure – outlining how responsibilities are divided between the IB, the secretariat, the committees and the chapters. A comprehensive communication plan should be in place, making sure members are updated on the developments of the organization. Also make sure the Communications Officer always receives the last edited version of internal or official documents to put in a logically structured online archive that will serve as IAWRT’s memory.
- Replace the current structure of ad-hoc committees with more standing committees involving a larger part of the membership.
- Make a comprehensible organizational map, including the committee structure, with short info on what the different entities do and contact information – all to be put on the IAWRT website. Tabs for past and present projects (highlighting achievements), how members can benefit and get involved should be included. Information on IAWRT’s goals, including plans on how to accomplish these within the current system of partners and funders should also be included, as well as a summary of the organization’s history. A short version of this information should be offered as a ‘welcome kit’ to new members.
- Decide on which platforms to prioritize for ‘internal’ and ‘external’ communication purposes – and make a strict communication strategy for both.
- Arrange a meeting between FOKUS, the Norwegian chapter head and the President to reach a consensus on the interpretation of the Program Description
and the Results Matrix. Communicate clearly to the entire membership what was
decided and what this means for IAWRT’s future operations.

- Make sure budgeting match the priorities as stated in the matrix – and create
  systems for documenting results achieved through external collaborations and
  funding.
- Make comprehensive strategic plans for all ongoing and future projects, including
  research projects – which should always be followed by possible measures of
  advocacy.
- Revisit and revise knowledge from fundraising workshop, include members with
  fundraising experience to join the fundraising committee. A temporary position
  for a fundraiser working on commission, should be considered. A membership
  payment system needs to be put in promptly in place.
- Disseminate the IAWRT productions more widely, starting with making them
  available through the web site.
- Make room for discussion of IAWRT’s future profile – and how this may affect
  future endeavors – in the next members meeting. As shown in survey, advocacy
  seems important to the membership, although not all members are comfortable
  with the term ‘media activism’.
Attachment: SUMMARY, SURVEY

123 respondents out of a total membership of 432 is a poor percentage. But we’ll have to take into account that

- the full survey was never translated to the Latin American membership (30)
- the survey never seemed to reach the Sri Lankan membership, since the emails bounced
- there is here, as in most organizations, a collection of active and (more) passive members

Who are they?

Responses tell us (about the 123 who answered):

**Age:** The organization is not “aging”; 42 per cent are less than 40 years old, 77 percent below 55 years of age. But only 7 per cent are less than 30.

**Profession:** A surprisingly high proportion of filmmakers (suppose it includes TV documentary makers mostly); i.e. 33 per cent, while journalists and reporters jointly represent 29 per cent, followed by producers (23) and teachers/researchers (21). More than one fifth working in education and research may be seen as a strength if the organization is able to mobilize this as a potential.

**Work relation:** more than half the respondents have a steady job relationship (full time 54 per cent, part time 13 per cent), while freelancers represent 30 percent of the respondents (17 per cent full time, 13 per cent part time).

**Reasons to join:** The respondents score high on external advocacy reasons, such as gaining a higher representation of women in the media, fighting gendered stereotypes or inform the public about the social conditions leading to discrimination of women. These three motivations score clearly higher than the rest. When asked about other reasons to join and to formulate these, networking and learning from others are highlighted.

**Joined where:** Almost half joined at conferences, either biennial (27 per cent) or regional (21).

**For how long?** More than half of the respondents (55 per cent) the respondents have been members less than five years (5 per cent less than one year), which means that they still, supposedly, are in need of information about the organization: history, aims,
traditions, organizational routines, etc. Appr. 20 percent have between five and ten years membership, while one fourth (26 per cent) have been in the organization for more than ten years (i.e. since the previous evaluation). This means that only a minority of the respondents know the longer stretches of IAWRT history.

**Other organizations.** 37 per cent are also members of other organizations having to do with women and media, some of which are women’s networks in national journalist unions, some other national initiatives, some not specific women-related. When asked whether IAWRT shares information and co-operates with other organizations, the answers vary greatly, but most are middle-of-the-roaders: value 3 (out of 1-5 choice). This may entail both insecurity and lack of solid information on the issue.

**Organization profile and activities**

**Men?** Almost two thirds (63 per cent) want to keep IAWRT as an organization just for women, while 31 per cent would allow men, leaving 6 per cent who do not know. Arguments are elaborated on both sides, but it suffices here to conclude that IAWRT should not change its rule here. This question engaged many participants (82 elaborated responses), with a variety of arguments.

**Conferences.** Almost one third (30 per cent) has never joined any regional or biennial conferences. (Maybe the newcomers?) 33 per cent have participated in both types, 25 in biennials while 12 (only) in regional, i.e. 70 per cent of the members have already been “conferencing” under the IAWRT banner. 14 per cent have been to more than eight conferences, while 40 per cent have been to only one. 83 per cent found the conferences rewarding. A large proportion of the conference participation has been sponsored by the IAWRT, while 30 per cent respond that they have (at least at times) paid for themselves. And when people have not participated, it has mainly been due to financial constraints (67 per cent mention this as an obstacle, followed by time (38, the answers not being mutually exclusive).

**Member activities.** One fourth (26 per cent) has not been involved in other activities (beside conferences), while a large proportion have been involved (50 per cent in local activities/workshops), long documentaries (almost 15), scholarships (11) and research (11). That ¾ have been involved in some activity is remarkable, but we assume that a larger percentage of the non-respondents may not have been.

**Profiles.** A finding indicating organizational challenges, is that 43 per cent do not know how to update their profile on the website, 32 per cent do but have not done it, while
only one fourth know and has done it. This finding, among the 123 members who are active enough to respond to this survey, indicates an organizational shortcoming. It may be, that in some countries, some members would hesitate to put their profile out in such a way due to security reasons. But it would not account for so many, and there are systems which can provide safety to protect members from unnecessary exposure.

**Name.** 41 percent of the respondents are satisfied with the current name of the organization, while 18 percent are not, while 36 only partly satisfied, the rest do not know. This is hard to interpret either way, but clearly there is no absolute satisfaction, which may have to do with the factual changes taking place in media situation and the actual membership. This question has also generated many explanatory comments, together with the question of male membership, showing that the respondents care about the future profile of IAWRT.

**Capacity and recruitment**

**Future activists?** About one third is not very willing to invest much time in IAWRT activities (26 percent less than 2 hours, 6 no time at all). On the other hand, more than two thirds would invest substantial time (46 percent 2-4 hours, and 18 percent 4-8 hours, and 5 percent more than 8 hours). Since the upper echelons (18 + 5) does **not** represent people already actively involved in IAWRT positions, they, together with the 46 percent who would commit some, represent a work potential that might be engaged in for example work in future subcommittees. “I would need to know what I would be asked to do”. “I can put in more time if required to”. “Would like to open a chapter in Pakistan” (indicates underuse of single members?) “I won’t mind spending some time in building my organization by being part of the activities being conducted as that is one way of showing membership and also building my career through interaction.”

The people who hold or have held positions with the IAWRT, spend much time, one fifth (19 percent) more than 12 hours of unpaid work per week, and a third (10 percent 8-12 hours, 24 percent 4-8 hours) also does substantial work.

Many small NGOs with very limited paid staff rely on this kind of commitment, and the commitment seems strong both among office holders and other members.

**Existing chapters – and some in the making?** Around 45 percent do not know the requirements for opening a chapter, while 29 percent think the criteria are too extensive and hard to meet, furthermore 10 percent do not see any benefit from opening a chapter (17 percent ticked “other” alternative). Comments emphasize...
different arguments: in some countries it is hard to open a chapter due to laws and regulations, it may be expensive, and there may be much back-and-forth communication before the chapter emerges. There is also a suggestion for more follow-up of each chapter from the leadership, for example every six months. And then, there is organizational variety: “For Germany the Association of Women Journalists would be the national chapter if IAWRT would accept this. Above this I should like to see a European chapter”, writes one. Two others complain that it is challenging to meet the required number of membership, or that media people seem too busy to join.

The German suggestion may seem revolutionary, but still, with IAWRT in transition and national similar organizations (maybe) looking for international networks/partners, it may be worth investigating. Some chapters are strong and well-functioning, but the smaller ones may be in need of the proposed follow-up to expand and consolidate. This would require increased capacity from the leadership/secretariat, or a change of priorities.

**Information and where to find it.** A higher proportion of members seem to get more of the information they require through the international website or Facebook page than on chapter websites/pages. This is rather obvious, since respondents consist of both chapter members and individual members. The newsletter (although now dormant) is also highlighted as important (values 4-5) by 39 members, almost equal to the website and FB page. As for which information they look for, there is a great variety: scholarships, events, funding options and general news of the organization, from other chapters, etc.

**Program and projects**

**FOKUS program awareness.** A majority of the respondents (59 percent) is aware of the ongoing program “Women’s Participation for Gender Equality in the Media” and its goals. Several members praise this program, and they comprehend it as benefiting the goals of the IAWRT in a broad sense: “It will contribute greatly to establishing an addressing gender inequality in media”, “This is an excellent program because it’s a strong mechanism to translate the organization aim to reality.” Some require more information: “I think it is a good project but the guideline and information should be spread widely to all the members.”

The awareness may be too superficial for some, though, since half the respondents, state that they are not aware of the criteria they need to fulfil to apply for project funding/scholarships through the ongoing program. 20 percent are half aware, though,
while 29 percent are not. Several want more information, and hope to receive a scholarship (albeit some say the scholarships are too small), while some are aware that they do not apply to members in the “North”.

**The secretariat.** Since the secretariat went virtual (2015), 38 percent of the respondents notice that the website seems more updated, while 60 percent have not noticed any changes. The same holds for proposals: almost one fourth (23 percent) say they have received more calls for proposals, while a surprising 11 percent have received less calls, while 66 percent have not noticed any changes. 28 percent feel it has become easier receiving answers from the secretariat, while 6 percent say it is harder, the rest have not noticed any changes. All in all, the change of secretariat seems to have gone largely unnoticed by a majority of the membership, while there are signs of positive appreciation. Some comments praise the change, and no one criticizes the decision.

**Membership influence.** When asked to comment whether their influence with IAWRT’s policy and priorities, the replies vary. As many as 40 members place themselves in the middle (value 3; 5= fully agree, 1= disagree). 31 tend to agree more (12 value 5, 19 value 4), while 38 percent tend to disagree (15 value 1, 23 value 2). That only less than a third mark a good degree of agreement (values 4-5) on this question, should be taken seriously by the current leadership. By asking for membership opinion about democracy and elections, they already to a degree demonstrate that they want to address membership influence.

The satisfaction with chapter autonomy seems greater. This is addressed by the 78 chapter members who joined the survey (the rest being individual members). 46 of the 78 score value 4 or 5 when commenting on the chapter having an adequate level of autonomy when taking care of local issues.

**Future priorities.** Finally, the participants were asked what should be done to strengthen the IAWRT for the future. “Strengthen the local chapters” is highest on the agenda (counting values 4 and 5), followed by emphasis on international media campaigns and grass root oriented initiatives. This demonstrates the need both to consolidate the organization and continue the good outreach work that will benefit women outside the IAWRT. The survey demonstrates strong resistance against raising the membership fee, and rather strong skepticism against commercial donors, while other donors are more acceptable. Members are also positively inclined towards recruiting new members, and to more research on gender and media issues.