

IAWRT

Strategic Plan

2020 - 2024

IAWRT states:

*Media is a far too important arena
not to recruit the best of talents independent of gender.*

**Imagine a world of media
where the lives and conditions of women and girls
are reflected equally to those of men.**

**Imagine a world of media
where competent women
have the same possibility to access positions
in fair and equal competition with men.**

**Imagine a world
where women everywhere are free
to take full and equal part
in all decision making and leadership anywhere,
free from suppression and all forms of harassment.**

This is the world IAWRT helps build.

IAWRT is in a process of finding a name for the organization better matching today's media reality.

The International Association of Women in Radio and TV (IAWRT) is in the process of transformation. After 20 years, IAWRT's main donor, FOKUS, Norway, realigned its mandate to the New Norwegian Foreign policy. This development steered IAWRT to revisit its purpose and objectives and chalk out an action-oriented strategy.

Introduction. IAWRT: an international organisation that thinks global and also acts local

IAWRT is a global organization formed by professional women working in and with all forms of media and communication. In 2019 it has members in 54 countries and 14 national chapters that are registered in Africa, the Americas, Asia and Europe. It was started in the aftermath of World War II, convinced that media women could spur mutual understanding on both sides of the iron curtain as a counterbalance to a world gearing up for the cold war.

It was not until 1995, during the Fourth UN World Conference on Women, that the key role of media was emphasized in relation to achieving gender equality in all spheres of societies. From that year onwards the international community set out to combat formally the stereotyping of women and address the inequality in women's access to and participation in the media.

IAWRT has a consultative status with the United Nations Economic and Social Council (ECOSOC) and has built alliances and cooperation with a vast network of international and national like-minded organisations.

Today, IAWRT has grown into a world-wide network with a mission to strengthen initiatives that ensure the justified women's role in media, guarantee their views and values become an integral part of programming, improve the portrayal and work of women, reduce the gender gap in all media institutions and advance their impact in media.

Managed by an international board, IAWRT advances its mission and objectives through a broad-based membership and its national chapters and thematic committees that come together in regular conferences for further advancement of the objectives and projects of the Association.

IAWRT is committed to the enhancement of women's role and participation in media. IAWRT strongly believes that gender equality cannot be achieved without gender parity in media and communication. The social and cultural norms that hinder progress towards ending gender inequality need to be challenged. The Association, therefore plans to increase its engagement in the Beijing+25 process to update the evidence of how much closer media organisations are to the goals expressed in Beijing.

IAWRT is a well-known and reputed organisation which operates in countries with strong chapters and powerful actions like in:

- Kenya, where the national IAWRT chapter has been a watchdog on threats against women for many years and have done extensive work in Gender Monitoring. The chapter has been at the forefront in introducing gender mainstreaming policy in Kenya Broadcasting Corporation, the national broadcaster;
- Philippines, where the IAWRT local Chapter has supported community radios in disaster zones with a focus on strengthening women's voices;
- India, that established the IAWRT Asian Women's Film Festival, celebrating its 15th year in 2019. The event brings together filmmakers of Asian origin from across the globe and showcases their films, encourages freedom of expression and provides a platform for debate and discussion;
- Norway, the local Chapter has been leading the effort towards fundraising and has acted as IAWRT's fiscal agent with its main donor for 20 years – FOKUS;
- USA Chapter is the IAWRT liaison chapter with the UN and ECOSOC, organises the IAWRT participation in the annual UN Commission on the Status of Women (CSW) and represents IAWRT in NY-based Beijing+25 planning fora.

These are just a few on the many efforts by each of the 14 chapters implementing professional and high-quality programmes for the advancement of the space for women in and around media.

*** The Strategic Direction ***

Vision

IAWRT envisages a global environment where the role and space of women in the media is fully recognized, is safe and secure, ensures freedom of speech without fear of online or offline trolling, where the portrayal and image of women is balanced and fair and where women have an equal share of positions at all levels in mainstream, digital and community media.. Furthermore, IAWRT envisions a world where women have an equal voice, and space in community media (rural and urban), as citizen journalists and equal partners in agenda-setting, dialogue and debate.

Mission

IAWRT's mission is to facilitate the change and transformation described in its vision by supporting all efforts for ensuring the space for and impact of women in media through knowledge and information sharing ; research, advocacy and policymaking, networking and building collaborations and cooperation; training and capacity building ; enhancing capabilities of women in media while safeguarding . freedom of expression- including freedom of press and promoting inclusion and diversity in media.

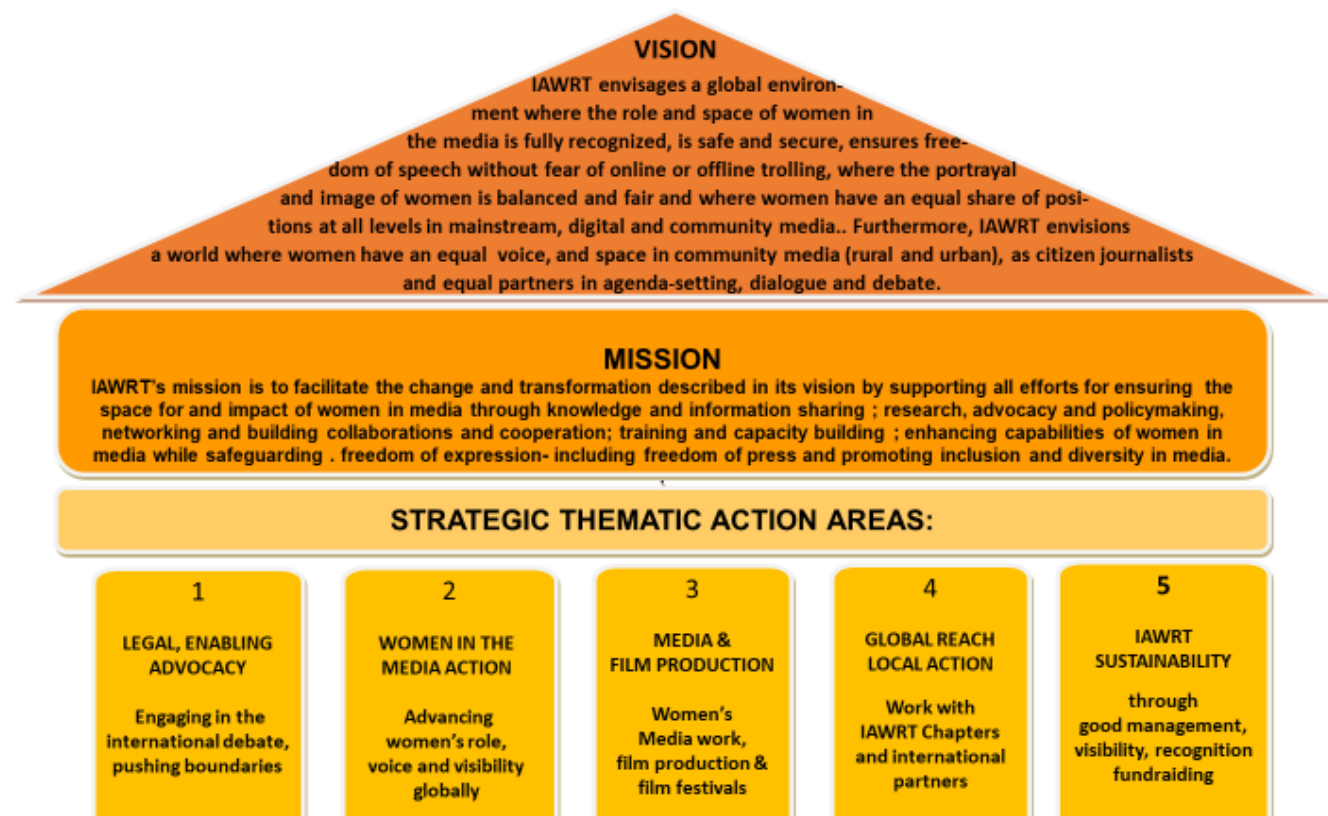
Values

- Protecting Human Rights
- Safeguarding Freedom of Expression
- Ending impunity for crimes against journalists
- Supporting Gender equality

Our guiding principles:

- Building journalistic credibility and high ethics
- Increasing accountability and transparency

The 'IAWRT Strategy House':



The external environment and the Global Media Reality

A study (see footnote) has mapped men and women in CEO positions, positions in top management generally and seats on boards of directors, based on the list of the top 100 international media corporations and published by the Institute of Media and Communications Policy in Germany. The result shows a significant lack of women among the leadership of these corporations. Thirty corporations have no women, whatsoever, in their top management, according to a new statistics (2018)¹



The chart indicates a huge gender gap. The male dominance transcends national borders and is visible in all types of media corporations. On an average, 80 per cent of the directors are men, 17 per cent of top management officers are women and there are only six female CEOs leading corporations in the top-100 list.

“Men-only indicates a single-minded leadership in the media corporations. Not only because their products and services are aimed at both men and women. They are also probably missing out on competence”, says Maria Edström, one of the researchers behind the data.

The headquarters for the corporations on the top 100 list were located in 21 countries: USA, Japan, The Netherlands, China, Germany, Great Britain, France, Canada, South Africa, Brazil, Mexico, Italy, Sweden, India, Norway, Finland, Spain, Denmark, Portugal, Switzerland and Belgium.

Although the chart shows no clear patterns based on the location of a corporation's headquarters, Asian corporations are more male dominated than those in other regions, both in terms of their top management and their board members.

The decreasing number of female journalists is of concern because it reflects the status of a society that is excluding women's voices from its media, as Greta Gober stresses². Across the countries where IAWRT has chapters highly qualified women continue to be denied leadership roles because of prevailing perceptions that women are not fit for these roles. Fuelled by cultural stereotypes based on patriarchal systems women are viewed as inferior. This belief is exacerbated by the under-representation and negative portrayal of women in the media that serves to denigrate and even dehumanize women. The media often reports stories that reinforce the negative perceptions of women in society. In news programmes and talk shows few women are called upon as experts and the outcome is that the female perspective is missing and seldom heard. At the same time one of the reasons for the discriminatory images of women in media is the fact – but not only – that media products, as a rule, are created by men, and for men.

¹ The data compilation was made by: Maria Edström (JMG, University of Gothenburg), Ulrika Facht (Nordicom, University of Gothenburg), Greta Gober (Center for Gender Research, University of Oslo, IAWRT International Board), Gunilla Ivarsson (IAWRT – International Association of Women in Radio and Television), Suzanne Moll (Independent Media Consultant, Copenhagen)

² Greta Gober: Handbook on Working Towards Gender Equality in the Media. IAWRT & the Gender Mainstreaming Project, 2018

The need for change is clear. But who will work to change this situation? Looking around we find many national media and women organisations, some regional (Genderlinks and APAC); some international organisations focusing on women journalists and journalism and finally thematic organisations taking up specific aspects or issues like GAMAG, <http://whomakesthenews.org/about-us>, and <http://www.trollbusters.com/>.

The result of IAWRT's mapping in the preparation of this strategic plan is that IAWRT is uniquely positioned to fill the void of being the caretaker of Article J in the Beijing agenda for action –and is best placed to drive the agenda with a strong international board, active and dynamic national chapters and inclusive committees that deal with permanent and ad hoc areas of special concern.

The internal environment: strengths and weaknesses of IAWRT

For IAWRT, this is a time of change and transition. In order to achieve more measurable objectives, IAWRT needs a clear strategic orientation and a well-defined outline of its work areas and priorities. Therefore, a strategic development plan to sharpen the Association's profile, to help identify future organisations and foundations that could potentially partner it to achieve its aims and objectives seemed imperative

With a mandate from IAWRT's general assembly that met in Uganda - Entebbe in October 2018, the International Board prepared this strategy. Turning the setback of termination of a long term partner and funder into an opportunity to reinvent itself the board decided to revisit its mandate, reorient its vision and make it more in line with the changing media landscape that can chart out the path for advancing the status of and space for women and their voices in and around media.

IAWRT is a close to 70 years old organisation, that started in 1951 with a clear mandate and with some traditional work areas that included film festivals, gender monitoring in the media and formation of and support to chapters for activities within its mandate. However, there seemed to be a limited interlinkage of these former stand-alone activities with the Association's consultative status with the United Nations Economic and Social Council (ECOSOC) as an NGO.

Through this document IAWRT aims to:

- a. Strengthen its potential to advance women to the centre space in media
- b. Pull out all stops to enhance the image of women and their portrayal in media
- c. Work towards positioning itself as an international reference point of and for women in media, and
- d. Build IAWRT as a 'caretaker organisation' for the Beijing Declarations Articles on women and the media Article J on the NGO side³ that has the credibility to issue statements as part of its contribution on behalf of women in media globally

IAWRT believes that its strength is its chapters and members from across 54 countries, and through this worldwide network it can swiftly provide international perspectives on many relevant issues that demand action. Its members give it an edge over others, as it is in an advantageous position to receive first-hand information and experiences from practising journalists, academics, film makers, broadcasters and bloggers on issues that may be local but need global interventions. (for example, the case of Journalist Rana Ayyub, who was threatened in India by the powers that be but got support from UN Agencies). IAWRT can help play a major role and pilot the path for women in media, their voice, safety, security, rights and opportunities,

IAWRT will revitalise and rejuvenate an active membership and help strengthen its existing 14 chapters, reconnect with individual members and revitalise the organisation through virtual meetings and social media. It will build new partnerships with young organisations while nurturing the old relationships. It should become one big global umbrella under which mentors and mentees can find a place for themselves and draw comfort of being a part of an Association that listens and responds, provides opportunities for amplifying women's voices and protects their rights and spaces.

³ http://www.unwomen.org/-/media/headquarters/attachments/sections/csw/pfa_e_final_web.pdf?la=en&vs=800

***** Strategic Programming and organisation *****

No	Strategic theme	Strategic goal (To achieve)	Action areas, activities under each of these?
1	LEGAL, ENABLING ENVIRONMENT Engaging in the international debate, pushing boundaries - ADVOCACY	Strengthened enabling environment with space for women’s equal position and image in the media	Strengthen the enabling environment through recognition of the women in the media
			Freedom of expression – also for women - challenging status quo
			Revision and pursuance of the Beijing platform, section J
			Gender media monitoring - women in newsrooms, management
			Safety of women: Online harassment, cyber-attacks: protecting women, websites, media
			Women & Safety alerts are disseminated widely for action
2	ACTION TO ADVANCE THE ROLE AND VOICE OF WOMEN IN THE MEDIA & BEYOND - ACTION	Increased awareness about the potential and role of women in the media	Overall policy support to advance IAWRT’s agenda, including Gender Policies in media houses
			Documenting ‘women in the media’ nationally, regionally, globally – strengths, challenges (database)
			Strengthening community media – empower communities and their radios
			Strengthen rural women’s access to communication platforms, having a voice
			Strengthen the way media advances women’s causes and visibility, including during elections
3	MEDIA / FILM PRODUCTION & WOMEN’S FILM FESTIVALS	Creative women’s production and capacity facilitated and enhanced	Identify and support where women’s production is under pressure – in media and beyond
			Support IAWRT chapters with manuals, online training, to strengthen women’s role in the media
			Support Long documentaries productions about women’s lives
			Organise film festivals
			Inspire women’s creative production including through IAWRT awards
4	GLOBAL REACH THROUGH SUSTAINED LOCAL ACTION	Nationally prioritized IAWRT action successfully conducted, contributing to IAWRT’s global vision and local action	Work with Chapters to build their capacity to function and have impact.
			Affiliations w/Women & Media organisations in countries with no chapter.
			Partnerships with academic institutions [e.g. Research]
			International Partners: engage in coalitions, partnerships with women and media organisations.
5	IAWRT SUSTAINABILITY through good management, visibility, recognition and fundraising	IAWRT is increasingly a useful, powerful, resilient and sustainable organisation	Social: membership, chapters, brand, image, communication strategy
			Organisational: physical secretariat, HR; JDs – recruit staff when possible
			Financial – financial sustainability strategy and partner mapping. Creation of financial dashboard. Outcome areas from financial resilience and sustainability plan: (i) To make IAWRT International financially sustainable. (ii) Skills and capacities of IAWRT regional chapters have strengthened; (iii) A financial system is in place.

The IAWRT Board will review and revise the strategic plan annually, to ensure that changes in its context are well reflected and that it can continue to contribute to the change it wants to see- both effectively and efficiently.

The organisation to implement the strategic plan

IAWRT has a mini-secretariat to support the exclusively voluntary work done by the International board and chapters. With this strategy IAWRT aims to change this around to raise funding for programme staff. In the organigramme those posts: Director and Programme Officers are written in orange as they do not exist yet. The secretariat functions written in white letters are all in post as this strategic plan is prepared.

The IAWRT Statutes and Guiding Documents set the ground rules for IAWRT's functioning and form the legal framework for all operations, including the members' and board's responsibilities, as well as the framework for holding IAWRT elections through e-voting. IAWRT's Code of Conduct clarifies the ethical framework within which IAWRT operates (see more Annex 5⁴).

The General Assembly is IAWRT's highest authority (see the Guiding Documents). When possible, it takes place during an international IAWRT members' conference. Regional conferences are held in-between international conferences to coordinate the work of and to support the national chapters, funds permitting.

The International Board (IB) is IAWRT's executive and takes decisions in the best interest of IAWRT and its members based on its approved and agreed strategic plan. The International Board is responsible for ensuring compliance to the statutes and guiding documents during its operational period. At the time of preparation of this plan, the IB is all voluntary and de-facto running the organisation through populating the Management Committees (see below) and heads all Thematic Implementation Committees (below).

The Executive Committee (EC) consists of the president, vice-president, treasurer and secretary – all board members. The EC acts with delegated authority from the IB between IB meetings.

Management Committees are established by the IB to deal with specific organisational and management issues on behalf of and referring to the IB (Annex 1). They are: An Organisational Development committee; Fundraising committee, International Relations committee, Communication & Membership committee; Elections committee (elected by members); Chapter activities committee; Affiliated Women & Media Organisations' Committee; UN/CSW committee; and the Advisory committee (Annex 1).

Thematic Implementation Committees operate in priority areas with a clearly defined mandate and report directly to the IB. Chairs of the IAWRT committees can represent IAWRT and get involved in different activities and actions within their area of responsibility. Committees consist of board members and ordinary IAWRT members. The work areas are within the thematic themes and goals. Established committees and their responsibilities are presented in the Organogram (next page) and in Annex 2.

National Chapters are autonomous organisations, registered as NGOs in their home country (some are registered as limited companies by guarantee), referring to the IB and following its overall strategic plan and vision, mission and ethics. Chapters are established by the IB. (See Guiding Document about chapter formation.)

Existing affiliations with women and media organisations in countries where IAWRT does not have a chapter e.g. Genderlinks.

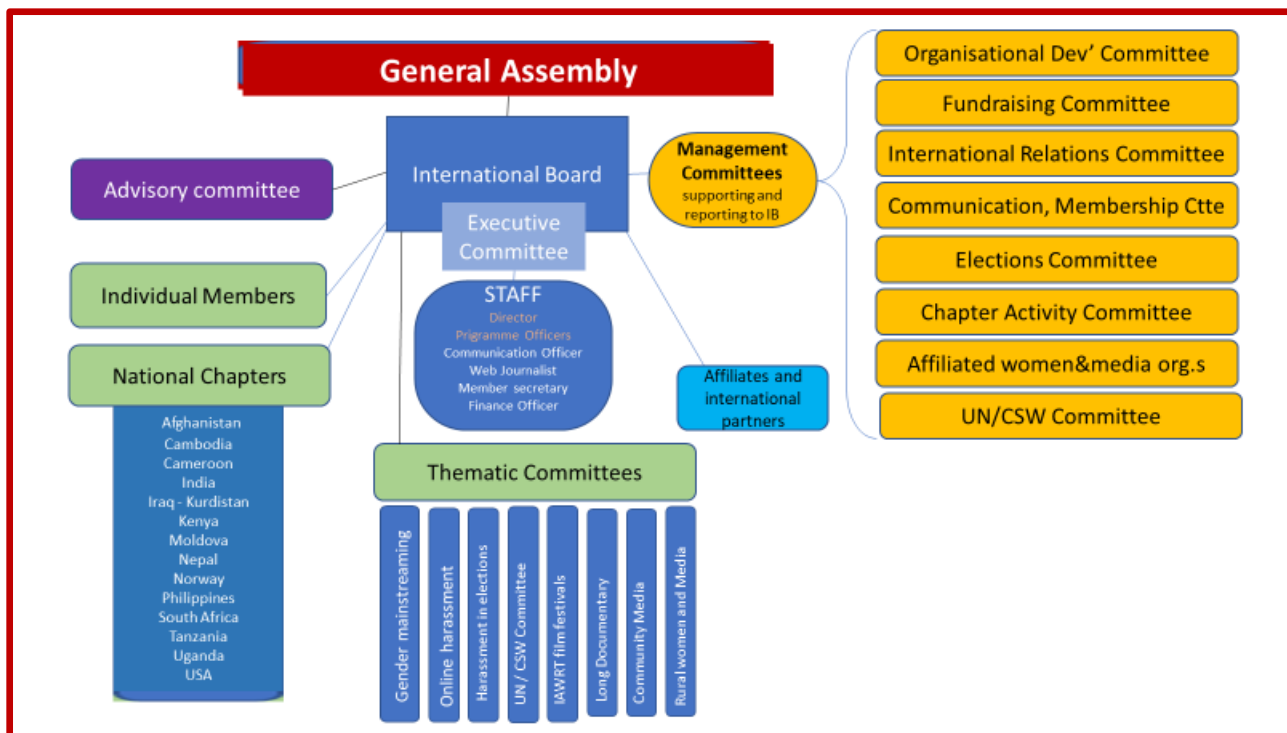
Development partners and international like-minded organisations constitute the broader IAWRT network. Partnerships are committed through defined individual Memoranda of Understanding e.g Ethical Journalist Network (EJN) and Committee to Protect Journalists (CPJ).

Advisory Committee is made up by former Presidents of IAWRT International and meets on an ad hoc basis. Because of their institutional memory, the former Presidents can provide support or continuity and history to the Association. The role of this committee is solely advisory. (Annex 3)

Secretariat. IAWRT will within the present strategic plan strive to mobilise sufficient resources to recruit a Director and Finance Officer. At the time of formulating this plan, IAWRT employs a fulltime Communication Officer, Membership Officer, a part-time Web-Master, Web Journalist and a professional Accountant. (Job descriptions in Annex 4). The IAWRT secretariat is located in the Philippines – address and contacts at the end of this plan.

⁴ All Annexes have been removed from this version of the Strategic plan. Relevant documents can be received from the IAWRT secretariat or the International Board. Reference to annexes have been maintained in this section to facilitate such access.

The IAWRT organogram



IAWRT's Sustainability Plan

Organisational Sustainability: IAWRT's work to be a coherent, functional and sustainable organisation, relying almost fully on volunteer work, is presented in the organogram above. Run by the international board, IAWRT operates through its Management Committees, each responsible for an important element of the management, driving the organisation forward. Most committees are embedding their work in agreed strategies, all referring to and setting out to implement aspects of this overall strategic plan. IAWRT's chapters represent an important part of the organisation, operating within chapter policy.

IAWRT as of now has a Communication Strategy, a Resource Mobilisation Strategy, a Code of Ethics and an Election Strategy. Operating in a fully transparent manner with member access to all documentation and committee minutes, IAWRT's main accountability is to its members, -both individual and as chapters.

Social Sustainability and relevance including ownership of the organisation by members and a buy-in to the core issues by partners is a priority for IAWRT. During the 5-year period covered by this strategic plan, IAWRT plans to further strengthen its communication with members, existing as well as new, as well as relevant partners. Although IAWRT has been active in most of the organisation's many action areas, it has not been as internationally visible and recognized as its work area and its quality results merit.

Realising the importance of the organisation's overall vision, IAWRT plans to gain international visibility and recognition through advancing its agenda outlined above within its strategic thematic work areas, this will include revisiting its name and branding.

Financial Sustainability is a challenge for IAWRT at the time of launching this strategic plan. Coming out of a period of 20 years being fully funded almost entirely by one organisation, the present status is a wake-up call and an opportunity for IAWRT to find its own feet, elucidate a clear vision set in a global reality, and work towards realising its goals.

IAWRT operates within its strict internationally acceptable and risk free financial guidelines of accountability and transparency and is seeking funding through global and local partners/donors. . (see Annex 5: financial guidelines and resource mobilisation strategy).

Policies and Procedures

IAWRT is in its work guided by the following policies and procedures:

- ◆ Statutes
- ◆ Guiding Documents
- ◆ Chapter policy (includes start-up procedures, code of commitment etc.)
- ◆ Code of Conduct /Ethics
- ◆ Communication policy and communication strategy
- ◆ Financial and administrative policy / guidelines
- ◆ Financial sustainability strategy
- ◆ Election Guidelines

Ensuring that IAWRT is on the right track: Monitoring & Evaluation framework

Ongoing monitoring of IAWRT's activities and finances is carried out by the International Board (IB) of IAWRT. Financially, the IB receives monthly accounts statements from the treasurer based on the dashboard.

Each committee (management and thematic implementation committees alike) provide brief monthly updates to the IB (the communication officer coordinates).

The thematic implementation committees provide semi-annual full narrative and financial reports to the IB, and management committees provide annual reports unless other agreements are formed. Furthermore, the communication committee will secure regular feedback through surveys, polls, and in other ways with members and partners. This will facilitate IAWRT to continually improve the organization's performance.

Once the strategic themes and goals have been further described, a presentation of how IAWRT will carry out regular monitoring will be included here.

On this basis the IB will prepare:

- Audited accounts statements annually
- Annual report
- External evaluation report every 5 years
- Narrative and financial reports as per donor agreements

Approved by the IAWRT board June 10, 2019

International Association of Women in Radio and TV (IAWRT)

IAWRT is registered as an International NGO in the Philippines

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