

Glass Ceilings

Women and men in
Southern Africa media



Edited by Pat Made and Colleen Lowe Morna



MDG3Fund
of the
Netherlands Government

Gender Links (GL) is a Southern African NGO that is committed to a region in which women and men are able to participate equally in all aspects of public and private life.

GLASS CEILINGS: WOMEN AND MEN IN SOUTHERN AFRICA MEDIA

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ISBN: 978-1-920550-19-6

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Design and Layout: Debi Lucas
Printer: DS Print Media
Sponsors: OSISA and the MDG 3 FUND of the Netherlands Government

This report has been produced with the financial assistance of the Open Society Initiative of Southern Africa (OSISA) and the MDG 3 Fund of the Netherlands Government. The views expressed herein are those of Gender Links and can therefore in no way be taken to reflect the official opinion of OSISA or the MDG 3 Fund.

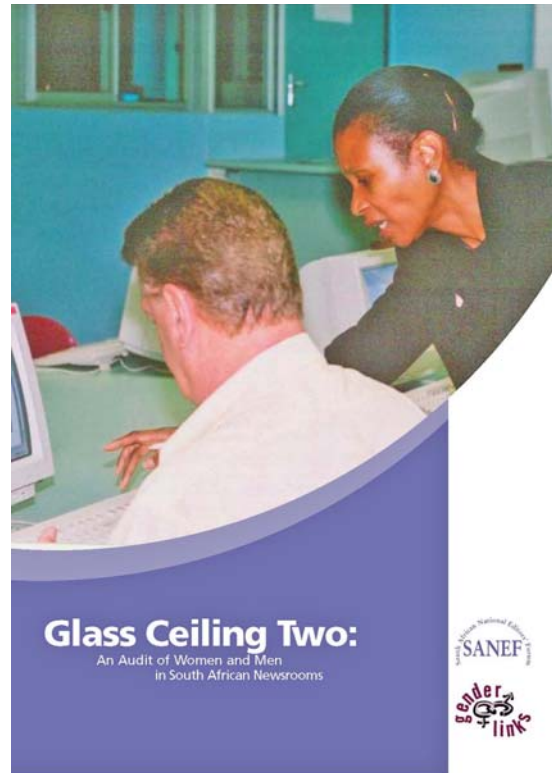
Acknowledgements

The study forms part of a trilogy of regional studies conducted by Gender Links and partner organisations in the Southern African region. These include the Gender and Media Baseline Study (2003) that analysed media content from a gender perspective and the Gender and Media Audience Study (2005) that analysed audience reception and preferences from a gender perspective.

The Glass Ceilings research, which builds on a pilot project undertaken with the South African National Editor's Forum (SANEF) in 2007, completes the series by providing baseline data on the internal institutional make up and practices of the media from a gender perspective. The study was conducted in 14 Southern African countries. The Angolan Researcher was not able to deliver the findings on time.

Gender Links (GL) designed, coordinated and managed the research with support from partner organisations in the region. The Media Institute of Southern Africa (MISA) assisted with the conceptualisation and design of the study. The 14 country researchers, drawn mostly from the Gender and Southern Africa Network's (GEMSA) chapters, with training and support from Gender Links gathered the data in each country. Media Watch Organisation (MWO)-GEMSA in Mauritius provided technical support in the Francophone countries.

Independent data analyst Lukhanyo Nyati analysed the data from the 14 countries. Marie



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The country researchers comprise a mix of staff in GL satellite offices; GEMSA country coordinators and policy facilitators of the Media Action Plan (MAP) on HIV AIDS and Gender. They are Keabonye Ntsabane and Roos Van Dorp (Botswana), Anna Mayimona Ngemba (Democratic Republic of Congo) ; Sophia Tlali (Lesotho); Flavienne Ramarosaona and Marie Annick Savripene (Madagascar); Pushpa

Jamieson (Malawi); Loga Virahsawmy and Saskia Naidoo (Mauritius); Eduardo Namburete (Mozambique); Emily Brown (Namibia); Sharon Thelemaque (Seychelles); Bheki Maseko (Swaziland) Sikhonzile Ndlovu and Rochelle Davidson (South Africa); Charles Kayoka, Gladness Munuo and Arthur Okwemba (Tanzania); Perpetual Sichikwenkwe (Zambia) and Miriam Madziwa (Zimbabwe). Mercedes Sayagues conducted the in-depth case study of South Africa's *Mail and Guardian* newspaper contained in this report.

The regional report draws on country reports written by Kubi Rama, Deputy Director Gender Links, Dumisani Gandhi, Gender Links Assistant Director (Media Research and Policy), Rochelle Davidson Mhonde (GL Senior Researcher) and Sikhonzile Ndlovu (GL Media Literacy Co-ordinator). Doreen Gaura (GL intern) proof read the initial reports. Gender and Media Diversity Centre (GMDC) Programme Officer Seanna Chingamuka conducted the literature review for this report. GL Executive Director Colleen Lowe Morna and Deputy Director Kubi Rama edited the country reports with assistance from independent media consultant Helen Grange.

Colleen Lowe Morna and independent media consultant and trainer Patricia Made edited this regional report.

GL wishes to thank the South African National Editors Forum (SANEF) for the initial collaboration on the South African Glass Ceiling Two report that inspired this study, and for the

encouragement received from the former chair of SANEF and GL Board member, Ferial Haffajee to extend the study to the region as well as expand its scope. Judy Sandison, the current chair of SANEF's diversity committee, provided valuable support in conducting the expanded research in South Africa.

Through the partnerships created by the Gender and Media Diversity Centre (GMDC) the findings of this study have been used to inform the design and methodology of a global study of a similar nature being conducted by the International Women's Media Foundation, (IWMF).

GL expresses its sincere gratitude to the Open Society Initiative of Southern Africa (OSISA) and the MDG 3 Fund of the Netherlands government for making this research; the regional report and 14 country reports possible.

We also wish to place on record our appreciation to the Swedish International Development Agency (Sida) that has supported the policy work of the Media Action Plan (MAP) on HIV and AIDS and Gender, which has given GL access to 140 newsroom in the region; an essential building block for this research. Our thanks also to the Friedrich Ebert Stiftung that has supported pioneer work on developing gender policies and codes of conduct with media houses and media regulatory authorities; another cornerstone that we intend to build on through this research.

List of Acronyms

ANC	African National Congress	MWO	Media Watch Organisation
BPA	Beijing Platform for Action	NGOs	Non-governmental Organisations
DRC	Democratic Republic of Congo	OSISA	Open Society Initiative of Southern Africa
GMBS	Gender and Media Baseline Study	PCFM	People's Choice FM, Lesotho
GMDC	Gender and Media Diversity Centre	PDMM	Post-Graduate Diploma in Media Management
GEMSA	Gender and Media Southern Africa Network	RTNC	Radio Television Nationale Congolaise
GL	Gender Links	SAARF	South African Advertising Research Foundation
GMPS	Gender and Media Progress Study	SADC	Southern African Development Community
GMMP	Global Media Monitoring Project	SAEF	Southern African Editor's Forum
IFJ	International Federation of Journalists	SANEF	South African National Editors Forum
IWMF	International Women's Media Foundation	SAPA	South African Press Association
M&G	Mail & Guardian, South Africa	UNESCO	United Nations Scientific, Education and Cultural Organisation
MAP	Media Action Plan		
MISA	Media Institute of Southern Africa		

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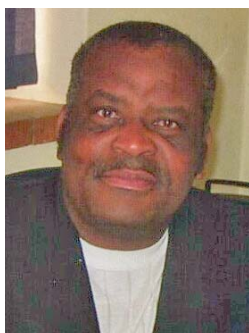
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Foreword



Since the launch of the South African Glass Ceiling report by Gender Links (GL) and the South African National Editors' Forum (SANEF) in 2006, this regional report has been eagerly awaited by those of us who promote

a more enlightened media in the region.

So far, most of the gender and media research in Southern Africa has focused on content and audiences, with little on the make-up of media houses themselves, except in so far as content gives us a glimpse into these institutions. For example, the 2003 Gender and Media Baseline Study (GMBS) provided gender data on who reported, wrote and presented news. But it did not tell the backroom story: who leads, edits, sub-edits, produces, distributes and administers the media.

Now, almost a year to the date since the adoption of the SADC Protocol on Gender and Development in August 2008 that calls for gender parity in all areas of decision-making by 2015, we have the first comprehensive picture of women and men involved in the Southern African media.

There are some positive signals. Two countries ~ Lesotho and South Africa ~ have achieved

this target in aggregate terms. At 41%, the overall regional average for women in the media is respectable. However, when South Africa is taken out of the equation ~ it has by far the largest media density ~ the figure falls to 32%.

Four countries are below the one third mark, with women comprising a shameful 13% of media workers in troubled Zimbabwe. While this figure does not include the state broadcaster which declined to participate, it is nonetheless a major concern.

The South African figures also need to be read in context. As the 2006 national Glass Ceiling report covering only newsrooms showed, when South Africa's figures are disaggregated by race, the picture is far less rosy, with black women, who constitute 46% of the population, only constituting 18% of newsroom staff.

From where I sit as the head of the only university-level media leadership institute in Africa, it is Chapter Four entitled "Access denied: Women missing from top jobs", that raises the most concern. The research shows conclusively and across every country that glass ceilings in the media are not just a mirage; they are alive and well. Bar a few bright spots ~ for example in Namibia ~ women are conspicuous by their absence in boardrooms, at top and senior management. There are also significant gender gaps in conditions of service; earnings and on who covers which news beats.

While many institutions in the region at least make a token effort to be gender “correct”, if not sensitive, in media houses sexual innuendo and harassment are common. The report resonates with the voices of media women who are fed up, have left or are considering leaving the noble profession. It also, unfortunately, has many examples of unrepentant male colleagues and bosses, who believe that women in the media should “know their place”; stick to the “easy” beats and stay out of the boardroom.

But the report is lifted from this morass by inspiring examples of strong women leaders like Gwen Lister, Ferial Haffajee and Pauline Banda who have not been afraid to wear their feminist colours with pride and “make it” in an unequal, male-dominated world. It is also full of practical suggestions and examples of how media culture and practices could be positively transformed to be more accommodating of women and men.

The report goes beyond numbers to show that gender-aware newsrooms are more likely to deliver balanced and responsive news coverage so integral to Southern Africa’s democratisation efforts. There will be a clear synergy between this report and the Gender and Media Progress Study (GMPS), a sequel to the GMBS, planned for 2009/2010.

In typical GL fashion, the report does not leave any of its recommendations to chance. For the last three years we have partnered with GL as part of the Media Action Plan on HIV and AIDS and Gender in recognising media houses that have adopted and implemented policies to fight the pandemic. This has been achieved in 140 of the 180 media houses targeted: a remarkable achievement by any stretch of imagination.

Now media houses need to go the next step: develop and adopt gender policies to achieve the targets of the SADC Gender Protocol with regard to both the composition and content of the media.

As many media leaders in this report argue, this is too important an endeavour to be left in the hands of a few passionate individuals. It must be built into institutional practice. This is where inspired leadership comes into the picture. And it is where we, as the Sol Plaatje Institute for Media Leadership, are happy to continue the partnership with GL for ensuring a media that is true to the aspirations of all the people of Southern Africa: women and men.

Francis Mdlongwa

Director

Sol Plaatje Institute for Media Leadership
School of Journalism & Media Studies, Rhodes University
August 2009

TABLE ONE: SUMMARY OF KEY QUANTITATIVE FINDINGS FOR SOUTHERN AFRICAN MEDIA HOUSES

CATEGORY	REGION %		BOTSWANA %		LESOTHO %		DRC %		MADAGASCAR %		MALAWI %		MAURITIUS %		MOZAMBIQUE %		NAMIBIA %		SWAZILAND %		SOUTH AFRICA %		TANZANIA %		ZAMBIA %		ZIMBABWE %			
	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M		
	41	59	46	54	73	27	22	78	33	67	23	77	33	67	27	73	40	60	40	60	40	60	50	50	36	64	33	67	13	87
Percentage of employees by sex	36	64	38	62	0	0	17	83	60	40	17	83	52	48	21	79	24	76	56	44	56	44	56	44	55	45	33	67	7	93
OCCUPATIONAL LEVELS																														
Non-permanent	29	71	67	33	74	26	28	72	58	42	23	77	30	70	29	71	47	53	36	64	23	77	39	61	21	79	16	84		
Unskilled	55	45	98	8	78	22	34	66	26	74	41	59	35	65	61	39	57	43	57	43	55	45	0	100	67	33	45	55		
Semi-skilled	45	55	32	68	45	55	23	77	17	83	31	69	22	78	19	81	42	58	50	50	51	49	25	75	54	46	18	82		
Skilled technical	31	69	28	72	57	43	15	85	46	54	15	85	40	60	28	72	33	67	21	79	42	58	38	62	37	63	30	70		
Professionally qualified	28	72	24	76	47	53	18	83	10	90	27	73	36	64	25	75	39	61	33	67	38	62	22	78	27	73	38	62		
Board of directors	28	72	39	61	50	50	8	92	20	80	26	74	22	78	35	65	35	65	29	71	35	65	30	70	33	67	10	90		
Senior management	23	77	30	70	56	44	18	82	13	88	19	81	25	75	17	83	42	58	33	67	25	75	21	79	11	89	13	88		
Top management																														
CONDITIONS OF EMPLOYMENT																														
Part-time	23	77	100	0	0	0	16	84	60	40	23	77	40	60	29	71	33	67	56	44	61	39	35	65	40	60	5	95		
Full-time, fixed term contract	37	63	25	75	0	0	20	80	42	58	31	69	31	69	21	79	48	52	23	77	55	45	24	76	10	90	50	55		
Freelance ¹	43	57	22	78	25	75	22	78	50	50	35	65	53	47	40	60	21	79	33	67	54	46	59	41	38	62	22	78		
Full-time open-ended contract	42	58	51	49	74	26	23	77	26	74	23	77	26	74	23	77	42	58	41	59	49	51	36	64	30	70	18	82		
DEPARTMENTS²																														
Human resources	44	56	81	19	100	0	21	79	44	56	75	25	32	68	51	49	67	33	0	100	74	26	68	32	32	68	58	42		
Advertising/Marketing	57	43	38	62	36	64	34	66	62	38	36	64	38	62	43	57	56	44	63	38	61	39	32	68	46	54	40	60		
Finance & administration	54	46	67	33	80	20	33	67	58	42	21	79	46	54	26	74	70	30	71	29	59	41	56	44	49	51	25	75		
Editorial	42	58	36	64	48	52	29	71	31	69	28	72	39	61	27	73	44	56	35	65	52	48	36	64	38	62	17	83		
Design	31	69	38	62	20	80	21	79	10	90	22	78	13	87	19	81	44	56	23	77	40	60	51	49	11	89	50	50		
Production	30	70	50	50	0	100	23	77	7	93	22	78	23	77	14	86	39	61	0	0	34	66	33	67	23	77	33	67		
Printing & distribution	24	76	50	50	50	50	17	83	18	82	25	75	6	94	11	89	23	77	19	81	33	67	0	100	6	94	0	100		
Technical/IT	16	84	0	100	0	100	9	91	0	100	6	94	16	84	3	97	5	95	3	97	23	77	30	70	17	83	0	100		
POLICIES																														
Gender policy	16	20	20	25	0	0	7	40	33	7	27	0	9	21	22	0	0	0	0	0	9	21	21	22	0	0	25	0		
Sexual harassment policy	28	60	60	50	50	20	0	30	56	7	36	0	82	21	11	25	0	0	0	0	82	21	21	11	25	0	25	0		
Want gender policy	68	60	60	75	100	100	73	70	78	71	45	33	64	50	78	75	0	0	0	0	64	50	50	78	75	0	75	0		

¹ The conditions of employment refers only to freelancers in the production department of the media house.

² The statistics are inclusive of managers within these departments.

Executive Summary



Looking ahead

Photo: Trevor Davies

The 'Glass Ceilings: Women and Men in Southern African Media' study is the most comprehensive audit ever undertaken of women and men in Southern African media houses. Spanning 14 countries over a year starting in July 2008, Gender Links (GL) conducted the study in partnership with a network of researchers, gender and media activists and partners in the Gender and Media Southern Africa (GEMSA) network as well as the Gender and Media Diversity Centre (GMDC).

Scope and context

The research covered **media houses** (as opposed to newsrooms)³ in countries in the Southern African Development Community (SADC) - Botswana, Democratic Republic of Congo (DRC), Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Swaziland, Tanzania, Zambia and Zimbabwe - except Angola⁴.

While there is an urgent need for data from newsrooms across the region, equally as important is data that covers all areas of media operations, since gender disparities are not only found in newsrooms. This study, therefore, presents the data and findings from 126 media houses (approximately half of all media houses⁵) in 14 of the 15 SADC countries, representing 23, 678 employees. Some 471 respondents (46% women and 54% men) filled in the perception questionnaires. These included senior managers, marketing, editorial and administrative managers as well as media practitioners.

Relevant country comparisons are made throughout the report. The report should be read in tandem with national reports on the *Glass Ceilings* findings in each country have been produced and can be accessed on www.genderlinks.org.za. The country reports are also contained on a CD ROM that accompanies this report.

³ Newsrooms are places within a media house where reporters, editors, producers, among others, produce the editorial content for the print and broadcast media. Media houses can be viewed as the entire structure which includes newsrooms, advertising/marketing, finance/administration, public relations services, among other services. All activities sit within the structure of the media house, which is governed by a board and other top management not directly involved in the production of news content.

⁴ The Angolan researcher failed to deliver results on time.

⁵ The Media Action Plan on HIV and AIDS and Gender, led by the Southern African Editor's Forum (SAEF) estimates that there are 255 media houses in the SADC region.

The report draws on methodology developed by GL with the South African National Editors Forum (SANEF) for the 2006 Glass Ceiling Two report which provided a qualitative element to an initial survey conducted by SANEF that revealed key gender concerns around newsroom culture and practise. This study expands the initial methodology by moving from newsrooms to the media as a whole; adding perception questionnaires; profiles and case studies and extending the research to 14 countries.

The Southern African findings will also be used in a global study carried out by the International Women's Media Foundation (IWMF) through the Gender and Media Diversity Centre (GMDC). The GMDC, housed at GL head office in South Africa, is a partnership between media development organisations, training and higher learning institutions for the "collection and connection" of knowledge and "collaboration" to advance gender equality and diversity in the media across the globe.

The GMDC also has facilitated partnerships around the fourth Global Media Monitoring Project (GMMP), and second Southern African Gender and Media Baseline Study (GMBS), to be called the Gender and Media Progress Study (GMPS) that will take place in 2009/2010.

This study on gender employment patterns in media houses took place in the context of the August 2008 SADC Protocol on Gender and Development, which urges the media and all institutions in the public and private sectors to achieve gender parity in decision-making positions by 2015. The Gender Protocol also calls for the mainstreaming of gender in all media laws, policies and training. It urges the media to give equal voice to women and men; challenge gender stereotypes; and, ensure balance and sensitivity in all coverage, especially that relating to gender violence.

Key findings

Key findings of the study include:

- ***Men are the predominant employees in media houses in Southern Africa.*** The media sector is largely a male-dominated industry in the region with men constituting 59% of the employees in media houses compared to 41% women. In South Africa, which constitutes 40% of the population in the region and over half the employees in the sample is excluded, the figure for women is 32%.
- ***Only two countries have achieved the parity target:*** The tiny country of Lesotho has the largest percentage of women (73% women compared to 27% men) employed in media houses, followed by South Africa with equal percentages of women and men (50/50). Seychelles, with 49% women, is a close third.
- ***But these figures need to be read in context:*** Lesotho's media is dominated by a government ministry with a high proportion of women. In the case of South Africa, the figures were not disaggregated by race, due to the regional nature of this study. The 2006 Glass Ceiling report on South African newsrooms showed that black women, who constitute 46% of the population, account for only 18% of newsroom staff.
- ***Four countries are below the one third mark:*** These are Mozambique (27%); Malawi (23%); DRC (22%) and Zimbabwe (13%). The Zimbabwe figures do not include the Zimbabwe National Broadcasting Corporation (ZBC) which declined to participate, with the result that the figures are skewed towards the print media, in which women are typically less well represented than in broadcasting. However, it is a substantial sample, which even the inclusion of the ZBC would be unlikely to significantly alter.

- **Women constitute a little over a quarter of the directors on media house boards:** The governance structures of media houses in Southern Africa are firmly in the hands of men (72%), with women constituting only 28% of those on boards of directors.
- **And, they are less than a quarter of top management:** Only 23% of the top managers in media houses in Southern Africa are women. The only country in the region with 50% or more women in top management is Lesotho (56%), followed by Namibia with 42% women in top management. Only 11% of the top managers in Zambia are women, and Seychelles, the lowest, has no women in top management.
- **Women hit the ‘glass ceiling’ in the media at senior management positions:** Women constituted between 20-39% of the senior managers in media houses in 10 of the 14 countries and only one, Lesotho, had 50% women as senior managers. On average, however, women are only 28% of those in senior management positions in the region, pointing to where they meet their first challenge of breaking into the higher echelons of media management.
- **Men get better working deals:** Men (58%) are more likely than women (42%) to be employed in open-ended full time contracts. And, a larger majority of women in the region are semi-skilled (55% compared to 45% men) and are not professionally qualified (31% compared to 69% for men). These factors reflect a much higher level of job insecurity for women than for men in the region.
- **Men dominate in the editorial, production and technical departments:** The production of media

content from the beginning of the chain - reporting, editing - right through to production, printing and distribution is in the hands of men, who dominate in the editorial (58%), design (69%), production (70%), printing and distribution (76%) and technical/IT (84%) departments in the region’s media houses.

- **While more women are in the support departments:** Women, on the other hand, are more numerous in areas considered to be “women’s work” (clerical and administrative support) in the finance and administration (54%), advertising/marketing (57%) and human resources (44%) departments.
- **The gender division of labour in beats is still pronounced:** Male journalists dominate in what are considered the ‘hard beats’ such as investigative/in-depth reports (80%), sports (76%) and political stories (75%). Women journalists predominate in coverage of gender equality and gender violence (71% each) and health⁶ (59%).
- **Male chauvinist attitudes abound:** As one male respondent in this study put it: “We expect women to be home at 6pm cooking, and not at press conferences mingling with ministers.”
- **But women journalists are challenging gender stereotypes in some countries.** In Botswana, there is gender parity (50/50) in the coverage of sports, while women constitute 40% of sports reporters in South Africa. Women (83%) also dominate in the coverage of economics/business/finance in South Africa and in Namibia (71%). The study also found that in South Africa, there is gender balance in the coverage of entertainment/arts/culture and of gender equality.

⁶ Excludes the coverage of HIV and AIDS.

- ***There are no specific targets in place for achieving gender parity in media houses:*** None of the media houses in the study could point to specific targets for ensuring gender equality in decision-making positions in line with the SADC Gender Protocol 2015 parity target. Several media houses in Namibia, Lesotho and South Africa have 50% women or more, but many of these women are located in support as opposed to key decision-making posts.
- ***Career pathing for women in Southern Africa media houses is not a priority:*** Of the sample, only 10% of media houses in the region have strategies in place to fast track women within the organisation. A higher percentage of media houses (32%) said that gender is a consideration for promotions.
- ***But, there are efforts to target good women candidates:*** Fifty-four percent of the media houses in the region stated that they target women specifically for jobs, but a lower percentage of them (36%) have a database of women candidates.
- ***Earnings vary drastically and are generally lower, on average, for women than for men:*** Less than half the media houses surveyed shared information on remuneration. Those that did reflected the wide variation in earnings from an average of \$2737 per annum for women media workers in the DRC to \$31 082 for men in the South African media. With the exception of Namibia where women in the media houses that disclosed wages earn more, on average than men, and Lesotho where the figures are at par, women in the media industry across the region earn anything from 42% (Mauritius) to (77%) DRC less than their male counterparts. These average figures do not reflect income differentials at the same level of work. They encapsulate the extent to which women are less well represented in the higher paying areas of media work.
- ***Commitment to maternity, but not paternity leave:*** A large percentage of the media houses (81%) offer maternity leave, but not paternity leave (only 33% of the media houses). The low commitment to paternity leave across the region perpetuates the belief that child rearing is a female responsibility.
- ***Child care is not a priority but flexi time is high on the agenda in Southern Africa media houses:*** Only 15% of the media houses in the region offered child care facilities, but a large majority of them (75%) did offer flexi time.
- ***Sexual harassment is a serious concern:*** Media women across the region complained about being treated as sexual objects in media houses and men showed little appreciation and understanding of what is meant by sexual harassment. Only 28% of media houses said they have sexual harassment policies.
- ***Gender policies missing in media houses:*** Only 16% of media houses surveyed said that they have gender policies and often these could not articulate what the gender policy consists of. Employment and editorial policies, with clear targets and guidelines for achieving gender diversity in media houses and in editorial content are not just elements of good practice, but are key elements of good governance within the media and of the media's accountability to the public.
- ***Gender awareness in media houses is low among both women and men:*** Half of all the women and men surveyed thought that gender means women and men. Less than a fifth were aware that the term refers to the socially constructed differences between women and

men. Half of all those interviewed did not know the specific target set by the SADC Protocol on Gender and Development for is for achieving gender parity in decision-making.

- ***But there is an appreciation that having a critical mass of women in newsrooms makes a difference:*** Women and men in the media gave several examples of how having women in the media, especially at a senior level, changes newsroom culture and impacts positively on coverage. Research shows that women reporters are more likely to consult female sources and that they bring fresh perspectives to media creation, a view strongly endorsed by many male media managers.
- ***Yes we can!*** The report gives several examples of progressive women and men in media houses across the region that are working in systematic ways to ensure gender balance and sensitivity both in the composition and content of the region's media. The main recommendation is that these findings be used, along with those of the Gender and Media Progress Study (GMPS) on media content taking place in 2009/2010 to assist media houses in developing gender policies. This work builds on the Media Action Plan on HIV and AIDS and gender, coordinated by the Southern African Editors Forum (SAEF) that has witnessed 140 newsrooms in the region adopting policies to address the pandemic in and through the media over the last three years.

Structure of the report

The report comprises ten chapters as follows:

- *Chapter one, "50/50 by 2015"*, provides a background to women in the media globally and in the region.

- *Chapter two, "A space for women or women in every space"* covers the concepts and methodology that informed the study.
- *Chapter three, "Missing in action"* details the key gender gaps in the composition of the media.
- *Chapter four, "Access denied"* concerns women's absence from the top decision-making structures of the media.
- *Chapter five, "Different deals?"* covers the subtle discrimination in areas of work; the types of beats assigned to women and men and the overall impact on earnings. It also covers work place culture and sexual harassment.
- *Chapter six, "Breaking through"*, is about strategies for change.
- *Chapter seven, "Making a difference?"* details the ways in which having a critical mass of women in the media, especially at decision-making level, impacts on newsroom culture and media content.
- *Chapter eight, "Gender is not only a woman's thing"* gives examples of male champions of gender equality in the Southern African media.
- *Chapter nine, "No more males and guardians?"* is an in-depth case study of one media house, the Johannesburg-based Mail and Guardian that styles itself "Africa's best read."
- *Chapter ten* gives conclusions and recommendations.

Each chapter begins with a human interest story arising from the field work that took place in 14 countries over one year with a team of 27 researchers. The quantitative findings are interspersed with profiles, case studies and observations that bring to life the hard facts revealed by the quantitative data.