



Internews
Local voices. Global change.



GENDER EQUALITY

AND WOMEN'S

EMPOWERMENT STRATEGY

February 2018

Table of Contents

Message from Internews President	3
1. Introduction	5
2. Strategy Development	6
3. Strategy Outcomes	9
4. Why Gender Equality Matters in the Media	10
5. Commitment to International Gender and Development Agenda	11
6. Gender Equality in Internews Strategic Framework	12
7. Operationalizing the Strategy	14
Organizational areas of focus:	
I. Leadership and accountability	15
II. HR policies and practices	15
III. Communications	15
Program areas of focus:	
IV. Program design and funding	16
V. Project implementation	17
VI. Monitoring, evaluation, resources and learning	18
VII. Partnerships	18
8. Strategy Implementation and Review	19
Annex 1: Glossary	20
Annex 2: Gender Equality Criteria	23

Internal working documents (produced separately):

Roles and Responsibilities

Implementation Action Plan

Strategy developed and written by Deborah Ensor, Internews Senior Gender Advisor

Message from Internews President

I am so pleased to share “Towards a Gender Transformative Organization,” our global *Gender Equality and Women’s Empowerment Strategy*, designed to improve our programs and internal governance to challenge discriminatory gender norms and advance equality across gender identities. This strategy builds from our Women’s Initiative launched in 2015, expanding that work to guide our internal operations and program approaches. I am pleased to say that this is a truly global strategy, which is built on over two years of deep and experienced input from more than 100 of our staff and partners in our US and UK headquarters, as well as in numerous countries around the world.

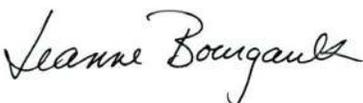
Becoming a “gender transformative organization” is a big aspiration, and I recognize that we have a long way to go. This strategy lays the groundwork for that aspiration, by identifying how our guiding principles should be reflected in our programmatic approach and activities, as well as in our day-to-day office work and internal policy and practice. As such, this strategy spans both our organizational functions and our project management cycle. In both arenas, we aim to undertake actions that transform relationships of power to create a world where everyone can communicate freely and have a voice in their future, where freedom of expression and access to information are enjoyed by all.

This strategy outlines our framework — a set of meaningful objectives which will shape the way we plan, design, implement, monitor and learn from our work. It is complimented by an ambitious action plan, which maps out specific and targeted activities to operationalize this strategy, with timeframes, indicators and responsibilities.

Challenging discriminatory gender norms in everything we do will require an adaptive, iterative approach. We will not become thoroughly gender transformative overnight. With this strategy, we lay out our expected outcomes for consistent improvements over time. We will be ambitious, yet honest with ourselves about what we can achieve.

We also recognize we have more to do to deliver our commitment to inclusion of all traditionally marginalized groups. We have committed to inclusion as one of our four core mission goals of our work, to ensure marginalized voices are included in, and benefit from, information and media. This strategy sets the foundation for a more expansive strategy to reach our inclusion goal, covering both programs and internal governance and culture.

I am deeply grateful for the heartfelt feedback, passionate debate and genuine enthusiasm that went into making this strategy a reality. If we keep that enthusiasm going, together we can build healthy, empowered societies by creating safe, inclusive media and information environments for all.



Jeanne Bourgault
President, Internews





1. Introduction

The conversation about gender is dynamic, reflecting the fluid nature of how people feel about and express their own gender identity, and how different cultures and contexts think about the relationships between women, men, girls, and boys. Developing a strategy spanning corporate culture, as well as the programmatic work we do in countries and environments with vastly different values and norms, means directly addressing these very dynamics.

In developing this strategy, we had many discussions about the definition of gender, gender identity, sex and sexual orientation. About a feminist strategy vs. a gender equality strategy vs. a full inclusion strategy. About including men. About what we can realistically accomplish in our programmatic work, considering that in many of the places in which we work it is unsafe and even illegal to address sexual orientation. About our core mission goals of access and inclusion. About what we can model in our corporate culture and our HR policies, vs. what we can implement in our field offices. And about what we can realistically hope to accomplish.

And here is where we are.

We are already doing powerful work all over the world to tackle fundamental issues of equality for women. This is a core part of our mission, and reflected in our five-year Women's Initiative, "Women's Voices, Powering Change," which we launched in 2015. We know that girls and women make up more than half of the world's population, and that they are disproportionately affected by information inequality. We believe that to build healthy, empowered societies, we must create safe, inclusive media environments for women and girls. So first, this strategy is a women's empowerment strategy, confirming our commitment to women and girls all over the world, by identifying objectives and activities to operationalize our stated goals to:

- Ensure safe access to information for women, girls and marginalized groups in some of the world's most challenging places;
- Support women's empowerment by building their leadership in the media, information and communications technology fields; and
- Improve the information we all consume by promoting more stories produced by, for and about women and girls.

But, as we believe gender equality to be inclusive of sexual orientation and gender identity, this strategy is also a gender equality strategy, helping move us forward as an organization to lay the groundwork for a more expansive inclusion strategy. Recognizing the different cultures in which we work, we aim to be as gender transformative as possible within each country context, addressing the underlying causes of gender inequality and discrimination as we are able, doing all we can to provide diverse groups access to the information they need, and ensuring women, girls and other gender identities are portrayed fairly in media outputs. This strategy recognizes gender equality as broader than equity between women and men and sets out specific and targeted actions required to ensure that all individuals have access not just to equal opportunities, but equal outcomes in the workplace and in programs.

2. Strategy Development

This strategy and the associated objectives and action plan were developed as an outgrowth of Internews' five-year Women's Initiative, "Women's Voices, Powering Change" (<https://women.internews.org>). It has also been informed by foundational work done with the assistance of a grant from the Swedish International Development Cooperation Agency (SIDA). That grant focused on an external gender equality review of a multi-country program overseen by a UK-based program team, as well as initial work to develop an organisationally coherent gender and/or inclusion policy.

The development of this strategy is further based on:

- An external gender analysis of 27 Internews project and organizational documents;
- In-depth interviews, discussion and consultation with more than 100 Internews staff and partners in country and regional offices around the world, and at Internews US and UK headquarters;
- Three interactive roundtables with US and UK headquarters staff for initial input and then review of this global draft strategy;
- Presentations and participatory workshops on both the SIDA project recommendations and this global strategy to more than 100 Internews senior HQ and field staff at Internews Annual Conferences in December 2016 and 2017;
- A review of Internews' human resource policies;
- Desk research and review of dozens of policies from like-minded organizations and donors; and
- An external review of this strategy by gender equality experts.

This strategy applies to Internews' work and operations at headquarters and regional hub offices, as well as to all work implemented through our country, regional, and global programs.

More than 100 Internews staff from around the world, including from our Washington DC office, actively participated in the development of our Gender Equality and Women's Empowerment Strategy.



RADYO BAKDAW

92.9 FM

Contact us on:
09477832580



3. Strategy Outcomes

Internews' Gender Equality and Women's Empowerment Strategy defines our organization's guiding principles to gender equality and provides a framework for realising those principles. It is part of a family of policies that together articulate Internews' commitment to diversity, inclusion and equality. It informs organisational and departmental plans, policies and practice throughout the organisation and in its work with partners.

The strategy is designed to:

Organizationally:

- Provide a transparent and sincere assurance to our staff, partners, communities, and funders that Internews' commitment to gender equality is not just aspirational, but actionable;
- Establish clear objectives to strengthen the collective effort of Internews staff to ensure that everyone benefits equally from Internews' and our partners' work;
- Create a workplace environment in which all people can work together in an equitable and respectful way and in which women's leadership is encouraged and supported; and
- Lay the foundation for a broader inclusion strategy.

Programmatically:

- Integrate consistent gender equality approaches in project planning, design, implementation, and monitoring and evaluation of Internews programs, while still being flexible and responsive to local contexts;
- Reduce gender disparities in access to, participation in, control over and benefit from media and information; and
- Recognize that empowering women is key to success in our work, as we:
 - Ensure safe access to information for women, girls and marginalized groups in some of the world's most challenging places;
 - Support women's empowerment by building their leadership in the media, information and communications technology fields;
 - Improve the information we all consume by promoting more stories produced by, for and about women and girls; and
 - Involve men as active participants and help men challenge gender inequality, discriminatory gender norms and stereotypical gender roles.

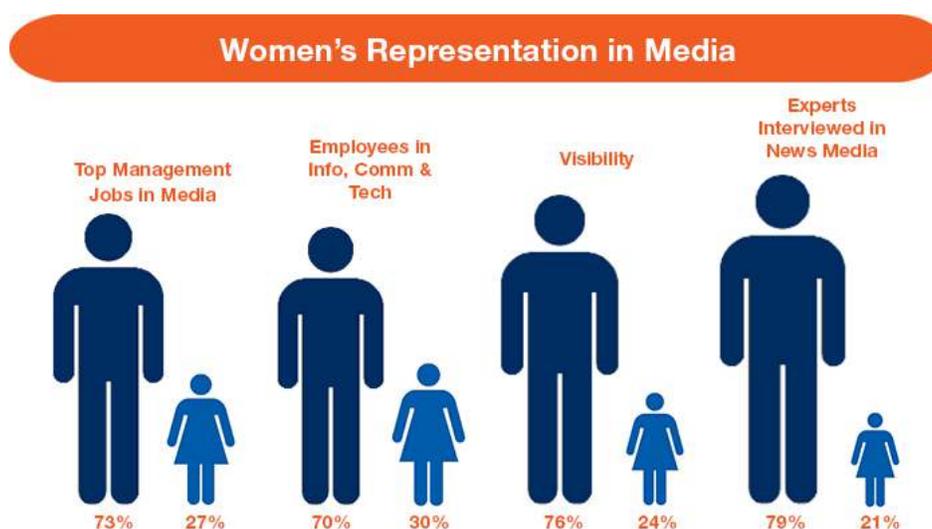
4. Why Gender Equality Matters in the Media

Internews believes that access to information is a root solution to enabling women and men to make informed decisions, participate in dialogue, stand up for their rights, influence policy and social norms and hold governments to account.

Information poverty and inequality – where citizens have limited or no access to high-quality, local information or platforms for communication – limits freedom of expression and reduces informed choice in many parts of the world and many of the contexts in which we work.

While the goal of this strategy is to enable everyone to participate equally and freely in society to achieve their full potential, we recognize that women and girls are disproportionately affected by information inequality and this gap further exacerbates their lack of agency. Women are under-represented in leadership roles in the media, holding only a third of full-time media jobs. Far fewer women in the developing world have access to the Internet compared to men. Women and girls' voices are often ignored or invisible in the media, with far less content featuring their voices and views – just 10% of all news stories globally focus on women or girls, and roughly 80% of the “experts” interviewed by the news media are men. Women and girls also experience more intense online harassment, including sexual harassment.¹

We believe that the empowerment of women and girls is a prerequisite for equal rights for all; that a woman's ability to be heard is not an extraneous right – but an essential solution to many of the world's problems. Due to the fundamental imperative of advancing our mission to over half the world's population, our strategy prioritizes the advancement of women's and girls' rights in our programmatic work. We also aspire to address broader sexual orientation and gender inclusion.



¹ All statistics from the following: [Global Report on the Status of Women in the News Media](#), International Women's Media Foundation; [Women in ICT](#), European Commission; [Who Makes the News?](#), Global Media Monitoring Project 2015; [Women and the Web](#), Intel; [Online Harassment](#), Pew Research Center

5. Commitment to the International Gender and Development Agenda



Internews' Gender Equality and Women's Empowerment Strategy also serves to confirm Internews' support of international instruments and commitments on gender equality and women's empowerment which include:

- The United Nations Convention on the Elimination of all forms of Discrimination Against Women (1979);
- The United Nations Convention on the Rights of the Child (1989);
- The Beijing Declaration and Platform for Action (1995) and outcome documents associated with follow up meetings Beijing+5 (2000), Beijing +10 (2005) and Beijing +15 (2010);
- The United Nations Security Council Resolutions 1325 (2000) and 1820 (2008) on Women, Peace and Security (2000);
- The Millennium Development Goals (2000); and
- The Sustainable Development Goals (SDGs), officially known as “Transforming our world: the 2030 Agenda for Sustainable Development” (2015).

6. Gender Equality in Internews' Strategic Framework

Internews works to address challenges to equality primarily through our *Information Changes Lives Strategic Framework, 2015-2020*. We believe that by building safe, inclusive media and information environments for women, girls, and marginalized groups, we can help them transform their lives and increase their agency, and at the same time improve the quality, breadth and relevance of information for the communities in which they live. Our strategic plan is based on four mission goals: Access, Inclusion, Content and Engagement. Our policy maps specific gender equality considerations to each.

Strategic Goal	Definition	What these means for Gender Equality
Access	Ensure robust access to information for the information-poor and vulnerable	Over the next decade, more than a billion new people will come online. To date, safe, sustainable access has not been equitably distributed across genders. Our Gender Equality Strategy confirms that we work to ensure that media and information systems are resilient, safe and sustainable for everyone – especially for women and girls.
Inclusion	Reduce systemic information exclusion	When people don't feel heard, trust drops and tensions rise. When media reflects the larger community, trust and civic engagement increases, to the benefit of all. Our Gender Equality Strategy ensures the voices and perspectives of women, girls and other marginalized groups are always a part of the conversation.
Content	Fill critical gaps in quality content	Content is a powerful vehicle for change when it reflects diverse voices, spurs conversation, and leads to action. We build the skills of content creators to challenge negative gender stereotypes and discriminatory gender norms, and to inspire communities to think about the role of women in society and the benefits of equality.
Engagement	Support the ability of people to critically engage with news and information	People must be able to engage with media and information in a way that empowers and advances their social and economic progress. Empowered individuals demand higher-quality news and information, creating a virtuous circle between producers and consumers. Engaged audiences have the critical thinking skills needed to understand the media they consume, and the freedom and skills to choose media that reflects and promotes a fair and equal society.



7. Operationalizing the Strategy

We are committed to putting *Internews' Gender Equality and Women's Empowerment Strategy* into action. We do this through a set of objectives which shape the way we plan, design, implement, monitor and learn from our work, and which span both our organizational functions and our programmatic work.

Internews will integrate gender equality across its programs, policies and practice by delivering specific activities and outputs under 12 objectives within these core areas. We expect that foundational work for each of these objectives will be conducted over the next three years, recognizing that many activities require long-term or continuous investment, including identifying adequate resources.

Organizational areas of focus:

- I. Leadership and accountability
- II. HR policies and practices
- III. Communications

Programmatic areas of focus:

- IV. Program design and funding
- V. Project implementation
- VI. Monitoring, evaluation, and learning
- VII. Partnerships

Organizational areas of focus

Our day-to-day work and internal governance are guided by core policies which reflect our global mission and strategic plan. In our commitment to gender equality as an organization, this component focuses on the leadership necessary to implement our strategy, the examination of our internal policies and procedures, and the stated desire to incorporate sexual orientation and gender identity across both organizational and program objectives in the future.

I. LEADERSHIP AND ACCOUNTABILITY

Objective 1: Commit to women's rights and gender equality as fundamental to the achievement of freedom of expression and access to information in all our global work, and ensure that commitment is actionable.

Activities focus on the continued development, dissemination, implementation and progress reporting of this strategy, including establishing dedicated gender equality core staff, focal points and champions as well as requisite training and skills building.

Objective 2: Expand this strategy to become transformative for other identity groups, including sexual orientation, minority, disability, and other marginalized populations, across both organizational and program objectives.

Activities will look at reviewing and revising current policies, programs, and practices related to aspects of inclusion beyond gender, and developing new tools and activities as appropriate.

II. HR POLICIES AND PRACTICES

Objective 3: Pursue internal HR policies and practices that are human rights-based and inclusive, and hold managers accountable for leading in harmony with our gender equality values.

Activities focus on reviewing and revising HQ HR policies, codes of conducts, statements, etc. in line with this gender equality strategy; developing systems for staff orientation and education on this strategy; supporting program teams to develop methodologies to recruit, retain and promote women and other gender identities, to grow and progress up the career ladder; and tracking and reporting on gender parity in staffing targets.

III. COMMUNICATIONS

Objective 4: Proactively seek to highlight women as drivers of change and to challenge negative gender stereotypes and discriminatory gender norms in our project documents and in internal and external communications and the images we use.

Activities focus on producing and sharing evidence-based stories that promote our work on the impact of gender equality; ensuring communication materials are as gender transformative as possible, and engaging in thought leadership around gender and the media.

Programmatic areas of focus

Internews' mission is to ensure access to trusted, quality information that empowers people to have a voice in their future and to live healthy, secure, and rewarding lives. We do this through implementing donor-funded projects in more than 50 countries around the world. Some projects specifically include gender equality components, others aim to integrate gender equality considerations more holistically in projects or activities, and some of our programs directly promote inclusion of other traditionally marginalized groups. The programmatic component of our strategy focuses on how we will address gender equality in our programs, projects and activities. **Our initial priority will be to support increased agency for women and girls.**

IV. PROGRAM DESIGN AND FUNDRAISING

Objective 5: Specifically design an increasing proportion of our programs to be gender transformative, where we seek to challenge discriminatory gender norms and promote more equitable power relations between the sexes, and ensuring **robust gender analysis** provides an understanding of the differing needs, concerns, experiences and capacities, as well as the contextual factors which influence barriers and opportunities for girls, women, boys and men.

Activities aim at ensuring baseline minimal requirements for gender are included in all program design; ensuring project design prioritizes challenging discriminatory gender norms and promotes women's and girls' agency; training for staff on using gender analysis tools in assessments; and crafting language and content for proposals.

Objective 6: Proactively seek sufficient funding and resources to realise our Gender Equality strategy commitments, including new programs that prioritize gender equality and women's rights.

Activities include identifying donor and funding opportunities which prioritize gender equality and women's rights; developing pilot programs; and communicating Internews' gender equality strategy to new and potential donors.

V. PROJECT IMPLEMENTATION WITHIN OUR STRATEGIC FRAMEWORK

Objective 7: Access and Inclusion: Ensure robust access to information for women and girls and marginalized groups, reduce systemic information exclusion and champion capacity building efforts to help staff, partners and project beneficiaries understand gender equality and apply it in a way that is relevant to their contexts.

Activities specifically focus on improving the ease of participation for women and girls in daily work, trainings and other activities; incorporating digital, physical, and psychosocial security approaches for women and girls; and addressing the access gap that women and girls face globally, including access to mobile, internet and traditional forms of media.

Objective 8: Content: Build capacity of media outlets and partner organizations so they have the skills and commitment to produce gender-sensitive editorial content; increase their balanced portrayal of women and girls in the media; and provide a safe and democratic space for discussion about non-violence, justice, respect and equality.

Activities include ensuring an equal representation of voices on air, online and in print are women's and girls'; elevating women's and girls' voices, perspectives and expertise in programming; gender equality training for presenters and moderators; identifying gender champions in newsrooms; and regularly reviewing editorial content to assess how well gender equality issues are being integrated and responded to by audiences.

Objective 9: Engagement: Support the ability of women and girls to critically engage with news and information, with audiences and communities, and work with both women and men together and separately to create spaces for reflection and dialogue to address broad public policy issues, including discrimination and gender equality.

Activities focus on moving beyond women's participation in media training to supporting alternative voices in traditional media; involving men as active participants to ensure programs don't alienate men; helping men challenge gender inequality, discriminatory gender norms and stereotypical gender roles; conducting media literacy activities with a robust gender equality component; providing training and support for use of technology and new media tools by women and girls; and leading initiatives for dialogue in person or via platforms such as community radio.

VI. MONITORING, EVALUATION, RESOURCES AND LEARNING

Objective 10: Develop and implement gender-sensitive criteria and recognised gender-sensitive tools and techniques and ensure data collection complies with ethical research criteria.

Activities include adapting existing tools to include gender analysis; supporting development of additional tools as needed; training for program staff on these tools; and developing, tracking and reporting standard global gender equality indicators.

Objective 11: Develop a culture of shared organizational learning on gender equality so it informs how we integrate and mainstream gender equality issues into our organizational practice, programming decisions and business development priorities.

Activities include building relationships and promoting learning exchange with other media organisations and academic institutions working on gender equality; conducting a gender equality review of our current programs; collating best practice examples of gender-sensitive and gender-transformative media activities; documenting and sharing learning and case studies; curating resources and tools into a shared work space; and sharing lessons from implementation of this strategy.

VII. PARTNERSHIPS

Objective 12: Assess and support local partnerships and alliances on their commitments to – or willingness to commit to – women’s rights and gender equality within the information space, encompassing both programmatic work and organisational policy and practice.

Activities focus on identifying opportunities for collaboration with women’s rights organizations with gender expertise; assisting partners to develop feasible strategies and policies appropriate for their local context; and supporting partners to address gender equality within journalism, including on covering sensitive issues like gender-based violence or enforcing traditional notions of women’s roles.

8. Strategy Implementation & Review

This overarching *Gender Equality and Women's Empowerment Strategy* is inclusive of Internews' five-year Women's Initiative, "Women's Voices, Powering Change" from 2015-2020, and the time frame for this strategy and implementation is aligned with the initiative.

Challenging discriminatory gender norms in everything we do requires an adaptive, iterative approach. This strategy lays out our expected outcomes for continuous improvements over time, and as such needs to be revisited on a regular basis, and revised as appropriate to stay in harmony with the fluid understanding of norms as related to gender and sexual orientation.

This strategy is accompanied by implementation guidelines and an action plan. The action plan will be reviewed on an annual basis through the end of the initiative in 2020, and thereafter as needed. The review will draw on departmental reports and other material to produce an annual Gender Equality Report that captures progress in implementing this strategy and against Key Performance Indicators and targets.



Annex 1: Glossary

Gender: refers to the social attributes and opportunities associated with being male and female and the relationships between women and men and girls and boys, as well as the relations between women and those between men. These attributes, opportunities and relationships are socially constructed and are learned through socialization processes. They are context/time-specific and changeable. Gender determines what is expected, allowed and valued in a woman or a man, a girl or a boy, in a given context. In most societies there are differences and inequalities between women and men in responsibilities assigned, activities undertaken, access to and control over resources, as well as decision-making opportunities.²

Gender Analysis: a critical examination of how differences in gender roles, activities, needs, opportunities and rights/entitlements affect men, women, girls and boys in certain situations or contexts. Gender analysis examines the relationships between females and males and their access to and control of resources and the constraints they face relative to each other. A gender analysis should be integrated into all sector assessments or situational analyses to ensure that gender-based injustices and inequalities are not exacerbated by interventions, and that where possible, greater equality and justice in gender relations are promoted.

Gender Equality: When women and men, girls and boys enjoy the same status in society; have the same entitlements to all human rights; enjoy the same level of respect in the community; can take advantage of the same opportunities to make choices about their lives; and have the same amount of power to shape the outcomes of these choices. It does not mean that women and men, or girls and boys are the same. When there is gender inequality, it is women and girls that are more likely to be disadvantaged and marginalised; but we should not ignore the negative impact that gender inequality can have on men as well.

Gender Equity: is the process of allocating resources, programs and decision-making fairly to both males and females. This requires ensuring that everyone has access to a full range of opportunities to achieve the social, psychological and physical benefits that come from participating and leading in activities. It does not necessarily mean making the same programs and facilities available to both males and females. Gender equity requires that girls and women be provided with a full range of activity and program choices that meet their needs, interests and experiences. Therefore, some activities may be the same as those offered to boys and men, some may be altered, and some may be altogether different.

Gender Expression: External appearance of one's gender identity, usually expressed through behaviour, clothing, haircut or voice, and which may or may not conform to socially defined behaviours and characteristics typically associated with being either masculine or feminine.³

Gender Identity: One's innermost concept of self as male, female, a blend of both or neither – how individuals perceive themselves and what they call themselves. One's gender identity can be the same or different from their sex assigned at birth.⁴

2 <http://www.un.org/womenwatch/osagi/conceptsanddefinitions.htm>

3 Human Rights Campaign

4 Human Rights Campaign

Gender Mainstreaming/Integration: The process of assessing the implications for women and men of any planned action, including legislation, policies or programs, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programs in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality. In theory, gender integration, as a strategy and methodology, does not mean an emphasis on women's experiences. In practice the implementation of gender integration – given the socially constructed differences and relations between males and females in most of the world's societies – often results in a specific focus on women because they are mostly adversely affected by existing gender inequalities.⁵

Gender Transformative: Approaches which actively strive to examine, question, and change rigid gender norms and imbalances of power. Gender-transformative approaches encourage critical awareness among men and women of gender roles and norms; promote the position of women; challenge the distribution of resources and allocation of duties between men and women; and/or address the power relationships between women and others in the community. These approaches aim to go beyond individual self-improvement among women toward transforming power dynamics and structures that act to reinforce gendered inequalities.⁶

Sex: Sex refers to the biological characteristics which define humans as female or male. These sets of biological characteristics are not mutually exclusive as there are individuals who possess both, but these characteristics tend to differentiate humans as males and females.⁷

Sexual orientation: An inherent or immutable enduring emotional, romantic or sexual attraction to other people.⁸

Transgender: An umbrella term for people whose gender identity and/or expression is different from cultural expectations based on the sex they were assigned at birth. Being transgender does not imply any specific sexual orientation. Therefore, transgender people may identify as straight, gay, lesbian, bisexual, etc.⁹

Women's Empowerment: Empowerment is the process of acquiring the ability to make strategic life choices in a context where this ability has previously been denied. Women's empowerment has five components, including both civil and political as well as cultural, economic and social dimensions: (i) women's sense of self-worth; (ii) their right to have and to determine choices; (iii) their right to have access to opportunities and resources; (iv) their right to have the power to control their own lives, both within and outside the home; (v) and their ability to influence the direction of social change to create a more just social and economic order, nationally and internationally.¹⁰

5 UN ECONOMIC AND SOCIAL COUNCIL, Agreed Conclusions, as contained in resolution 1997/2

6 The Interagency Gender Working Group (IGWG)

7 United Nations Development Program (UNDP) Gender in Development Program

8 Human Rights Campaign

9 Human Rights Campaign

10 25G Guidelines on Women's Empowerment, United Nations Population Division, Department of Economic and Social Affairs



Annex 2: Gender Equality Criteria

Internews aspires to become a gender transformative organization. The following criteria can be used as a guide to determine the extent to which a project, policy or approach is integrating women's rights and gender equality. The criteria should not be used as a blunt instrument in a prescriptive way but should give a sense of the underlying essence of what the project is trying to change for women and girls, going beyond the idea that gender equals women, but that it is relational and to do with unequal power relations between women and girls and men and boys. We aim to positively change the status quo of women's subordination in society – and ideally this should be informed by women and girls' own sense of change rather than perceived notions by Internews or partner staff.

GENDER EQUALITY CRITERIA

Gender Blind – The specific issues affecting women are not identified by project documents or stakeholders. They may only refer to issues affecting 'people,' 'communities,' 'youth,' 'audiences' etc., rather than breaking these groups down by sex. Gender blind documents, projects or project activities would have no clear gender analysis of the wider context for the work, nor of the challenges for women, men, girls and boys to access information and participate in media and information activities and of the wider context.

Gender Neutral – The differential needs of women and men are acknowledged by project documents, and in the project design and/or by stakeholders but these are not being addressed in the project activities.

Gender Sensitive – Sex-disaggregated data has been collected as part of a gender analysis to understand the different barriers facing women and men. Specific solutions to address the needs and concerns of women are included in the project activities and outcomes. Activities are more likely to focus on women's practical needs to improve their daily condition.

Gender Transformative – There is an attempt to challenge the root causes of gender discrimination for example through addressing discriminatory gender norms, stereotypes and unequal power relationships between the sexes.

Internal working documents:

Roles and responsibilities: All staff, consultants, board members and others associated with Internews have roles and responsibilities in the implementation of the *Internews Gender Equality and Women's Empowerment Strategy*, including in designing, developing and delivering programs and projects with a gender equality perspective. These responsibilities are defined in a separate internal document.

Implementation Action Plan: This strategy is accompanied by an internal action plan, which clearly defines a 3-year sequenced implementation process. The action plan is the core document to track progress of strategy implementation, and will be used in the annual review process noted above.



Internews
Local voices. Global change.

Internews, an international nonprofit organization, works to ensure access to trusted, quality news and information that empowers people to have a voice in their future and to live healthy, secure, and rewarding lives.

Around the world, Internews works to improve women's access to information, including training, mentoring and supporting women journalists. The photos in this document are provided by Internews and its partners, and feature women from Afghanistan (cover), Indonesia (pg.4), Philippines (pg.8), Afghanistan (pg.11), South Sudan (pg.13), Cambodia (pg.19), Bosnia (pg.20) and Kenya (back cover).

Washington, DC

1133 15th Street NW
Suite 350
Washington, DC 20005
USA
+ 1 202 833 5740

London

43-51 New North Road
London, N1 6LU
United Kingdom
+44 (0)207 566 3300

Arcata, CA

PO Box 4448
Arcata, CA 95518
USA
+1 707 826 2030