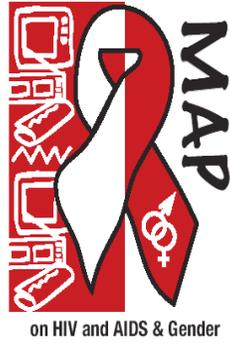


The Southern African Media Action Plan



# MAP POLICY SECTOR REVIEW

**MARCH 2009**



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# Overview

## Synopsis

This report covers the progress made by Gender Links as the lead agency responsible for policy under the Media Action Plan (MAP) on HIV and AIDS between March 2008 and February 2009. The report gives a general overview of progress made and a report on the activities undertaken to achieve the progress made. Finally it looks at the steps to be undertaken in order to bring this project to finality.

## Background

The Media Action Plan (MAP) is a collaborative effort coordinated by the Southern African Editors Forum (SAEF) working with civil society organisations with the aim of improving the quality and quantity of coverage of HIV and AIDS and gender in Southern African newsrooms. MAP is divided into five sectors namely policy, monitoring, ethics, training and information. The policy sub-sector is led by Gender Links working with the Media Institute of Southern Africa (MISA) and Gender and Media Southern Africa (GEMSA) Network. Monitoring is led by the Media Monitoring Project (MMP). Ethics is led by MISA. Training is led by Panos. Information is led by SAFAIDS.

## Aims of MAP

- To ensure that 80% media houses in the SADC region have HIV and AIDS and Gender policies and programmes by the end of 2008.
- To improve coverage of HIV and AIDS and Gender.
- To promote diversity.
- The equitable and fair treatment of all within media workplaces.
- Mitigate the effects of HIV and AIDS on the media industry.
- To identify and recognise progressive newsroom leadership; the development and implementation of HIV and AIDS and gender policies which are making a difference in the work place and in the coverage of these issues by media houses.

## Progress to date

Table 1 below summarises the cumulative progress made from March 2008 to February 2009. The table shows that out of the 204 targeted media houses, 148 which constitute 73% have policies in final or draft form. A total of 134 media house and 183 newsrooms have adopted HIV and AIDS policies which represents 66% of the total targeted. As at the end of February 32 policies are in the pipeline due for completion by the end of July 2009. At the end of July 166 policies will have been adopted which represents 81% of the targeted media houses.

The 32 media houses have started the policy process and are at various stages towards drafting and adopting their policies. This period saw phenomenal progress with media houses in French speaking countries particularly the Democratic Republic of the Congo where all the 17 media houses targeted for MAP have completed the process from buy-in to adoption. Madagascar has also made significant progress.

**Table 1: Summary of country progress to date**

<b>COUNTRY</b>	<b>Media Houses</b>	<b>News rooms</b>	<b>Stage 1</b>	<b>Stage 2</b>	<b>Stage 3</b>	<b>Stage 4</b>	<b>Complete</b>	<b>News rooms</b>
<b>Botswana</b>	1	1	-	-	-	-	1	1
<b>DRC</b>	17	17	-	-	-	-	17	17
<b>Lesotho</b>	13	14	-	-	-	-	13	13
<b>Madagascar</b>	17	17	-	-	2	1	7	7
<b>Malawi</b>	24	24	-	3	-	4	17	17
<b>Mauritius</b>	11	38	-	-	-	-	9	36
<b>Mozambique</b>	26	40	1	2	-	2	17	18
<b>Namibia</b>	13	19	2	1	-	1	5	11
<b>Seychelles</b>	7	7	2	-	-	2	-	-
<b>South Africa</b>	7	101	-	5	-	1	1	1
<b>Swaziland</b>	6	6	-	-	-	-	6	6
<b>Tanzania</b>	30	49	-	-	-	-	30	45
<b>Zambia</b>	20	25	1	2	1	3	11	11
<b>Zimbabwe</b>	12	13	-	-	-	-	-	-
<b>Total</b>	<b>204</b>	<b>371</b>	<b>6</b>	<b>13</b>	<b>3</b>	<b>14</b>	<b>134</b>	<b>183</b>

Overall, when compared to the same period last year, MAP has more than doubled the progress that had been made. The table also shows that more media houses have moved towards completion compared to the same period last year when most were in the early stages of engaging with MAP. Progress was much more rapid this year as most of the media houses graduated to the drafting and adoption stages of the policy roll out process. The progress made also reflects that the activities undertaken this year by way of backstopping and stricter monitoring and evaluation had a positive impact.

## **Activities**

2008 was the final year of the MAP HIV and AIDS policy roll out. In 2009 the project will shift focus to rolling out gender policies. There was a need to accelerate the roll out process to ensure that all media houses that had given buy-in to the process moved to completion. Gender Links followed up on recommendations from MAP facilitators and its own observations and adopted a more aggressive strategy to accelerate the rate of implementation. The strategies used and activities undertaken are outlined in more detail below.

### **1) Backstopping**

After reviewing 2007-2008 progress on the MAP policy roll out process, Gender Links came up with new strategies for accelerated implementation of MAP. These combined a more aggressive approach including group workshops for media houses as well direct visits to countries by the MAP Programme Manager to help push the process forward. A summary of the activities undertaken in the period under review is outlined below:

**Seychelles:** In May 2008, the Programme Manager visited Seychelles to launch the Seychelles Gender, HIV and AIDS Baseline Study and at once begin the process of seeking buy-in from the media houses. The launch was attended by gender and media activists and officials from government's Gender Unit. Unfortunately the event was poorly attended by the media managers and journalists. However, the Programme Manager and the Seychelles MAP country facilitator engaged the three media representatives present and followed up the meeting with visits to their newsrooms. Two media houses – *Regar* and *The Rising Sun* gave buy-in to the process. Another weekly, *The People* that had previously given buy-in to MAP withdrew citing unfair criticism from one of the examples used in the baseline study from the paper. The Programme Manager also visited the Chairperson of the Seychelles Broadcasting Corporation (SBC) who gave his personal buy-in but still needed to get his colleagues on the board to give their buy in to the MAP process. *Regar* and *The Rising Sun* have since drafted their policies but they have not yet adopted them as official policy.

**Seychelles Follow-up:** From 9-10 June one of Gender Links' consultants, Mercedes Sayagues followed up on *Regar* and *The Rising Sun*. At *Regar*, Mercedes met Jose Henri who was in the process of drafting the paper's gender policy. His main doubts concerned the applicability of the checklists on affirmative action, training and promoting women, and achieving gender parity in the newsroom, given that *Regar* is an all-male newsroom. At *The Rising Sun*, Mercedes met Assistant Editor Hannah Jeannevol who had doubts on both the workplace policy and editorial content and she said many of the issues listed on the checklist do not apply in Seychelles because of the low prevalence of HIV and AIDS.

**Tanzania:** in the year 2007-2008, the pace of MAP implementation in this country was painstakingly slow. Gender Links decided that the facilitators needed direct support to increase the pace of uptake to MAP. And because of the distance and envisaged high costs to implement such a strategy, Gender Links contracted a Kenyan training expert, Arthur Okwemba to conduct two group workshops with representatives of media houses in that country. The first workshop was conducted from 12-13 May 2008 with five media houses and was co-facilitated by the Programme Manager and the MAP country facilitator. The second and final workshop with five more media houses was done from 21-22 July 2008. Ten policies were drafted from the two workshops and have since been adopted by the respective media houses.

**Namibia:** In June 2008 the Programme Manager travelled to Namibia on the first of two visits for the year. He met media managers from Radio Live and *New Era* but could not meet NBC; *The Economist* and *The Namibian*. The visit to Radio Live took the Programme Manager and the Namibia MAP country facilitator to Rehoboth where they conducted a stage three workshop. In Windhoek visits were made to *New Era* to finalise their draft HIV and AIDS policy. However, NBC; *The Economist* and NAMPA disappointingly cancelled appointments that had been confirmed at the very last minute. The Programme Manager also visited Katutura Community Radio (now Base FM) to encourage them to enter the media awards that were soon to be advertised. (*See Media Awards below*).

**In September 2008** the Programme Manager made a follow-up visit to Namibia to keep the momentum going. Together with the MAP facilitator for Namibia, he met managers from the Namibia Broadcasting Corporation (NBC), Katutura Community Radio; *New Era*, Radio Live and NAMPA. At the NBC the outstanding issue was the adoption of the policy as it had been drafted at the end of 2007. The Programme Manager and the MAP facilitator for Namibia met Gerison Kamatuka, NBC's Chief Training and Development Officer who also sits on Namibia Gender Committee. He had not attended the workshop on the drafting process and needed some background information. After the meeting, he took the matter up with senior management and the policy was finally adopted in December 2008.

**Zambia:** In September 2008 the Programme Manager travelled to Zambia and managed to meet managers at the *Zambia Police News*; Yatsani Community Radio; Radio Phoenix; the Zambia National Broadcasting Corporation (ZNBC) and Mazabuka Community Radio. A visit to meet the editor of *The Post* did not materialise as he kept shifting the appointments. At Yatsani Community Radio, the Programme Manager worked with the radio station's task team headed by the Programmes Manager, John Mukopola and came up with the first draft their HIV and AIDS policy which they finalised and launched on 1 December. At Zambia Police News the editor of the paper Charity Munganga-Chanda said they had completed the drafting process but adoption was taking too long because of the bureaucratic procedures required. However, the paper managed to launch its policy in December. The visit to Radio Phoenix jointly conducted with MISA-Zambia. The radio station at the time had a draft HIV and AIDS policy that only had elements on work policy. They still needed to work on the editorial section which the Zambia country facilitator had to follow up on. Finally, the Programme Manager managed to meet with the ZNBC Director of Programmes Maxwell Ng'andu who gave buy-in to MAP. The Zambia MAP facilitator followed up on the issue and found out that the national broadcaster had a policy but it was not being used and employees were in the majority not aware of it.

**Partners and networking:** While in Zambia in June and September, the Programme manager also attended to issues to do with the MAP partnership. He visited MISA-Zambia and spoke to the director and later with Muletambo Brian Lingela who is a programme officer there. The purpose of the meeting was to brief MISA-Zambia on progress of the policy roll out process in Zambia. It was also intended to build a closer synergy between Gender Links and MISA-Zambia work relating to the Media Action Plan on HIV and AIDS and Gender. It was as a result of this meeting that Lingela joined the MAP programme Manager at the meeting with management at Radio Phoenix.

The Programme Manager also visited PANOS, another MAP partner, to find out what kind of work they were doing in media capacity building. It occurred they are just giving support to community media in the implementation of their policies which is good in complimenting the policy process.

In the same month, while in Namibia, the Programme Manager visited MISA-Regional and MISA-Namibia and met Jennifer Mufune and Mathew Haikali to brief them on the purpose of his visit to Namibia and to inform them that they were free to join the newsrooms visits he was doing. The Programme Manager also raised the issue of MAP coordination which needed to be addressed to ensure progress in the whole process from policy to training and ethics.

## **2) Media Awards**

On 10 August 2008, Gender Links, in collaboration with the Sol Plaatjie Institute (SPI) and its partners held the second and successful SPI-MAP HIV and AIDS and Gender Institutional Excellence Awards. Entries were received from *The Swazi Observer*, *The Voice* from Botswana, Katutura Community Radio (Namibia); Malawi Broadcasting Corporation (Malawi) *The Voice* newspaper scooped the winner's prize while Katutura Community Radio from Namibia won the second prize. The prizes, as with the inaugural awards, consisted of a token cash amount, a floating trophy and a week's training by a reputable trainer on HIV and AIDS and Gender in the media. The awards event generated interest from media houses particularly in Mozambique and two media houses decided there and then to participate in MAP and they have since drafted and adopted their policies.

The awards were part of the broader gender and media awards and were held under the auspices of the GEM Summit.

### **Media Awards Training**

In the period under review, Gender Links also contracted a media trainer to undertake training for media houses that had won first prize in the inaugural SPI-MAP HIV and AIDS and Gender Media Awards in September 2007. The first such training was done at the Mauritius Broadcasting Corporation (MBC) from 21-23 May 2008. The second was conducted at the Malawi Broadcasting Corporation (MBC) from 28-30 July 2008.

#### **Mauritius Broadcasting Corporation**

The main aim was to translate the findings of the GMBS into strategies for change at institutional level, to foster ownership of the policies among staff and to ensure the systematic and effective implementation of the policies in the media houses. Participants were drawn all departments. At MBC Mauritius, the trainer observed that the majority of participants had never heard of the policies and some had actually learned about the policies in the invitation to attend the workshop. However, managers tasked with implementing the policy had made great strides on the gender front as more women had moved into senior managerial positions albeit marginal. On the whole however, implementation of the action plan appeared sporadic and unfocused. Participants pointed out this problem and requested remedial action.

#### **Malawi Broadcasting Corporation**

Training at the Malawi Broadcasting Corporation was attended by 16 members of staff directly involved in producing health and AIDS programs and news. The workshop reviewed the MBC Malawi's policies on HIV and AIDS and better ways to communicate them within the corporation, latest developments in the field of HIV prevention, such as male circumcision, issues of gender, statistics and adequate language to report on the epidemic. All participants said they knew of the existence of the policies; most had seen a copy, but none had actually read it except one older editor. Participants also learnt that as of July 2008, some 25 employees had disclosed their HIV-positive status

privately to the AIDS coordinator. While MBC Malawi had done well to popularise its policy among staff, more needed to be done to actually implement such policies.

**Training output:** MBC Mauritius staff from television worked on a feature on "*Exploitation of women's bodies in publicity*" while those from radio chose the topic "*The role of men in dealing with HIV in the family*", as fathers and as role models for youth. MBC Malawi participants produced news items and features on new topics on HIV and AIDS and how to handle them. The workshops also initiated an internal dialogue among staff participating on what needed to be done with respect to implementing the policies.

**Advocacy – World AIDS Day MAP policy launches:** On 1 December 2008, Gender Links embarked on a massive publicity and advocacy activity by organising multiple launches of HIV and AIDS and Gender policies that had been drafted and adopted by that time. The countries that participated in this event were; DRC; Lesotho; Malawi; Madagascar; Mozambique; Namibia; Seychelles; Swaziland; Tanzania and Zambia. As a start, MAP country facilitators were invited to South Africa from 3-4 November 2008 to plan for the event and outline logistics for the day. On the day of the launch itself the Executive Director; Fortune Sibanda (GEMSA Network Coordinator); and Gender Links programme staff; Loveness Jambaya; Susan Tolmay; Judith Mtsewu; Lowani Mtonga and the MAP programme manager. Arthur Okwemba from Kenya was asked to assist with Tanzania. Altogether Gender Links was represented in seven countries of the SADC region. Gender Links staff members who participated in this event and the MAP country facilitators in these countries were asked to produce case studies and gather anecdotes and materials on the MAP process. This information will be used to produce a book documenting the MAP process in the region.

### **3) Related Activities**

#### **Regulatory Authorities**

Gender Links continued with its work to strengthen the work on newsroom policies by extending similar work to regulatory authorities. The activities undertaken in this period were as follows:

**Media Council of Tanzania:** The Programme Manager travelled to Tanzania and from 13-14 May held a workshop with the Media Council of Tanzania (MCT) to help them develop a gender code of ethics. The workshop was attended by 23 participants drawn from members of the MCT secretariat; representatives of media houses that are members of MCT; gender and media organisations activists and media consumers. The MCT Executive Secretary, Anthony Ngaiza gave the keynote address and underscored the organisation's seriousness with the process of developing the gender code of ethics. At the end of the workshop, a draft gender code of ethics was produced. It was taken through adoption process at MCT and was eventually adopted by the board with a few amendments. The code of ethics can be found on the MCT website.

**Press Council of Botswana and Tanzania Communications Regulatory Authority:** In 2007 Gender Links worked with the Press Council of Botswana to produce a draft gender code of ethics for the media house. However, the adoption process has

taken too long and up to now PCB is yet to complete the adoption processes. With respect to the Tanzania Communications Regulatory Authority (TCRA), in May 2008 the Programme Manager met Prof. John Nkoma, the Director General of the organisation who in turn referred him to the new Director for Human Resources who was not part of the process and could not make any commitments. Since the departure of the person who was championing this policy process at TCRA, it has been difficult to make headway with the statutory body.

**In house audience research:** Gender Links conducted the last of its in house audience research studies in 2007 with two media houses; *The Voice* (Botswana) and *The Swazi Observer* (Swaziland). In August 2008, the Programme Manager travelled to Swaziland and met with the Finance Manager; Marketing Manager and the Editor of the paper to discuss the outcomes of the audience research and how they could tap in to the audience preferences in order to increase their market share in terms of revenues and readership.

## **Challenges**

**Coordination:** This issue was one of the challenges identified at the end of 2007-2008 as an issue that needed to be addressed to ensure more is achieved. The duplication of roles between Gender Links and MISA-Botswana was addressed at the Media Partner's Consultation in March 2008. However, coordination by the Southern Africa Editor's Forum (SAEF) is an issue that remained outstanding. There were neither joint activities between partners nor platforms to share information on progress made by partners in their areas of responsibility under MAP. Coordination could have improved the impact of MAP.

**Parallel Programmes by organisations external to MAP:** This problem recurred in Tanzania where in some cases media houses had to choose between MAP and another workplace programme an organisation called Heath Initiative. As a result, some of the media houses like Habari Corporation that had started with MAP decided to launch their policies with the other organisation and even though they launched their policies they refused to share the final draft with Gender Links.

**Bureaucracy and delays:** It was difficult to complete the policy process with some media houses even after getting the buy in. The situation analysis and workshop stages were very difficult and media houses kept shifting goal posts including sometimes cancelling workshops on the day and time when they were supposed to start. This was particularly true of Namibia and Seychelles.

**Gender or HIV and AIDS:** Most media houses continued to opt for gender aware HIV and AIDS policies and not gender policies. Of all the challenges that MAP has, this has to be the biggest challenge and it needs to be addressed.

**32 media houses on course for completion:** Much as Gender Links and the MAP facilitators wanted to have all media houses that have given buy in going on to complete the policy roll out, there are some that have not completed. Gender Links has already

put in some money to start the process in these media houses and it would be prudent to shepherd these media houses to completion.

### **Outputs**

- 169 media houses had given buy-in to the MAP process by end of February 2009. This constitutes 83% of the targeted 204.
- 148 out of the targeted 204 media houses have draft policies.
- 134 media houses with a total of 183 newsrooms have completed the policy process from buy in to adoption and launch of their policies.
- The DRC, Madagascar and Seychelles Gender, HIV and AIDS Baseline Studies launched;
- The targeted media houses in Democratic Republic of the Congo; Lesotho; Swaziland and Tanzania completed the policy process.
- Policy roll out process extended to Seychelles and two media houses have already drafted policies there.
- Media Council of Tanzania (MCT) gender code of ethics drafted and adopted.
- Second SPI-MAP HIV and AIDS and Gender Institutional Excellence Awards successfully held in August 2008.
- Launch of MAP policies on World AIDS Day in 10 SADC countries.
- Two successful policy training workshops with Malawi Broadcasting Corporation and Mauritius Broadcasting Corporation.

### **Outcomes**

- MAP policy process in media houses made rapid progress in the period under review.
- All targeted regulatory authorities completed drafting their gender codes of ethics showing greater appreciation for ethics on gender and media.
- Successful media awards and launch of MAP policies on World AIDS Day in 2008.
- Successful launch of the Francophone Baseline Studies in DRC; Madagascar; and Seychelles.
- Increased awareness of MAP through the media awards and the World AIDS day launch of MAP policies.
- GL strengthened institutionally through partnerships developed; links in new countries, especially the Francophone countries.

### **Next steps**

- There was little uptake of gender policies and therefore there is need to revisit the media to roll out gender policies.
- Produce and launch the Glass Ceiling report: Women and Men in Southern African Media Houses and use it to lobby media to adopt gender policies in year 2009.
- Build capacity of media houses to implement their policy and to encourage partners to follow up on the policy process to ensure the MAP process is sustained.
- Gender Links must also decide whether MAP should continue as a formal partnership or just an informal one in order to reduce expectations.
- Conduct gender, HIV and AIDS and gender baseline study to evaluate the impact of the MAP policy process.

## **Way forward**

**Bringing closure to the HIV and AIDS policy process:** Gender Links seeks a five month extension to the HIV and AIDS policy roll out process. This has been necessitated by the fact that there are 32 media houses that have given buy-in to the MAP process and are currently at various stages of implementation. Twelve of these have drafts that need to be taken to adoption; one is at drafting stage while another thirteen are expected to hold workshops for drafting policies. Six have given buy in to the process. These include the National Community Radio Forum (NCRF) which has almost a hundred members in South Africa, a country where MAP has struggled with getting buy-in from the media. Gender Links had already invested time and money for these media to be where they are and it would be a waste to leave them unfinished. If these media go on to complete the process, the total number of media houses that have drafted and adopted policies will move up to 166, that is, 81% of the targeted 204.

## COUNTRY OVERVIEWS

### Botswana

In the period under review, Gender Links has not been doing work in Botswana. The decision to pull out of Botswana was arrived during the Media Partners Consultation in March 2008.

It was observed that MISA-Botswana was running a parallel programme working with the media to roll out HIV and AIDS policies. Gender Links then decided to dedicate its resources in other countries and allow MISA-Botswana to continue with the roll out in that country.

However, by the time GL pulled out *The Voice* newspaper had already developed its policy as shown in **Table 3** below.

**Table 3: MAP overview in Botswana**

	<b>Media House</b>	<b>News Rooms</b>	<b>Stage 1</b>	<b>Stage 2</b>	<b>Stage 3</b>	<b>Stage 4</b>	<b>Stage 5</b>	<b>News rooms</b>
<b>Large</b>								
The Voice	1	1					1	1
<b>Total</b>	<b>1</b>	<b>1</b>	-	-	-	-	<b>1</b>	<b>1</b>

### Challenges

Although Gender Links ceded Botswana to MISA-Botswana, we still believe that this is an important country for the policy roll out process. MISA-Botswana was rolling out HIV and AIDS workplace policies and not gender policies. Therefore, as far as gender is concerned there is work to be done in Botswana. It may also be worthwhile to liaise with MISA-Botswana and find out what progress has been made in their HIV and AIDS policy roll out process and explore possibilities for plugging any gaps that they may have left.

### Way forward

- Plan for and roll out gender policies in media houses in Botswana.
- Liaise with MISA-Botswana and finds out what progress has been made in the HIV and AIDS roll out process; get media contacts and if possible work together for buy-in to gender policies.

## Democratic Republic of the Congo (DRC)

### Introduction

The Democratic Republic of the Congo (DRC) policy roll out process underwent phenomenal progress from the launch of the country gender, HIV and AIDS Baseline Study in July 2008. MAP started with a target of 17 media houses and all 17 have drafted and adopted their policies. Most of these media houses officially launched their policies on 1 December 2008 as part of commemorations to mark World AIDS Day.

**Table 2: MAP overview in DRC**

		<b>Stage 1</b>	<b>Stage 2</b>	<b>Stage 3</b>	<b>Stage 4</b>	<b>Stage 5</b>	<b>News rooms</b>
<b>LARGE</b>							
Le Potentiel	1					1	1
Le Phare	1					1	1
La Reference	1					1	1
Digital Congo	1					1	1
RTNC (Radio)	1					1	1
Top Congo	1					1	1
RTGA TV	1					1	1
RTGA Radio	1					1	1
Congo Web	1					1	1
Agence Congolaise de Presse	1					1	1
Antenna A	1					1	1
RTNC (TV)	1					1	1
<b>Medium</b>							
Uhuru	1					1	1
Tropicana	1					1	1
Okapi	1					1	1
<b>Small</b>							
The Post	1					1	1
Reveil	1					1	1
<b>TOTAL</b>	<b>17</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>17</b>	<b>17</b>

### Process

The policy roll out process began in earnest after the publication of the DRC Gender, HIV and AIDS baseline study in April 2008. The report was launched in Kinshasa, DRC in July 2008. The first workshops with seven media houses were held immediately after the launch of the report. These workshops were also used to train the DRC country facilitator who was then contracted to work with the remaining 10 media houses. Subsequently, seven more media houses held workshops in October 2008 and the final three in February 2009 to complete the account.

### Challenges

The DRC offered very few challenges. However, the major challenge is on putting in place logistics to ensure the policy roll out process works well. For example, it has been difficult to transport material like the Gender, HIV and AIDS Baseline Study and the Diversity in Action (French version) so that it can be used for the roll out process.

Another challenge is to ensure the availability of promotional and advocacy material in French for easy reading by people in that country.

A notable issue in the DRC just as in other countries has been that the media all opted for HIV and AIDS policies and not both gender and HIV and AIDS policies.

### **Strengths**

The media have given full support to the MAP process and the country facilitator is focused, well respected and connected in media circles. The facilitator has also consistently stuck to the time lines and deliverables agreed in her contract. This has helped move the process in this country at an unbelievable pace compared to what happened in Anglophone countries in the region.

### **Way forward**

- Roll out gender policies in the next phase of the policy process in the DRC.
- Prepare more materials in French to ensure more access in the non-English speaking countries.
- Put in place programmes in this country to ensure sustained impact of the policy process seeing as none of GL's partners have a specific mandate in that country.

## Lesotho

### Introduction

The policy roll out process in Lesotho was completed in the first half of 2008 building on gains made in 2007. As at March 2008, 13 media houses had drafted their policies. Six of them had adopted their policies while seven were at draft stage and waiting for adoption. Only one media house was at the buy in stage and never went further because it was closed later in the year. The remaining seven media houses adopted their policies in this period. Lesotho is also one of those few countries in which a media house, *Moeletsi oa Basotho*, was the only one in Lesotho to have drafted a stand alone Gender policy over and above a gender aware HIV and AIDS policy.

**Table 4: Lesotho MAP policy overview**

	Media Houses	News rooms	Stage 1	Stage 2	Stage 3	Stage 4	Complete	News rooms
<b>Large</b>								
The Public Eye	1	1					1	1
Lesotho TV	1	1					1	1
Radio Lesotho	1	1					1	1
Catholic Radio FM	1	1					1	1
Moeletsi Oa Basotho	1	1					1	1
Lesotho Today	1	1					1	1
<b>Medium</b>								
People's Choice FM	1	1					1	1
Lesotho News Agency	1	1					1	1
Mololi	1	1					1	1
<b>Small</b>								
Informative	1	1					1	1
Joy FM	1	1					1	1
Mosotho	1	1					1	1
Thahakhube FM	1	1					1	1
<b>TOTAL</b>	<b>13</b>	<b>13</b>	-	-	-	-	<b>13</b>	<b>13</b>

### Process

The target for 2008 in Lesotho was to adopt seven policies for Lesotho TV; Radio Lesotho; Moeletsi oa Basotho; Lesotho Today; Harvest FM, Lesotho News Agency (LENA); and Mololi. Seven media houses adopted their policies in the first half 2008 taking the total number of policies adopted to 13. Unfortunately Harvest FM did not move to the drafting stages because of closure.

## **Challenges**

Harvest FM did not see through the whole process of MAP because of protracted friction with government over its anti-government stance. This led to unending court battles that left no time for engagement with MAP beyond buy-in. It was because of this instability that MAP had no option but to wait for an appropriate moment to move in. However, the station was shut down before that could happen.

## **Strengths**

MAP has a solid footing in Lesotho. The media gave buy-in and showed commitment to the whole process hence the quick gains made in that country.

## **Way forward**

MAP's full significance can only be realised if the other arms of the project – training, information, and ethics move in to ensure that the commitments made through the policies are acted upon and that the policies are effectively implemented. And this is what needs to happen in Lesotho. Media houses were asking the MAP facilitator about training and other aspects of the policy process.

## Madagascar

### Introduction

Madagascar was one of the countries targeted as part of the Francophone expansion of MAP. Progress in the roll out process in this country was intermittent as there was no expertise on the ground to ensure steady progress. Progress depended on direct visits from the Francophone Project Coordinator. As shown in **Table 5** below, 10 media houses have gone through the policy roll out process and nine of these media adopted their policies.

**Table 5: MAP overview in Madagascar**

	Media Houses	News rooms	Stage 1	Stage 2	Stage 3	Stage 4	Complete	News rooms
<b>LARGE</b>								
L'Express	1	1					1	1
Hebdo	1	1					1	1
Midi Mada	1	1					1	1
MBS TV	1	1			1			
Taratra	1	1					1	1
RNM Tana (radio)	1	1					1	1
TV Tana	1	1						
MBS (radio)	1	1			1			
La Gazette	1	1						
Les Nouvelles	1	1					1	1
Lakroan'I Madagascar	1	1				1		
Le Quotidien	1	1						
Tribune	1	1					1	1
<b>SMALL</b>	1	1						
Telohonerefy	1	1						
Imongo	1	1						
TV FMA	1	1						
<b>Total</b>	<b>17</b>	<b>17</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>1</b>	<b>7</b>	<b>7</b>

### Process

The Madagascar policy roll out process, like that of Seychelles and the DRC, started with the launch of the Madagascar Gender, HIV and AIDS Baseline Study on 9 June 2008. Immediately after the launch of the baseline study, the MAP Francophone Coordinator held workshops with six media houses that went on to draft policies. Four of these media houses have since adopted their policies.

Gender Links contracted a new facilitator to take get buy in and conduct situation analyses for these media. There was little progress as only two out of the six media houses contracted went through to adoption of policies.

## **Challenges**

The greatest challenge was the failure to maintain an effective presence on the ground in Madagascar. Without such a presence, it was difficult to make sustained progress with MAP. Progress depended on direct visits from the MAP Francophone Coordinator but without good organisation within the country, the few visits made were not as effective as they ought to have been.

## **Strength**

- The media in Madagascar welcomed MAP and this should have been a fillip to the policy roll out process.
- Gender Links has started the policy process in Madagascar and it can only build on the successes and learn from the mistakes in order to maximise the potential in this country.

## **Way forward**

- Gender Links should ensure that a trained facilitator who is professional is in place in that country to ensure sustained progress.
- Plan for the roll out of gender policies with media in these countries

## Malawi

**Table 6: Malawi MAP policy overview**

Media houses	Media Houses	News rooms	Stage 1	Stage 2	Stage 3	Stage 4	Complete	News rooms
<b>Large</b>								
Daily Times	1	1				1		
The Nation	1	1					1	1
Malawi News	1	1				1		
Sunday Times	1	1				1		
Capital Radio	1	1					1	1
Power FM 101	1	1					1	1
Radio Islam	1	1					1	1
Transworld Radio Malawi FM	1	1					1	1
MBC	1	1					1	1
Television Malawi (TVM)	1	1		1				
<b>Medium</b>								
Sunday Nation	1	1					1	1
Radio Alinafe	1	1		1				
Radio Maria	1	1		1				
The Chronicle	1	1					1	1
The Dispatch	1	1					1	1
The Weekend Nation	1	1					1	1
The Courier Newspaper	1	1					1	1
Joy Radio	1	1					1	1
Guardian Newspaper	1	1					1	1
Radio Zodiak	1	1					1	1
Independent Newspapers	1	1					1	1
The Democratus	1	1				1		
<b>Small</b>								
Dzimwe Radio	1	1					1	1
Star Radio	1	1					1	1
<b>Total</b>	<b>24</b>	<b>24</b>	<b>-</b>	<b>3</b>	<b>-</b>	<b>4</b>	<b>17</b>	<b>17</b>

### Introduction

Since the launch of the HIV and AIDS and Gender Baseline Study in 2006, the MAP policy roll out process has enjoyed steady progress in Malawi. As shown in **Table 6** above, the current target for the roll out process is 24 media houses out of which 21

have drafted policies while the remaining had given buy-in but had not moved to the drafting stages.

### **Process**

The policy roll out process in Malawi had progressed very well by the end of the 2007-2008 year at which time all media houses had given buy-in. In the current period, the only delay in the process was because of media houses taking too long to move to the next stage especially adopting their policies. However, most of the media houses adopted their policies on 1 December 2008 when Gender Links organised multiple policy launches of HIV and AIDS policies in the countries that are rolling out MAP policies including Malawi.

### **Challenges**

The challenge in Malawi has been that all media houses opted for HIV and AIDS policies which albeit gender aware, are not a substitute for stand alone gender policies. There is a need therefore to go back and roll out gender policies with these media houses. It is also important to ensure that the remaining few (three) media houses go through the full MAP process since they had already given their buy-in.

### **Strengths**

- There was no opposition to the MAP process. Even though the media were slow to go through the whole process from buy-in to policy adoption, progress was steady.
- It was also an advantage that the country facilitator is well known and well respected which is always helpful when dealing with the media.

### **Way forward**

- Begin a more comprehensive roll out of gender policies but also finish off the few media houses that have not completed drafting their HIV and AIDS policies.
- Ensure that partners follow up on media that have developed policies in order to build on the successes of the policy roll out process.

## Mauritius

### Introduction

**Table 7** below shows the MAP policy roll out progress in Mauritius. As shown, out of the 11 media houses, nine have drafted and adopted their policies. By the end of this period, the remaining two had not given buy in to the process. Mauritius has the highest number of media houses that have opted for Gender policies. These are the Mauritius Broadcasting Corporation (MBC), *Le Defi Media Group* and *La Sentinelle*. The same media houses also drafted separate gender aware HIV and AIDS policies. Progress has been slow in the roll out of policies.

**Table 7: Mauritius MAP policy overview**

	Media Houses	News rooms	Stage 1	Stage 2	Stage 3	Stage 4	Complete	News Room
<b>Large</b>								
MBC	1	20					1	20
Le Defi	1	7					1	7
Le Matinal	1	1						
La Sentinelle	1	3					1	3
Samedi Plus	1	1					1	1
<b>Medium</b>								
Le Dimanche	1	1					1	1
<b>Small</b>								
La Vie Catholique	1	1					1	1
Impact News	1	1					1	1
Star	1	1					1	1
Le militant	1	1						
La Voix Creole	1	1					1	1
<b>Total</b>	<b>11</b>	<b>38</b>	-	-	-	-	<b>9</b>	<b>36</b>

### Process

Progress in the roll out process in Mauritius was slow in the period under review. However, the facilitator managed to finalise policies for one big media group, *La Sentinelle* with three media houses. *Le Dimanche*; *Impact News* and *Star* which have since merged, also drafted and adopted their policies in the period under review. *La Vie Catholique* finally adopted their policy together with *La Voix Creole* which moved swiftly between buy in, drafting and adoption of their policy.

### Challenges

The major challenge in Mauritius was the slow movement between buy-in and adoption of policies. For example, *La Vie Catholique* drafted its policy in 2007 period but only finalised and adopted late in 2008. As a result of this, the monitor has to go back and

forth until the media houses have finalised. In some cases such as *Le Militant* and *Le Matinal* it was difficult just to set up an appointment in order to get buy in.

**Strengths**

- The facilitator remained focused and committed to the task at hand.
- Most of the key media houses – Mauritius Broadcasting Corporation; *Le Defi*; and *La Sentinelle* have drafted and adopted gender policies.

**Way forward**

- Revisit media houses that have not developed gender policies.
- Monitor the implementation of the policies development.

## Mozambique

**Table 8: Mozambique MAP policy overview**

	Media houses	News Rooms	Stage 1	Stage 2	Stage 3	Stage 4	Complete	News rooms
<b>Large</b>								
TVM	1	1					1	1
Magazine Independiente	1	1					1	1
Noticias	1	1		1				
Savana	1	1				1		
Zambeze	1	1					1	1
Radio Terra Verde	1	1					1	1
STV	1	3				1		
TV Mira-Mar	1	1	1					
Radio Mocambique	1	12						
Domingo	1	1		1				
Radio Capital/ Radio Transmundial	1	2					1	2
Diario de Mocambique	1	1						
Escorpio	1	1					1	1
<b>Medium</b>								
Media Fax	1	1				1		
Canal de Moçambique	1	1					1	1
A Tribunal Fax	1	1					1	1
Voz Coop	1	1					1	1
Radio Moamba	1	1					1	1
Radio Mutiana	1	1					1	1
<b>Small</b>								
Correio da manha	1	1					1	1
Diario de Noticias	1	1					1	1
Expresso	1	1					1	1
O Autarca	1	1						
Vertical	1	1					1	1
Wamphula	1	1					1	1
Folha de Moçambique	1	1						
<b>Total</b>	<b>26</b>	<b>40</b>	<b>1</b>	<b>2</b>	<b>-</b>	<b>3</b>	<b>16</b>	<b>17</b>

### Introduction

**Table 6** above shows the progress made in the policy roll out process in Mozambique. Together with Tanzania and Malawi, Mozambique had one of the highest number of media houses targeted for the MAP process. MAP started with an initial target of 34 media houses in Mozambique and trimmed down to 26 because of closures and the slow uptake of the policy process. As shown in the table, by end of February 2009, 19 media

houses had drafted policies in Mozambique. Six of the remaining media houses have given buy in but have not gone through the whole process up to adoption. Only one media house had not given buy in to the MAP process.

### **Process**

The facilitator worked with *Escorpiao*; STV, Voz Coop and Radio Moamba and moved them from buy-in to adoption. The SPI-MAP Institutional Excellence Awards that were held in Johannesburg at the GEM Summit in August 2008 boosted MAP in Mozambique as two representatives of media houses gave buy-in to MAP on that day. The two media houses have since completed the MAP process up to adoption.

### **Challenges**

- The challenge with Mozambique as with other countries was that media houses opted for HIV and AIDS policies and did not include gender policies.
- While other media houses moved rapidly from buy in to adoption of policies, it was also difficult to take some of the media houses to completion. For example, *Noticias* and *Domingo* have remained on Stage 2 for a long time because a suitable time to hold the policy drafting workshop could not be agreed upon with management.
- One of the challenges that were identified by the facilitator is that there is a lack of expertise in reporting HIV and AIDS in Mozambique. In addition, the media practitioners in Mozambique are not fluent in English which is the language in which most materials on HIV and AIDS are produced.

### **Strengths**

- The media in Mozambique have generally embraced MAP and there has been no resistance to the process. There is also a strong media institutional background which is conducive for policy formulation and implementation.
- The facilitator is well known and respected and has been the facilitator since MAP's inception in Mozambique. This has helped the steady progress in the implementation.

### **Way forward**

- Revisit media houses to roll out gender policies in Mozambique.
- Produce more materials in Portuguese so that journalists and media managers can gain more understanding on the issues being raised on gender and HIV and AIDS. This could be done by recruiting more writers in Portuguese from that country.

## Namibia

### Introduction

The MAP policy roll out process in Namibia has been very slow. However, there was some acceleration in 2008 as media houses moved to adopt the policies that they had drafted. MAP started with a target of 17 media houses but this number has since gone down to 13 as shown in Table 9 below. However, out of the 13 media houses targeted, six have drafted gender aware HIV and AIDS policies while three have given buy-in and are still working on completing the process.

**Table 9: Namibia MAP policy overview**

	Media houses	News rooms	Stage 1	Stage 2	Stage 3	Stage 4	Complete	News rooms
<b>Large</b>								
Allgemeine Zeitung	1	1						
New Era	1	1					1	1
NBC	1	7					1	7
One Africa TV	1	1		1				
The Namibian	1	1						
The Economist	1	1	1					
<b>Medium</b>								
Radio Wave	1	1						
Cosmos	1	1	1					
Channel 7	1	1						
<b>Small</b>								
NAMPA	1	1				1		
UNAM Radio	1	1					1	1
Radio Live	1	1					1	1
KCR	1	1					1	1
<b>Total</b>	<b>13</b>	<b>19</b>	<b>2</b>	<b>1</b>	<b>-</b>	<b>1</b>	<b>5</b>	<b>11</b>

### Process

The Namibian policy roll out process was painstakingly slow. Media houses were very slow to commit to MAP and when they did, it took time to move from buy in to the next stages. In the period under focus, the Namibian Broadcasting Corporation finally adopted its policy. *New Era*; Radio Live and UNAM Radio also adopted their policies. It was difficult to go to the next stages with *The Economist* and Radio Kosmos while papers like *The Namibian* started engaging with MAP in February 2009 and still need to go through the process.

### Challenges

The greatest challenge in Namibia was getting commitment from media houses to work on the policy roll out process with urgency. However, this was so difficult that in some

cases (and more than once), media houses would reschedule workshops on the appointed day thus frustrating the process.

Like in other countries, all the media houses in Namibia opted for HIV and AIDS policies and did not also go for gender policies.

### **Strengths**

- A positive for the roll out process in Namibia is that MAP managed to conclude the policy roll out process with the critical media houses like the national broadcaster and *New Era* newspaper which have wide reach and influence.
- Gender Links has also managed to take NAMPA, the national news agency to drafting stage and it is hoped that if they adopt and implement their policies effectively, it would improve coverage of HIV and AIDS and gender in Namibia.
- Katutura Community Radio (now Base FM) was the first media houses to complete the MAP process but launched its policy in 2007 and was a runner up at the 2008 SPI-MAP Institutional Excellence Media Awards for best practice on the implementation of its policy. This set a good example for other media in Namibia.

### **Way forward**

Roll out gender policies with media including those that have already adopted HIV and AIDS policies.

## Seychelles

### Introduction

Seychelles was one of the French speaking countries targeted in MAP's Francophone expansion together with the Democratic Republic of the Congo (DRC) and Madagascar. With a small population of just over 80,000 the country also has few media houses but proved to be the most complex in the implementation of the MAP policy roll out process. As shown in Table 10 below, progress has been slow with only two out of the seven media houses targeted having given buy-in to the process one for a gender aware HIV and AIDS policy and another for a Gender policy.

**Table 10: MAP overview Seychelles**

	Media Houses	News rooms	Stage 1	Stage 2	Stage 3	Stage 4	Complete	News rooms
<b>BIG</b>								
SBC Television	1		1					
SBC Radio	1		1					
<b>MEDIUM</b>								
Seychelles Nation	1							
<b>SMALL</b>								
Regar	1					1		
The People Weekly	1							
DP Weekly	1							
Rising Sun	1					1		
<b>Total</b>	<b>7</b>		<b>2</b>	-	-	<b>2</b>	-	

### Process

The policy roll out process for Seychelles began with the Gender, HIV and AIDS Baseline Study in 2007. The report was published at the end of April 2008. The Programme Manager travelled to Seychelles and launched the report on 6 May 2008 as the first step in the roll out of policies in Seychelles. The media was poorly represented at the launch but the Programme Manager managed to hold a meeting with two media managers and representatives of civil society organisations on the implications of the findings and to draw a way forward. One of the issues agreed upon was to implement policies to address the weaknesses and uphold the strengths identified.

Together with the MAP country facilitator for Seychelles, the Programme Manager several newsrooms as follows; *The People*; *Regar*; *Seychelles Nation*; *The Rising Sun* and the Seychelles Broadcasting Corporation (SBC). The *Seychelles Nation* had already expressed lack of interest in the project while *The People* had opted out after initially giving buy in. The paper had been irked by the use of one of their stories as an example of poor journalism in the baseline study.

*The Rising Sun* and *Regar* gave buy-in and workshops were held to start the drafting process. With respect to the SBC, the Programme Manager and the country facilitator met the chairperson of the SBC Board who gave his personal buy in but sought to meet

with the rest of the board to seek the buy in of the whole board. That process did not materialise in the period under review until the board was dissolved and a new one sworn in. The process has to start again.

## **Challenges**

Seychelles was a learning curve in that simple assumptions used in other countries were not applicable to the media in this country. For example, *The People* newspaper and the *Seychelles Nation* newspaper withdrew their support for MAP after reading the baseline study report. The managers at both papers were disturbed that Gender Links wanted to “lecture” them on what is or what is not good journalism. They also believed that Seychelles was not like any other country and that the yardsticks used in other countries were not applicable to them. There was therefore resistance in that respect.

With *Regar* and *The Rising Sun*, the challenge was that these two media did not see relevance on certain aspects of the policy which they believed were not an issue in Seychelles.

The lack of journalism training among staff particularly at *The Rising Sun* also made the process difficult.

As for SBC, the bureaucratic processes took long to bring the issues of buy in at SBC to finality. These issues made progress difficult for the Seychelles policy roll out process.

## **Strengths**

Gender Links’ monitoring and backstopping was key to the small gains made in Seychelles. This ensured that the facilitator remained engaged with the media while the Programme Manager also pursued contacts made in that country to ensure that MAP remained an outstanding issues for them.

## **Way forward**

Gender Links and GEM Plus should ensure a different approach with Seychelles. Before conducting baseline studies it would be ideal to invite editors and media managers to sensitise them about media accountability and that various organisations and individuals including Gender Links and its partners in the SADC region regularly monitor the media in order to hold them accountable for what they write or produce.

It is also critical to keep engaged with the SBC which is the sole broadcaster with the widest reach in Seychelles to ensure that they draft a gender and a separate HIV and AIDS policy.

## South Africa

### Introduction

The policy roll out process in South Africa was among the lowest in the countries targeted by MAP. The initial number of media houses targeted in South Africa was 18. However, very little progress was made in getting buy-in from these media. Khaya FM was one of the media houses that drafted and adopted a HIV and AIDS policy as part of the policy roll out pilot project. Since then no other media house has reached that stage although buy-in was granted by seven other media houses. These media houses are expected to draft their policies in January and February 2009.

**Table 11: South Africa MAP policy overview**

	Media House	News rooms	Stage 1	Stage 2	Stage 3	Stage 4	Complete	News rooms
<b>Large</b>								
NCRF	5	99		5				
<b>Medium</b>								
Mail & Guardian	1	1						
Kaya FM <sup>1</sup>	1	1					1	
<b>Small</b>								
Grocotts Mail	1	1				1		
<b>TOTAL</b>	<b>7</b>	<b>102</b>	<b>-</b>	<b>5</b>	<b>-</b>	<b>1</b>	<b>1</b>	<b>-</b>

### Process

The media in South Africa did not take up to MAP hence the low numbers of media house that have engaged with the process. In the period under review, the Programme Manager worked with *Grocotts Mail* and produced a draft which the task team has not edited to give their final draft. There was also interest expressed by *The Mail and Guardian* to draft a gender policy which however diminished and completely disappeared. On the brighter side, Gender Links got buy-in from the National Community Radio Forum (NCRF) to develop both a gender and a HIV and AIDS policy. The NCRF has a membership in excess of 99 community radio stations.

### Challenges

The mainstream media has shown very little interest in MAP. Efforts to work with media through the South African National Editors' Forum (SANEF) have not yielded results despite the best interests of the organisation. The media houses have not opened up their doors for MAP.

### Strengths

There is a window of opportunity with the community media sector and certainly with the community radio sector that has given buy-in to the MAP process through the

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<sup>1</sup> Kaya FM drafted its policy and adopted it as part of the Gender Links pilot project.

National Community Radio Forum (NCRF). These media have a huge audience and their classification as either interest-based or geographical ensures targeted communication to the various audiences that they serve.

**Way forward**

- Devote more attention to the community media sector and ensure that they develop both gender and HIV and AIDS policies.
- Explore any opportunities available and ensure that mainstream media are engaged with respect to the development of gender and HIV and AIDS policies.

## Swaziland

### Introduction

The MAP policy roll out process in Swaziland, like Lesotho was rapid owing in part to the concentration of the targeted media houses in two key cities of Manzini and Mbabane and the relative openness of the media to drafting and adopting the HIV and AIDS policies. Some of the media houses had already drafted Wellness policies in one form or another but these focused more on the work place issues and were silent on editorial and marketing and advertising. MAP had an initial target of seven media houses but managed to work with six of them. As shown in **Table 12**, the six media houses have adopted their policies while the remaining media house, Swazi TV worked with the Swaziland Business Coalition Against AIDS in drafting its policy.

**Table 12: Swaziland MAP policy overview**

	Media Houses	News Rooms	Stage 1	Stage 2	Stage 3	Stage 4	Stage 5	News rooms
<b>Large</b>								
The Times of Swaziland	1	1					1	1
The Swazi Observer	1	1					1	1
SBIS	1	1					1	1
<b>Medium</b>								
Channel Swazi	1	1					1	1
Lubombo Multimedia	1	1					1	1
Transworld Radio	1	1					1	1
<b>Total</b>	<b>6</b>	<b>6</b>	-	-	-	-	<b>6</b>	<b>6</b>

### Process

By 2008, all the six media houses in Swaziland had drafted their policies. However, four of them only adopted and launched their policies in the period under review.

### Challenges

Swaziland did not pose a lot of challenges for MAP. However, there appears to have been a miscommunication with Swazi TV as they were disappointed during the World AIDS Day launch of policies by media houses in Swaziland. They also wanted to participate even though they had drafted a workplace policy with the Swaziland Business Coalition Against AIDS.

An issue that may need to be addressed in Swaziland is that some media houses like *The Times of Swaziland* still need to develop editorial components of their HIV and AIDS even though they have sound wellness policies.

The media in Swaziland also subscribed for HIV and AIDS policies without gender policies. This is an issue that needs to be addressed.

## **Strengths**

The facilitator and the media in Swaziland have shown great commitment to MAP hence the quick gains made in that country. Such commitment has also been evident in the way these media have devoted space and time to HIV and AIDS issues.

## **Way forward**

- Revisit Swaziland to roll gender policies for media houses.
- Engage Swazi TV to see if they are still interested in partnering with Gender Links to develop a HIV and AIDS policy

## Tanzania

### Introduction

The policy roll out process in Tanzania was much more rapid in the period under review. With an initial 38 media houses targeted, Tanzania had the highest number of media houses targeted under the MAP roll out process. Progress in Tanzania was slow with only two media houses having reached the drafting stage by the end of the 2007-2008 year. At the beginning of 2008 Gender Links implemented a revised and more aggressive strategy resulting in most media houses completing and adopting their policies. As shown in **Table 13** below, out of the current target of 30 media houses, 28 have adopted their policies and two are yet to go through the full cycle due complication arising out of duplication of roles with another organisation involved in a similar process.

**Table 13: Tanzania MAP policy overview**

	Media Houses	News rooms	Stage 1	Stage 2	Stage 3	Stage 4	Complete	News rooms
<b>Large</b>								
Habari Corp	2	4				2		
Chama cha Mapinduzi Print Media	2	3					2	3
Mwanchi Corp	2	3					2	3
Tanzania Daima	2	2					2	2
Clouds Entertainment Radio FM	2	2					2	2
Wapo Radio	2	2					2	2
IPP Media Ltd	2	10					2	10
TSN	2	2					2	2
TUT	2	3					2	3
Business Times Ltd	2	5					2	5
Radio Tumaini	2	4					2	4
Dar Es salaam TV;	2	3					2	2
The Express	2	2					2	2
<b>Medium</b>								
Upendo FM Radio	1	1					1	1
East African Nation Media Group	1	1					1	1
Power Praise	1	1					1	1
Catholic Publishers Ltd	1	1					1	1
<b>Total</b>	<b>30</b>	<b>49</b>	-	-	-	<b>2</b>	<b>28</b>	<b>45</b>

### Process

Due to the slow pace of implementation in 2007, Gender Links had already begun exploring ways to accelerate MAP uptake in Tanzania. Gender Links decided that the facilitators needed direct support to increase the pace of uptake to MAP. And because of

the distance and envisaged high costs to implement such a strategy from Johannesburg, Gender Links contracted a Kenyan training expert, Arthur Okwemba conduct group workshops with task teams of media houses in that country. The first workshop was held in May and the second in July of 2008. The policies drafted out of this process have since been adopted by the respective media houses. This also spurred the two country facilitators to deliver on some of the work that was still outstanding.

### **Challenges**

The challenge posed by the Tanzania situation was one of coordinating Arthur's travel and local logistics from Johannesburg. Despite glitches faced it was a resounding success. There is also the issue that most media houses opted for HIV and AIDS policies and did not consider gender policies.

It was also a great challenge that the MAP process was working parallel to the Health Policy Initiative (HPI). As a result, some media houses like New Habari Corporation that had started working with MAP defected to HPI and did not submit their final policy drafts.

### **Strengths**

Media in Tanzania were very receptive to MAP and were keen to participate in the process especially after Gender Links initiated the group workshop system. In fact, because of the new format, even media houses that were not targeted for the roll out process participated.

### **Way forward**

- Re-engage media for the roll out of gender policies.
- Engage Health Policy Initiative (HPI) in order to develop a complimentary and not competitive relationship.

## Zambia

### Introduction

The loss of two facilitators in Zambia in the period under review significantly slowed down progress in the roll out process in Zambia. The one facilitator who had remained on contract has done well under the circumstances as she took up extra media houses and managed to move some of them to completion. As shown in **Table 14** below, 14 out of the targeted 20 media houses have developed policies but only 11 have taken them through to adoption. Another four other media houses are at various stages of implementation.

**Table 14: Zambia MAP policy overview**

	Media house	News room	Stage 1	Stage 2	Stage 3	Stage 4	Complete	News rooms
<b>Large</b>								
Daily Mail	1	2				1		
Times of Zambia	1	2				1		
The Post	1	1		1				
Radio Phoenix	1	1					1	1
ZNBC	1	4		1				
ZANIA	1	1	1					
Yatsani Radio	1	1					1	1
<b>Medium</b>								
Radio Q ltd	1	1					1	1
Radio Maria	1	1						
Radio Breeze	1	1					1	1
<b>Small</b>								
National Mirror	1	1					1	1
Mining Mirror	1	1					1	1
Police News	1	1				1		
Mazabuka Community Radio	1	1					1	1
Guardian Weekly	1	1					1	1
Radio Chikaya	1	1						
FCC Solwezi	1	1			1			
Zambezi Times	1	1					1	1
Sky-FM Limited	1	1					1	1
5-FM	1	1					1	1
<b>Total</b>	<b>20</b>	<b>25</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>11</b>	<b>11</b>

### Process

The roll out process in Zambia in the period under review began with a huge question mark as two out of the three facilitators from the previous were not available. It also

took long to receive reports even though the remaining facilitator was doing some work. However, when reports started coming in, it showed that some steady progress was happening.

Realising that it would be difficult for the facilitator to work alone in Zambia, the Programme Manager targeted Zambia for direct visits to help move the process forward. The Programme Manager also ensured more email and telephonic follow-ups on Zambian media houses as a result of which Breeze FM; Yatsani Radio drafted their policies and adopted them together with Mazabuka Community Radio. The programme manager also visited Zambia Police News, Zambia National Broadcasting Corporation (ZNBC) and Radio Phoenix to help accelerate the implementation process.

The Zambia country facilitator worked with 5 FM; Sky FM; Radio Q; Zambezi Times; and *Guardian Newspapers* all of which launched their policies on 1 December 2008 as part of commemorations to mark World AIDS Day.

### **Challenges**

- The media houses in Zambia are spread over the vast expanse of the country and this gave logistic problems for the facilitators in 2007 let alone the one facilitator in 2008. This made it a challenge to reach media that were outside Lusaka where the facilitator is based.
- As with other countries, media in Zambia opted for HIV and AIDS policies and ignored gender policies.
- Several media houses from Zambia developed work place policies that do not cover editorial and marketing elements and this is something that needs to be taken up with these media houses and the facilitator.

### **Strengths**

Media managers in Zambia were generally amenable to the MAP policy process and the facilitator did a good job of mopping up where the other two facilitators had left off and managed to bring quick gains.

The media in Zambia have strong institutional systems and relatively stable staff and therefore it was easy to follow up even after a long time without communication. This is how the Programme Manager was able to work with the Breeze FM and Yatsani Radio task team by phone and email.

### **Way forward**

- Revisit media in Zambia and roll out gender policies.
- Ensure that those media houses that drafted policies but did not include editorial and marketing elements have done so.
- At the very least, ensure that the three media houses at draft policy stage go on to final adoption of the policies.

## Zimbabwe

### Introduction

There has been no progress on MAP in Zimbabwe since the last reporting period as shown in Table 15 below. However, this was not because of lack of effort. The socio-economic and political situation has influenced a rather tepid response from publishers and managers of media houses in that country. Gender Links has not given up on the Zimbabwe and will wait for an opportune time to engage with the media in that country. It is too early yet to determine whether the changed political landscape in Zimbabwe will provide such an opportunity.

**Table 15: Zimbabwe MAP policy overview**

	<b>Media House</b>	<b>News rooms</b>	<b>Stage 1</b>	<b>Stage 2</b>	<b>Stage 3</b>	<b>Stage 4</b>	<b>Complete</b>	<b>News rooms</b>
<b>Large</b>								
Zim Group of Newspapers	5	5						
ZBH	5	5						
<b>Medium</b>								
Independent Group	1	2						
Financial Gazette	1	1						
<b>Total</b>	<b>12</b>	<b>13</b>	-	-	-	-	-	-

### Process

MAP had targeted to roll out policies with the state controlled public broadcaster (radio and television) as well as state controlled print media outlets and mainstream independent newspapers. The facilitator was working in partnership with MISA-Zimbabwe.

### Challenges

The facilitator also noted that the socio-political environment was not conducive for working with media on ethical issues. The facilitator had had a meeting with the Permanent Secretary in the Ministry of Information to get buy in for state controlled media. A meeting was planned with editors from state controlled media houses but it never materialised because the Permanent Secretary was always busy. With respect to the private media, HIV and AIDS and policy development did not appeal to them as a priority as they were struggling to survive.

### Strengths

MISA-Zimbabwe and the facilitator have strong contacts within these media and when the opportunity arises, it will not be difficult to go through the process.

## **Way forward**

- The political environment is changing and it is important to maintain interest; making new contacts with the new and old faces in key positions within these media to ensure smooth buy in when the opportunity arises.
- Plan to roll out both HIV and AIDS and Gender policies as one package when buy-in is eventually given.

## ANNEX A: MAP Country Facilitators for 2008-2009

Country	Facilitator/s	Landline	Cell	Fax	Email
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