Terms of Reference for the
Global Alliance on Media and Gender

1. Statement of purpose

- Twenty years after the Beijing Declaration women are still discriminated against in and through the media.
- Research indicates that small but noticeable progress has been made, while much more needs to be done in order to create balance in and through the media.
- Balance in gender equality and women’s empowerment needs to be advocated and implemented at national, regional and global levels.
- The under-representation of women in the senior editorial and management positions within media organisations and among news publishers, as well as on boards of directors, remains a significant issue that requires urgent redress.
- There is an overall lack of gender policies and gender sensitive Human Resource programmes that benefit women within many media organisations world-wide.
- There is a lack of states’ commitment to gender equality and women’s empowerment as demonstrated by the absence or very limited gender responsive budgets. Where policies are present, implementation is almost non-existent and/or partially realised.
- With the historic establishment of the Global Alliance for Media and Gender (GAMAG) supported by UNESCO and its global development partners, some solutions are envisaged to address issues of gender equality and women’s empowerment in and through the media.
- The multi-stakeholder GAMAG endeavors to put together resources and creative effort to work towards the effective implementation of gender equality and women’s empowerment programmes in preparation of the Post-2015 Development Agenda – ensuring systematic global follow-up of the gender and media strategic objective of the Beijing Declaration and Platform for Action.
- The International Steering Committee (ISC) of GAMAG which consists of 20 member organizations, including a unique combination of actors in civil society, media, government, academic network and associations, etc., from all over the world is a direct result of the first Global Forum on Gender and Media that took place 2-4 December 2013 in Thailand, Bangkok. Please see GAMAG Framework and Action Plan for further details.

2. Terms of the Committee membership

The elected Committee members serve for a period of two years and are not eligible for immediate re-election after serving two consecutive terms, unless otherwise determined by the membership.
The Committee will comprise UNESCO, as an ex-officio member, and one representative from each UNESCO region (according to the UNESCO configuration of the world: Africa, Arab States, Asia-Pacific, Latin America and Caribbean, Europe and North America), as well as representatives from different media, including but not restricted to, broadcasting, print, radio and new media, journalist’s unions or union federations, civil society, and governmental agencies, whenever possible.

3. Collective responsibility

- The Committee is drawn from GAMAG stakeholders representing various language and geographical regions engaged in the attainment of gender equality and women’s empowerment in and through various forms of media and congruent with the Beijing Declaration and Platform of Action. Each region of the world should be represented by at least two stakeholders and no region should have more than twenty percent (20%) of representatives.
- The Committee will receive recommendations for programmes/projects from the various GAMAG sub-committees and/or regional chapters for implementation with support from UN and other agencies. Approval of projects for implementations require a simple majority (51%). Approved projects have to maintain regional balance.
- Meetings of the ISC will be convened via Skype or other virtual means at least once quarterly. The schedule of meetings will be formulated by the Secretariat and circulated to members two weeks prior to the date of meeting.
- A simple majority (51%) of members will constitute a quorum for meetings of the ISC.

4. Terms of the Executive Office

- The Executive Office consists of five organisations: Chair, two Co-Vice-Chairs, General Secretary and Deputy-General Secretary. They serve for two years. A position holder can be re-elected for another two years but cannot be re-elected for a third consecutive term, unless otherwise determined by the membership Nominations and voting can be done by e-mail and/or on-line, via the GAMAG discussion platform. Positions are held by elected organizations and not individuals. However, an individual representing the organization must be named.
- At least one organization from Africa will be included in the Executive Office, given the UNESCO’s priority on Africa. In electing the Executive Office of the Committee, GAMAG members take into account the need for regional and gender balance, as well as for an equal representation of types of member organizations, to the extent possible. To have balance in office holders, it is highly recommended to have at least two media organizations and two civil society organizations.
Chair
The Chair is the highest office of the Committee. The Chair presides over meetings of the assembled group and conducts the meetings with a focus on the goals of the strategic plan. The Chair represents the group internationally and is its spokesperson. She/he must moderate the group and try to connect the different interests of the different groups in an impartial way with an impersonal approach. She/he represents the organization in government meetings, review and evaluates with the Committee the development of the strategy and highlights important points of different parts of the organization.

- Serves as the legal representative of the GAMAG;
- Chairs all meetings of the GAMAG ISC. In the absence of the Chair, the Vice-Chairs shall assume the Chair. In the absence of the Chair and the Vice-Chairs, the General Secretary will serve as Chair, otherwise the ISC in consultation with UNESCO shall elect a member to Chair the meeting;
- Provides general oversight for implementation of the approved Programs of Work and Budget of the GAMAG;
- Ensures that the Secretariat Unit functions efficiently;
- Makes necessary arrangements for GAMAG to consult with and cooperate efficiently with national governments, relevant international organizations and institutions, non-governmental organizations, the private sector, and other stakeholders in accordance with UNESCO and the GAMAG provisions;
- Ensures that the GAMAG is adequately represented in relevant meetings at all levels;
- May delegate to the Vice-Chair, the Secretary General or any other appropriate member of the ISC or Secretariat Unit, certain tasks such as representation of the GAMAG at various fora;
- Reports on progress of implementation of the GAMAG programs and all other important operational matters to the GAMAG community.

Co-Vice-Chairs:
The Co-Vice-Chairs assist the Chair in all activities mentioned above; serve as Chair in the absence of the Chair; plays advisory role in different aspects of leadership; and helps to organize and coordinate activities.

General Secretary:
Together with the Chair and UNESCO, the General Secretary plays a critical role in operationalising the short- and medium-term goals of GAMAG including but not limited to: putting into place mechanism for keeping formal records of all the meetings and groups decisions; coordinating the overall implementation of activities and decisions of the Committee; monitoring the programme activities and implementation updates; assisting with developing meeting agenda in consultation
with the Chair; and liaising with the members of the organization with the support of UNESCO.

- Manage the Secretariat staff, the technical programs, administration and finances as well as the GAMAG’s assets in accordance with the rules and procedures approved by the ISC.
- Ensure the preservation of GAMAG corporate memory and intellectual property.
- Represent the GAMAG as the Chief Executive Officer and representative as delegated by the Chair of the ISC.
- Ensure the smooth and efficient organization and management of the Secretariat as well as the human, financial and physical assets and resources.
- Manage the relations with key GAMAG collaborating partners and stakeholders at all levels.
- Develop rules, guidelines, regulations and procedures governing the employment of Secretarial and other support staff of the Secretariat for approval of the ISC.
- Recruit and appoint staff required for operation of the functions at the Secretariat and assess their performance.
- Prepare GAMAG Annual Plan of Work and Budget and Financial Statements for approval by the ISC and UNESCO as well as the GAMAG community;
- Prepare progress reports on implementation of GAMAG Operational Plan and Programs as well as other documents for presentation to the ISC and the GAMAG community
- Establish efficient mechanisms for monitoring, evaluation and impact assessment of the GAMAG activities
- Organize, plan and manage all meetings of GAMAG;
- Support GAMAG chapters and members for the realization of the vision and mission of GAMAG;
- Serve as the Secretary to the ISC.
- Perform any related duties as may be assigned by the Chair of the ISC and the GAMAG community for achievement of the vision, mission and goals of GAMAG.

Deputy – General Secretary
The Deputy - Secretary General assists the Secretary General in all activities mentioned above; serves as General Secretary in the absence of the General Secretary; plays advisory role in different aspects of leadership; and helps in particular with the monitoring of programme activities and production of reports.

Directors (SUB-COMMITTEES??)
All Directors represent the GAMAG and can speak on its behalf, based on established guidelines. Representation shall be primarily at regional levels but may also be at the international level as may be necessary and communicated to the Executives of GAMAG ISC. The Directorates of Sub-Committees, Regional and National Chapters of GAMAG will constitute the technical organs in charge of implementing certain programmes or action plans following their adoption by the ISC. Each directorate is supervised by a director who shall be answerable both to
the General Secretary and to the Deputy General Secretary. The Directors could carry out the following functions:

- Prepare the action plans and programmes of directorates, under the supervision of the Deputy General Secretary and in accordance with the policies and strategies defined by the General Secretary in conformity with the resolutions and decisions of the ISC.
- Ensure follow-up of the enforcement of the resolutions and the decisions of the ISC and the directives of the General Secretary.
- Contribute within their competence to developing conceptions and proposals to promote GAMAG’s action in the short, medium and long terms, as well as to defining the modalities to implement various activities.
- Carry out the tasks and programmes of the Directorates.
- Coordinate the work of the divisions placed under their authority and monitor their work.
- Submit reports on the implementation of programmes to the Deputy - General Secretary.
- Undertake any other task that may be entrusted to them by the General Secretary or the Deputy - General Secretary within the framework of his ordinary prerogatives.
- Prepare periodical evaluation reports on the implementation of activities and programmes for the General Secretary.
- Prepare the General Secretary’s evaluation reports for submission to the ISC, UNESCO and the GAMAG community.

5. **Responsibility of individual offices**

**COMMUNICATION AND ADVOCACY**

- The Chair and the General Secretary are the only authorised spokesperson(s) who can talk to the media.
- Any press release on behalf of GAMAG will have to be approved by the Chair.
- In its outside communications the Executive Office has to support the Chair and General Secretary to:
  - Advocate for gender balance in media coverage at national, regional and global levels as well at institutional level.
  - Advocate for media and information literacy while working closely with the Global Alliance for Partnership on Media and Information Literacy (GAPMIL).
  - Promote good practices in media coverage of gender issues and policies creating equal opportunities working environment for all social groups, including advocating for gender responsive budgets in the working environment of media and other information publishers, including gender balance in staffing, including at decision-making levels in online and offline media and other information publishers.
  - Advocate for gender-focused training to be available to women and men in their organizations.
  - Advocate for programmes for training in media and information literacy and digital skills for older women and for illiterate women.
- Advocate for grants and internships as part of corporate social responsibility activities.
- Consistently work for eliminating sexist, abusive, or stereotypical portrayal of women in the media.
- Advocate for ethical journalism initiatives and equity awareness training.

**PROMOTION**

- Encourage women and men to become qualified for and undertake jobs outside of gender stereotypes in the media and other information publishers.
- Encourage and train the ‘girl child’ to work in the media and other information publishers, providing workshops, encouraging blogging and social media use involving children in different countries. Encourage media and other information publishers to embed young women in newsrooms as contributors.
- Promote the importance of gender-sensitive editorial policies.
- Promote best practices in the area of contextually-relevant media and information literacy, for women and girls.
- Monitor and evaluate protocols for Alliance activities.
- Monitor and send alerts about the security of women in the media and female citizen journalists.
- Monitor social networks and media in relation to women’s freedom of expression in online spaces, violence against women, abuse of women, censorship of women’s voices and demands, silencing of women communicators and journalists. Counteract the “trolling” in the internet.
- Involve male and female youth in promotion of gender activity in and through the media, while giving public space of the problem of the unemployed young people.
- Increase access for women in the media and citizen journalists/activists to financial and technological resources.
- Encourage media and relevant institutions to create and implement gender policies.
- Present the materials with the logo of the Alliance in order for all the members to be able to work with the same logo.
- Introduce and promote the goals of the Alliance.

**PARTNERSHIPS**

- Link up with journalists, news publishers, editors and journalist’s unions to promote and advocate gender equality in and through the media and to promote improved cooperation and knowledge exchange between academics, journalists unions, professional organizations, NGOs and activists
- Link with media associations to facilitate training of women journalists which is designed to overcome barriers to progression and facilitate media training of female sources to ensure better representation of women in the media.
• Partner with educational institutions to produce educational material dealing with gender and media and improve workshops in official places and schools.
• Establish a university network with UNESCO’s initiative (UNITWIN) to increase research in media and gender related issues and to achieve practical impact. A sub-committee is responsible in education to improve the research and liaise with the university network to publish research and annual reports. [UNESCO has already taken steps in the direction]
• Partner with other coalitions working towards pushing the gender and/or ICTs agenda in the post-2015 processes.
• Partner with governments to support and ensure equal opportunity in the workplace and to support women’s progression to senior positions in the media
• Work with UN Agencies and donors to empower women.

6. Steering Committee Meetings

Frequency
Meetings shall be held quarterly at a time to be agreed.
In person meetings take place at least once a year, if resources allow, and date will be finalized after confirming the availability of the participants.
A special or extra meeting may be called by: Chair, General Secretary in consultation with the Chair, or UNESCO.

Agenda
Agenda for virtual as well as physical meetings will be sent online two weeks ahead to all the participants and wider membership of GAMAG.

Documentation
Every meeting of the committee will be documented. The General Secretary shall be responsible for documenting and keeping records of the documentation. The General Secretary shall send minutes of the meetings and other needed documents to the relevant people with the permission of the Chair.

Decision-making process
Certain decision items in the agenda, which require consultation with wider GAMAG membership, will be circulated to the members, two weeks prior to the meeting at which the decision is to be made. The deadline to send the vote will be stated clearly and the absence of a response by the deadline will be interpreted as acquiescence. Each member organisation will have only one vote at virtual as well as physical meetings. Decisions will be made by majority vote of those attending or submitting votes virtually.
Quorum requirements
A quorum consists of half the total members plus one. To ensure a quorum of members is present at all the meetings, each member may nominate a proxy to attend meetings on their behalf. Each member must provide the name of the nominated proxy to the Chair in advance.

7. Committee’s interface with UNESCO

The Alliance, as part of UNESCO’s ongoing work and as one of its core initiative, shall be linked to UNESCO.

The relationship between the Alliance and UNESCO shall be set up by a formal and appropriate relationship agreement that gives:

- A privileged status to the Alliance which can be considered as a multilateral mechanism established on the initiative of UNESCO (with autonomy of management);

- The means to establish effective partnership between the two organizations in the pursuit of their common purposes.

UNESCO shall have a lead role in the Alliance. To this end, the agreement could include dispositions concerning the approval of the budget and the financing of GAMAG by UNESCO.

All the cooperation agreement processes shall be approved by the GAMAG ISC.

The GAMAG could have a permanent representative or delegate in UNESCO.

A representative of UNESCO, stationed in its HQ, should be an ex-officio member of the ISC, appointed by following UNESCO’s usual procedures for this kind of positions.

8. Committee interface/partnership with other networks and organizations in the name of GAMAG

- The Global Alliance on Media and Gender (GAMAG), with the agreement of the membership and the support of UNESCO, may establish formal relationship agreements between the Alliance and any government, institution, network, organization, whether national or international, governmental or not, on the condition that their tasks and activities are consistent with the Alliance’s objectives.

- The Alliance, with the agreement and the support of UNESCO, may perform the appropriate steps to obtain, in accordance with the laws of the State in which the
Alliance intends to carry out activities, the necessary legal status to the exercise thereof.

- The Alliance could, by mutual agreement with any government, institution, network, organization, take appropriate steps to ensure representation at meetings and/or committees’ works. It could also make suitable arrangements for consultation and collaboration with any government, institution, network, organization concerned with matters within its competence by inviting them to undertake specific tasks falling within their competence.

- In summary, all partnerships must take into account:
  - The recognition of the international character of GAMAG;
  - The need (desirability) to conclude formal agreements; and
  - The definition of the contents of agreements (scope and method of partnership).

- Cooperation within a partnership is collaborative; it will be effective if the partners share a strategic vision, pursue compatible targets, and are all equal members in a predetermined organizational structure. The partnership should be able to bring together different actors in collaborative action as well as in collaborative efforts to effect change. Agreements are based on identifiable responsibilities, joint rights and obligations, and are signed by all relevant partners. Strong commitment from each of the partners is reflected in the fact that all partner organizations are equally present and, where possible, represented by experienced persons who have influence within their organization.

9. Use of GAMAG Name and Logo

The use of the name and logo of GAMAG, the Global Alliance on Media and Gender, is subject to rules laid down by the Alliance and UNESCO.

**GRAPHICS**

**Logo Block**
Languages
The language chosen for the logo must correspond to that of the support used and of the audience targeted. The use of the complete name in English, in addition to one or several other languages, provides an explanation of the acronym of the Alliance.

Mindful of the same criteria, several languages may be used. The six official languages of UNESCO – Arabic, Chinese, English, French, Russian and Spanish – shall be applied.

Combined Logo with UNESCO’s Logo
There will be a GAMAG logo which is combined with UNESCO's logo, as UNESCO is the lead UN Agency of GAMAG. This combined logo can only be used with the permission of UNESCO.

Basic Rules
• The logo block of GAMAG should not be used alone. A short text should always be featured in close proximity to the logo which specifies that the organization is a member of GAMAG or how the concerned organization and activity is related to GAMAG.
• The logo should be at a visible area on their homepage along with a link to the GAMAG website.
• The colored logo should be used when the logo is printed in color. The black logo should be used when it is printed in black and white.
• If the GAMAG logo is used in conjunction with other logos, it should be used independently, with a clear space between it and other logos. It should have a similar dimension to the other logos.
• UNESCO should be credited whenever possible, when the logo is used (e.g. in publications).
• This rule must be respected when the GAMAG logo block is used by all its stakeholders and partners.

THE GENERAL PRINCIPLES

General Conditions for the Use of GAMAG’s Name and Logo
The objectives for GAMAG’s framework and practice concerning the use of its name and logo are:
• to enhance GAMAG’s visibility and outreach through the effective association of its name and logo with activities of its networks and partners,
• to protect GAMAG’s name and logo from inappropriate and unauthorized use.

All registered members of GAMAG are free to use its logo.
Authorisation

Use of GAMAG's logo by members to promote specific events or initiatives necessarily constitutes an endorsement of their activity by the GAMAG members.

This will require that a simple email is sent to GAMAG Discussion Platform communicating intention and purpose of the event or initiative. A response will be forthcoming only when activities do not clearly relate to GAMAG's purpose and objectives.

All the other non-member organizations, whether public, private or civil society, should contact the Chair of the GAMAG or UNESCO for permission to use the logo.

Organizations that wish to use the logo but are not members of GAMAG must first register as a member through the GAMAG website.

The two main criteria in assessing a patronage request are:

- The proposed activity is relevant to GAMAG’s own strategic objectives and operational programmes.
- The organization is compliant to the values, principles and constitutional aims of GAMAG.

All those authorized to use the GAMAG's name and logo should abide by the General Principles.

Commercial use

The sale of goods or services bearing the name, acronym, logo or Internet domain names of GAMAG for profit is regarded as “commercial use”.

Any commercial use of GAMAG's name, acronym, logo or Internet domain name, alone or in the form of a linked logo, must be expressly authorized by the International Steering Committee of GAMAG and UNESCO under a specific contractual arrangement, such as a fundraising, merchandizing or licensing agreement.

Any request or proposal for commercial use should be addressed to the Deputy Secretary General of the International Steering Committee of GAMAG with copy to UNESCO designated officer.

GAMAG takes action against the misuse of its name, acronym, logo or its Internet domain names.
10. Ownership of resources

All the resources created by GAMAG (e.g. publications or training resources on media and gender) should be open access and made available to all organizations interested in them, subject to the copy right of those organisations being respected.

All the resources created by GAMAG (e.g. publications or training resources on media and gender) should be open access and made available to all organisations interested in them, provided that copyright is respected.

It is recognised that GAMAG will engage in activities which result in the collation and generation of data which is of use to its membership and the wider global community. While promoting respect for creative inputs, GAMAG will ensure there is open access to all resources directly created by and for the Alliance (e.g., publications, research data, or training resources on media and gender). These resources will be made widely available, including being housed on the GAMAG website, for use by all GAMAG members as well as other organizations and individuals interested in them.