



# GENDER STRATEGY

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## CFI: THE FRENCH MEDIA DEVELOPMENT AGENCY

CFI provides support to media organisations as development actors across several continents. A subsidiary of France Médias Monde and an operator of the French Ministry of Europe and Foreign Affairs, the agency is currently working on around 30 projects that fall under three major programmes: Media & Governance, Media & Enterprise and Media & Development. [cfi.fr](http://cfi.fr)

## FOREWORD

CFI is the French media development agency. As a subsidiary of France Médias Monde (FMM) and under the supervision of the French Ministry of Europe and Foreign Affairs (MEAE), its mission is to promote media development in developing southern countries, particularly in sub-Saharan Africa, the Mediterranean and the Levant, in order to improve the quality and diversity of information, encourage dialogue between authorities and citizens, and enable people to better understand each other. Its missions form part of the Official Development Assistance framework.

Its work is built around three programmes:

- The **Media & Governance** programme, which aims to strengthen the role of the media in public debate.
- The **Media & Development** programme, which aims to support the media's commitment to dealing with issues relating to sustainable development.
- The **Media & Enterprise** programme, which provides support for the economic development of the media.

CFI places youth, gender equality and promotion of new channels of digital technology at the heart of its work, and strives to ensure that these principles prevail through these various programmes. While the Agency has placed particular importance on the issue of gender equality since 2011, and especially focused on it in its contract of objectives for 2018-2020, this issue is likely to become even more relevant over time, given the fundamental role played by the media in transmitting values and representing identities.

This is why CFI is committed to developing a specific policy in this area. This strategy is a reflection of this desire, and has allowed CFI to formalise its actions and set not only more precise and ambitious objectives, but also indicators that will make it easier to monitor and implement the strategy.

Through this strategy, the agency has set itself the objective of rolling out an **ambitious and proactive policy** in terms of **professional equality between male and female employees** and in terms of making **gender a cross-cutting priority in the implementation of its activities**, thus fulfilling the **aim pursued by France** to promote equality between men and women.

CFI's gender strategy is based on its current contract of objectives for the 2018-2020 period. It will be one of the pillars of the next contract of objectives for 2021-2024.

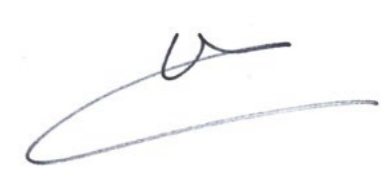
Issy-les-Moulineaux, 10 September 2019

For CFI



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## I. DEFINITION AND CONTEXT

### Definition of the gender approach

As a **concept**, the gender approach is based on the analysis of power relations between men and women, which in turn are based on the assignment of socially constructed gender roles. It is not limited to simply being “focused on women”, but instead aims to simultaneously take into account the situation, needs and objectives of both women and men in their interactions. It is important to highlight that gender relations and identities are not universal, but rather vary according to cultures and contexts. They are dynamic, change over time<sup>1</sup>, and also concern men. Indeed, owing to the social and cultural norms associated with masculinity, men are at times confined to certain roles whose disadvantages they themselves suffer.

As an **objective**, the gender approach promotes equal rights, as well as a fair sharing of resources and responsibilities between men and women.

As a **methodology**, the gender approach produces a comparative analysis of the situations facing men and women from an economic, social, cultural and political perspective. It is transversal and covers all fields of development. It requires the full participation of both women and men in identifying problems and finding solutions.

By producing these complementary data, and by valuing the contributions made by both men and women, the gender approach will further existing knowledge and allow for more objective understanding of the actual situation. It will make it possible to reveal any inequalities so that they can be directly taken into account in development policies, programmes and projects.

**Ultimately, the rolling-out of this approach will be a powerful tool for engineering social change, and will help to alter mindsets and devise more democratic ways of interacting, both in day-to-day life and in economic, social and political circles<sup>2</sup>.**

### Agenda international

Since 1975, a number of international conferences have brought the issue of gender to the pinnacle of the international agenda, and this principle now lies at the heart of development policies. While progress has been achieved towards gender equality under the Millennium Development Goals, women and girls continue to suffer discrimination and violence – with this in mind, Agenda 2030 has reaffirmed the promotion of equality between men and women as a foundation stone for sustainable development. Consequently, in its Sustainable Development Goals (SDGs), the UN focuses SDG 5 on achieving gender equality and empowering all women and girls, with this principle being applied across each of the sixteen other goals.

The international community’s commitments in this area manifest itself through the increased proportion of Official Development Assistance funding assigned to gender equality, given that “it is impossible to claim that any development has been made if half of the planet’s population has been ignored<sup>3</sup> ». These commitments are now measured by the gender equality policy marker developed by the OECD Development Assistance Committee (DAC-OECD)<sup>4</sup>.

<sup>1</sup> Source: Documentation Centre on Adult Education and the Status of Women (<http://bv.cdeacf.ca>)

<sup>2</sup> Source: Adéquations [a French association promoting information on human rights, gender equality, and cultural diversity and creation] (<http://www.adequations.org>)

<sup>3</sup> Source: The World Bank (<http://siteresources.worldbank.org>)

<sup>4</sup> Source: OECD (<https://www.oecd.org>)

This statistical tool makes it possible to monitor the efforts being made to promote gender equality and the empowerment of women. Activities are classified according to whether gender equality is the main objective (“Principal” – marked 2) or an important objective (“Significant” – marked 1)<sup>5</sup> of the project or programme in question, or whether gender is not taken into account (“Not targeted” – marked 0).

## European agenda

Gender also forms an integral part of European policies, and this principle is reflected in particular in the second EU Gender Action Plan for the 2016-2020 period (GAP II<sup>6</sup>). The GAP II reflects the determination of the EU Member States, the European Commission and the European External Action Service (EEAS) to combat gender inequalities and promote the empowerment of women. It represents an essential tool that is able to be applied in all EU policies.

## France’s gender strategy

In 2018, France once again demonstrated its international commitment to gender equality by adopting an **ambitious strategy** for the 2018-2022 period.

[France’s International Strategy for Gender Equality \(2018-2022\)](#)<sup>7</sup>, developed by the Ministry of Europe and Foreign Affairs (MEAE), shows the world just how committed the French President is in making gender equality the main focal point of his five-year term. As a genuine steering tool, it will make it possible to coordinate France’s international initiatives for improving the situation of women throughout the world, and has the objective of reaching 50% of bilateral programmable Official Development Assistance, in terms of volume of funding, with the significant or principal objective of reducing gender inequalities by 2022 (OECD markers 1 and 2).

To this end, the strategy sets objectives and assessment indicators, and sets out action priorities sector by sector. It provides for an exemplary internal human resources policy (within the MEAE to ensure gender balance), better access to funding for gender projects, and improved reporting of initiatives through an appropriate communication strategy.

Lastly, it asks that operators working under the aegis of the MEAE systematically integrate gender policies into their strategies and contracts of objectives.

Since the media play a crucial role in promoting equality between women and men, CFI has been advocating gender mainstreaming in its work for several years, and is now formalising it through this strategy.

## Gender and the media

It is worth recalling that in 1995, 189 UN Member States acknowledged the crucial role played by the media in combating gender stereotypes that influence our ways of thinking and acting. They made **women’s role in the media one of the 12 critical areas** of concern of the Beijing Platform for Action<sup>8</sup>, and urged media outlets across the globe to make a far greater effort to promote women than they had in the past.

These States agreed that the number of women in the media had to increase, especially in decision-making positions. Greater efforts needed to be made to present women as leaders and role models and to abandon stereotypes. The Beijing Platform for Action listed a number of measures needed to move forward, which included promoting the training of women, adopting professional guidelines to reduce discrimination, and setting up media watch groups.

Women’s participation in information and communication technologies and media networks, including social networks, was also highlighted as a means of strengthening the role of women in the democratic process.

The Beijing Platform for Action recalls that women have the same right as men to take part in public debate, including in the media, and to express their views and ideas, which have to be heard. Every person, whether male or female, deserves to live free from gender stereotypes. The media shape our world, as do women, as powerful agents of change for all sectors of society. As a result, the media have a great responsibility in promoting gender equality.

**As a media development agency, CFI has therefore made it its mission to promote gender equality in all of its work, and is striving to defend this principle both in its internal policy and in its external activities.**



<sup>5</sup> Source: Adéquations (<http://www.adequations.org>)

<sup>6</sup> Source: European Union (<https://europa.eu>)

<sup>7</sup> Source: MEAE (<https://www.diplomatie.gouv.fr>)

<sup>8</sup> Source: UN Women (<http://beijing20.unwomen.org>)



## II. CFI'S GENDER STRATEGY

### Overview

#### Aim

To contribute to achieving gender equality and empower all women and girls (SDG 5).

#### Strategic objective

To integrate gender-related issues at the heart of the French media development agency's action.

#### Specific objectives

1. To create a work environment that promotes equality between men and women at CFI, taking into account their specific needs.
2. To adopt a gender approach in all the phases of the project management lifecycle.
3. To promote CFI's initiatives on all issues relating to gender equality.

#### Outcomes relating to specific objective 1:

1. A "Gender" Steering Committee is set up.
2. A gender approach is incorporated into the company agreement.
3. The analysis of internal data relating to gender equality is made more accessible.
4. Measures are put in place to combat sexual harassment and sexist language and behaviour.
5. The specific needs of women travelling on CFI assignments are taken into account.

#### Outcomes relating to specific objective 2:

1. Teams are made more aware of the gender approach when carrying out their projects.
2. Gender-related issues are systematically incorporated when developing projects.
3. The implementation of the gender approach is monitored in projects.
4. Capitalisation tools and impact measures are put in place concerning gender-related issues.
5. Participation in French and European networks feeds CFI's reflection on gender inclusion in its projects.

#### Outcomes relating to specific objective 3:

1. A gender-neutral communication is adopted.
2. Gender-related projects are enhanced.
3. The gender strategy is promoted as an advocacy tool.

#### Outcomes

# STRATEGIC OBJECTIVE

Since the launch of its 2011-2013 contract of objectives (and to an even greater extent in its 2018-2020 contract of objectives), CFI has paid particular attention to the promotion of the Millennium Development Goals (MDGs) and the Sustainable Development Goals (SDGs), of which the promotion of not only gender equality but also the empowerment of women forms an integral part. In addition to this focus on gender in its projects, the agency is also committed to pursuing an “HR” policy that respects equality between men and women.

The strategy consolidates and reinforces this dual approach to gender issues, both internally in terms of professional equality and externally in the implementation of its actions. Gender is therefore systematically placed at the core of the agency’s work and thereby contributes to France’s ambition of promoting gender equality.

To this end, CFI has set itself three objectives to fulfil by the end of 2020:

- Specific objective 1: to create a work environment that promotes equality between men and women at CFI, taking into account their specific needs.
- Specific objective 2: to adopt a gender approach in all the phases of the project management lifecycle.
- Specific objective 3: to promote CFI’s initiatives on all issues relating to gender equality.

## Specific objective 1: to create a work environment that promotes equality between men and women at CFI, taking into account their specific needs

Building on the proactive approach for promoting professional equality between men and women launched by the French government and the Ministry of Europe and Foreign Affairs, the agency will first of all apply this principle to its employees. The agency is seeking to lead the way in terms of its internal practices, and will therefore make that principle the cornerstone of the strategy.

### 1. A “Gender” Steering Committee is set up

The first step of the implementation of the strategy is to set up a Gender Steering Committee (hereinafter referred to as “GSC”), which will not only help to draw up this document but also ensure its implementation.

The **GSC**, composed of at least one person from each department (General Management, Geographical Departments, Administration, Finance and Human Resources Department, Partnerships and Co-Financing Department, Communication and Digital Tools Department), **will meet at least twice a year**.

Whenever possible, Management will consult the GSC – or may be consulted by it – regarding any company documents that may have an impact on gender equality (contract of objectives, communication strategy, safety procedure, company agreement, etc.). The GSC will give a **non-binding opinion** on the documents submitted to it. Management will undertake to systematically study the GSC’s observations, to take them into account to the greatest extent possible, and at the very least to provide a reasoned response.

In addition, two CFI staff members will be appointed as “focal points or gender focal points” and represent the agency at gender-related meetings and events in France and Europe. As resource persons, they will be able to help the operational departments to incorporate gender-related issues into their projects.

**Activities:** setting up the GSC; appointing two gender focal points; drawing up opinions and proposals on the company’s structuring documents by the GSC; studying proposals and feedback provided by Management.

**Indicators:** number of GSC meetings and consultations; number of opinions and proposals taken into account by Management following a reasoned response.

**Timetable:** GSC meetings held at least twice a year, plus ad hoc meetings.

### 2. A gender approach is incorporated into the company agreement

Since the new company agreement is being negotiated in parallel with the drafting and adoption of this strategy, CFI has taken this opportunity to include the issue of gender equality in the negotiations.

In agreement with the trade union representative, Management will forward to the GSC the chapter headings to be negotiated. On this basis, the GSC will be responsible for drawing up proposals promoting gender equality, and for reporting any findings and forwarding them to Management and to the trade union representative.

Management will undertake to systematically study the GSC’s proposals and to provide it with a reasoned response in the event that it opts not to include certain proposals in the negotiations.

**Activities:** holding a GSC meeting during the negotiations of the new company agreement; drawing up proposals on the basis of the negotiation chapters of the agreement.

**Indicators:** number of proposals drawn up by the GSC and forwarded to Management and to the trade union representative; number of proposals supported by Management in the negotiations; number of proposals kept in the company agreement.

**Timetable:** by September 2020 at the latest, according to the timetable for the negotiations concerning the new company agreement.

### 3. The analysis of internal data relating to gender equality is made more accessible

To date, the agency has produced several types of documents presenting information on gender equality (Gender Equality Report sent to the trade union representative as part of the pay negotiations; social information, etc.), with some information being provided to its parent company to help it draw up the NFPS (Non-Financial Performance Statement).

As part of this strategy, Management will undertake to continue providing increasingly detailed information that will make it possible for the situation of men and women to be compared over several years, to provide explanations in the event of any significant discrepancies or developments, and to consider appropriate countermeasures.. This information will be forwarded to the GSC.

**Activities:** producing social information and sending it to the GSC; analysing and elaborating countermeasures.

**Indicators:** amount of information analysed by gender; number of explanations provided on the situation in the event of significant discrepancies; number of countermeasures proposed by Management, if any.

**Timetable:** a report on the years 2019 and 2020 to be submitted to the GSC in February 2020 and February 2021, respectively.

### 4. Measures are put in place to combat sexual harassment and sexist language and behaviour

CFI’s employees, beneficiaries, partners or service providers may be victims of or witness sexist language and behaviour (oral or written, including on social networks), whether within the agency’s premises or as part of work carried out off site. However, at present, they may be unaware of the reporting procedures that need to be followed, as they have not been made official. This is why the agency wants to adopt a code and put in place a number of procedures that shall facilitate the reporting and recording of any cases of sexist language and behaviour, including the punishment of the perpetrators. These documents will be made available to the entire CFI’s community.

With that in mind, the agency will also ensure that any employees, beneficiaries, partners or service providers, or potentially responsible of sexist language or behaviour, adopt a gender-sensitive behaviour. CFI will also ensure that this principle is applied to its code and its administrative and legal documents.

In the longer term, this system could also be extended to all other types of ethical issues associated with CFI’s work (corruption, homophobic or racist language, religious bigotry, etc.).

**Activities:** drawing up an ethical code of conduct incorporating the implementation of reporting, listening, investigation and disciplinary procedures; applying the code to administrative and legal documents and promoting the system to the CFI community.

**Indicators:** number of principles concerning gender equality set out in the ethical code; list of proposed sanctions.

**Timetable:** by the end of 2020.

## 5. The specific needs of women travelling on CFI assignments are taken into account

Female employees, service providers and beneficiaries are regularly required to travel as part of the work that the agency carries out. As their gender exposes them to specific risks, ad hoc measures need to be put in place; for this reason, the GSC will be responsible for enhancing the safety procedures for female employees while on assignment.

**Activities:** holding GSC meetings on the safety of female employees while on assignment; drawing up a list of proposals to be sent to Management, the safety manager and the occupational medical service; integrating training sessions on employees' safety while on assignment, especially for CFI's female employees.

**Indicators:** number of recommendations concerning the safety of female employees while on assignment included in the procedure; number of specific training sessions provided, and list of specific "accessories" provided.

**Timetable:** by the end of 2020 at the latest.

## Specific objective 2: to adopt a gender approach in all the phases of the project management lifecycle

The agency has opted to pursue an exemplary internal policy on gender equality, but has also made gender issues a cross-cutting priority in its field of work, and will apply this principle to all its operational programmes.

### 1. Teams are more aware of the gender approach when carrying out their projects

A gender-awareness day has already been held (in late 2018), which was open to all CFI staff. Further awareness-raising sessions will take place as part of this strategy. In addition, it has been observed that there is a need for a personalised approach for each project, which is why CFI is planning to organise specific training and/or coaching sessions with gender specialists and, if possible, a special session for experts.

**Activities:** organising gender-awareness sessions; holding training and/or coaching sessions on specific projects according to requirements.

**Indicators:** number of awareness-raising/training/coaching sessions carried out; number of employees and experts trained or having their awareness raised.

**Timetable:** by the end of 2020.

### 2. Gender-related issues are systemically incorporated when developing projects

The incorporation of gender-related issues into projects requires a gender-specific analysis of the context, issues and needs, and for appropriate responses to be formulated that are based, to the greatest extent possible, on locally available resources. This analysis must be reflected in the project framework documents. Consequently, the structure of the framework documents (project note, logical framework, budget) will be adapted. A set of documents will be shared, and tools will be made available to guide the teams' work during the design phase.

In addition, the Project's Approval Committee will systematically review the gender approach of the submitted project and recommend that a gender focal point or an external expert provide more in-depth support if necessary.

As part of this strategy and in accordance with the 2018-2020 contract of objectives, CFI undertakes to implement at least two "Principal" (marked 2) gender-related projects per year, and to develop, at a bare minimum, "Significant" (marked 1) gender-related projects.

**Activities:** making tools available: standard documents, bibliographies, checklists, contact lists of women's networks and experts, etc.; setting up a Project's Approval Committee which will systematically study the gender approach of each project; helping to develop projects through the support of a gender focal point and/or an expert if necessary.

**Indicators:** list of tools made available; analysis of gender mainstreaming in the minutes of the Project's Approval Committees; number of new gender-related projects rated "Significant" (marked 1 – gender equality is a significant objective of the initiative) and "Principal" (marked 2 – gender equality is the principal objective of the initiative).

**Timetable:** 2019 and 2020.

### 3. The implementation of the gender approach is monitored in projects

The incorporation of gender-related issues into projects must not be limited to a statement of intent, but must instead be reflected by concrete actions; CFI is therefore planning to set up a Monitoring Committee to ensure that gender is taken into account during the performance of its work and the implementation of its budgets. To this end, good practice tools will be developed and made available to the teams.

**Activities:** setting up a Project Monitoring Committee to systematically ensure that gender-related issues are incorporated into all activities that are carried out; developing tools for good gender practices (e.g.: practical sheets, handbooks, etc.).

**Indicators:** list of good practice tools made available; inclusion of gender in the reports of Project Monitoring Committees; percentage of female beneficiaries in relation to male beneficiaries in projects.

**Timetable:** by the end of 2020.

### 4. Capitalisation tools and impact measures are put in place concerning gender-related issues

In parallel with the drawing-up of this strategy, a study of the assessment and impact measures of projects is being launched. The assessment tools put in place as part of this initiative will need to make it possible to capitalise and measure any impacts related to gender. The project assessments will systematically incorporate a gender perspective.

**Activities:** taking gender into account in the development of the "CFI assessment and impact measures" strategy (drafting a standard narrative and budget report incorporating gender-related issues, incorporating gender-related issues in beneficiaries' questionnaires, project assessments, etc.).

**Indicators:** number of capitalisation tools and impact measures proposed; list of good practice supports made available.

**Timetable:** by the end of 2020.

### 5. Participation in French and European networks feeds CFI's reflection on gender inclusion in its projects

Several networks and organisations are actively involved in gender-related issues, at both French and European level. As part of its own strategy, the French Ministry of Europe and Foreign Affairs regularly convenes its operators and agents to meetings.

The GFMD (Global Forum for Media Development) is leading a working group on gender in the media. EPD (European Partnership for Democracy) offers fact sheets on women and politics. CFI will become more involved in these types of networks, in order to develop and promote its gender strategy.

**Activities:** identifying relevant gender networks and actors; identifying and selecting relevant events.

**Indicators:** one member of the GSC attending at least two national events and at least one European event every year; provision of contributions.

**Timetable:** at least three times a year.

### Specific objective 3: to promote CFI's initiatives on all issues relating to gender equality

As gender-related issues lie at the forefront of CFI's agenda, the communication strategy must reflect this ambition, and at the same time serve as a "multiplier" to inspire and raise the awareness of the various people involved in these issues. The agency is therefore planning to put specific communication measures in place concerning gender-related issues. The Communication and Digital Tools Department will meet every six months with the GSC to review the implementation of these measures.

#### 1. A gender-neutral communication is adopted

The communication strategy must embody the agency's gender promotion policy. It will therefore incorporate this principle more assertively, whether in its institutional communication, its internal communication or its communication to the general public on the projects that it carries out.

**Activities:** drafting a gender-conscious writing charter, based in particular on an internal consultation on the use of inclusive writing (in particular the median point); providing tools to communicate in a "gender-conscious way"; raising teams' awareness of gender-conscious communication; reviewing all communication material.

**Indicators:** adoption of a gender-conscious writing charter ; list of communication material reviewed; number of tools made available.

**Timetable:** by the end of 2020.

#### 2. Gender-related projects are enhanced

In order to enhance its actions for promoting gender equality, the agency will ensure that it includes a plan to promote its gender projects in its communication strategy. This promotion plan will make it possible to identify key communication events (identification of major days such as International Women's Day, International Day for the Elimination of Violence against Women, World Day for Equal Opportunities; identification of events organised by France Médias Monde on gender, etc.) and will provide for specific actions according to the various intended recipients, which will be both internal (CFI employees, journalists and France Médias Monde staff focusing on gender) and external (donors, partners and beneficiaries).

**Activities:** drawing up the plan to promote gender projects; putting measures in place for communicating internally (morning discussions etc.) and externally (newsletters, news flashes, writing success stories, etc.).

**Indicators:** approval of the promotion plan; list of promotion initiatives implemented.

**Timetable:** 2019 and 2020.

#### 3. The gender strategy is promoted as an advocacy tool

The agency is seeking to position itself as a key player in the field of gender equality and to play a part in fostering this dynamic within the development assistance framework. This is why it will promote its gender strategy to its institutional partners (French Ministry of Europe and Foreign Affairs, Global Forum for Media Development, European Partnership for Democracy, etc.), donors (European Union, GIZ, etc.) and development agencies through specific communication initiatives that will support its advocacy work.

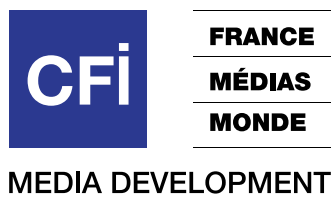
**Activities:** identifying institutional partners, donors and agencies to target; producing dedicated communication material; translating the gender strategy into English; putting measures in place for promoting the strategy.

**Indicators:** list of targeted partners; list of material produced; number of promotional measures put in place.

**Timetable:** by the end of 2020.







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