


# Fojo's Gender Equality, Diversity and Inclusion Strategy 2023-2025

**To succeed** in addressing some of society's most deep-rooted inequalities (and how they affect journalism), we know Fojo must become a more diverse and inclusive employer and implementing organisation. Fojo's commitment to this is manifested in this strategy. The strategy outlines our objectives and priorities related to gender equality, diversity and social inclusion in programme implementation and organisational processes and structures. It is holistic in its approach and aligned to the overall organisational strategy: Fojo's Vision 2030 and Strategy 2022-2025 that presents a new and transformative way of looking at the role of journalism, we call it *sustainable journalism*.<sup>i</sup>

The purpose of this strategy is to guide Fojo staff, partners, trainers, and consultants in their work under the framework of sustainable journalism. The strategy rests on the vast knowledge and experience among Fojo staff, partners, and other stakeholders in our network.



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## Introduction

Journalism is considered a given pillar of sound democracy, resting on international standards such as accuracy, relevance, and impartiality. At the same time, journalism is part of culture and as such constantly changing, interplaying with values and development in society at large.

A growing understanding of the nature of journalism has helped to point out how often hidden biases play into news evaluation and framing. Applying a sustainable development perspective on the media sector, it becomes clear that diversity is critical not only in news reporting but also in the newsroom.

Only when all groups concerned have a voice and are represented in the news, and newsrooms are inclusive and fair workplaces, can journalism fill its potential, and contribute towards sustainable development. The fact that women, who constitute more than half of the world's population, still only make up 25 percent of the people seen or heard in the news shows the enormous potential for improvement. ii

There are also issues of intersectionality at play. The risk of underrepresentation more than doubles for ethnic minorities and more than triples for refugees and migrants.

If voices of women and minority groups are amplified in the news media, this increases the chances that more groups in society get information they need to make informed decisions and to shape their own lives.

The development argument for gender equality and diversity in the media seems to go hand in hand with business concerns in the rapidly changing media landscape, characterised by fragmented audiences and tech platform dominance.

To survive, media companies need to identify and serve diverse audience segments with targeted products and services. Increasing the base of female audiences is essential for any news outlet with an advertising-based business model. Women, across all geographies, are typically responsible for household purchases, making them an attractive segment for advertisers. Research also shows that diversity and inclusion in the workplace are drivers of innovation, and subsequently profitability.iii Driven by digital opportunities, traditional media companies need to transform - not least in the composition of staff in the organisation and how they work together.

ii) [https://whomakesthenews.org/wp-content/uploads/2021/07/GMMP2020.ENG\\_FINAL20210713.pdf](https://whomakesthenews.org/wp-content/uploads/2021/07/GMMP2020.ENG_FINAL20210713.pdf)  
 iii) <https://hbr.org/2017/03/teams-solve-problems-faster-when-theyre-more-cognitively-diverse>  
<https://www.mckinsey.com/insights/organization/-/media/2497d4ae4b534ee89d929cc6e3aea485.ashx>

This paradigm shift, simultaneously driven by commercial interests, human rights activism and political will is affecting all spheres of society. Media companies, alongside many other institutions, develop and adopt strategies and workplace policies to promote gender equality, diversity and inclusion. On the content side, concerns about gender equality and social inclusion are being brought into style guides and ethical codes and content is being monitored accordingly.

### Issues at stake

This strategy has been developed through a participatory process, to reflect our vision when it comes to gender equality, diversity and social inclusion. Fojo staff and partners (representing a broad scope of countries and cultures)

have generously shared their experiences and knowledge. Based on their input a distinct pattern of challenges emerges, reflected in local, national and regional media landscapes:

- Underrepresentation of women (iiii), minorities and diverse groups, both in media content, in higher education institutions and in the journalistic workplace, especially in decision-making positions, and a huge imbalance in ownership.
- Sexual harassment and discrimination (on- and offline), to the extent that individuals leave the profession.
- Non-existent or weak implementation of relevant regulation (law and policy) as a major problem that needs to be addressed.

### Theory of Change

**Vision:** The public has access to the journalism it needs to make informed decisions so that people have power over their lives and can, together with others, form sustainable, democratic, and inclusive societies.

**Long term outcome:** Media enables citizens to make informed decisions by offering them diverse (news) content without gender bias and without reinforcing harmful stereotypes

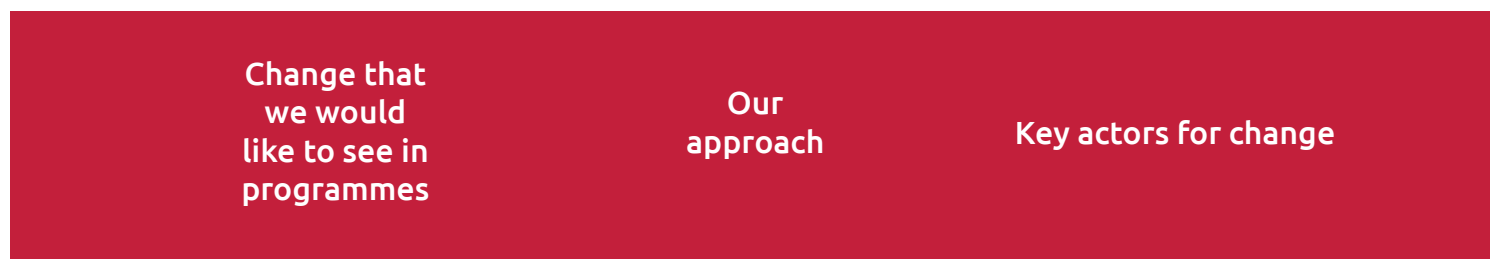
Changes we want to see in the in programming.

Changes we want to see in the organisation.

The entire project cycle reflects gender equality, diversity and social inclusion



Internal systems and organisational functions/processes reflect gender equality, diversity & social inclusion.



Diverse groups of women and men have more equitable influence over decision-making and content in media production

Programmes support underrepresented and marginalised groups to be part of shaping decisions and to have influence over media production (individual level)

Journalists and other news content producers, media management and owners, HEI's and other media stakeholders

Diverse group of women and men are fairly represented in the media and portrayed in a non stereotypical way

Fojo programmes build capacity within partner organisations and participants.

Journalists and other news content producers, media management and owners, HEI's and other media stakeholders

Enhanced conditions for diverse groups of women and men to take on positions as journalists and content providers (measures taken regarding access, safety, logistics and more)

Fojo programming builds structural capacity among media employers/actors to further integrate gender equality and diversity into policy and operations (structural)

Media houses/companies and other media stakeholders

**Assumption: Stakeholders are interested in addressing gender and diversity issues.**

Fojo staff has a diverse composition and practice inclusion in organisational processes

Build structural capacity in the organisation, to further integrate gender equality and diversity into policy and operations

Management, HR, communication, thematic advisors

All staff have access to spaces to have a voice in organizational processes

Fojo actively creates a diverse set of spaces (like staff surveys, whistle blower system, evaluations)

Management, HR, communication, thematic advisors

## Work in practice

Based on the Theory of Change, Fojo has formulated the following general objectives for our organisation and media development operations:

- Diverse groups of women and men have more equitable influence over decision-making and content in media production.
- Diverse groups of women and men are fairly represented and portrayed in a non-stereotypical way.
- Enhanced conditions for diverse groups of women and men to take on positions as journalists and content providers (measures taken regarding access, safety, logistics and more)
- Fojo staff has a diverse composition and practice inclusion in organisational processes.
- All staff have access to spaces to have a voice in organisational processes.

## OUR APPROACH: PATHWAYS TO CHANGE

### 1. Building new knowledge

Fojo produces studies and reports with its partners to build new knowledge that can inform and inspire actors to push for, and engage in, change processes to enhance gender equality, diversity and inclusion in the (news) media. In this work, Fojo collaborates with HEIs, CSO and other key stakeholders.

#### Some of our tools:

- Content monitoring, applying gender and diversity perspectives (Global Media Monitoring Project/GMMP, etc.)
- Mapping and analysis of barriers to women media professionals and minority groups to enter and progress in the sector (Barriers reports with AWiM, covering Sub-Saharan Africa and national report on Rwanda etc.)
- Gender and media regulation (law and policy) mapping and analysis

### 2. Boosting skills and talent

Building professional skills and knowledge of individuals from underrepresented groups in the media sector, is key to addressing existing imbalances.

Fojo engages in capacity building together with local partners such as civil society actors and journalism schools. In turn, strengthened capabilities can help individuals to progress their careers and potentially open closed spaces. This includes not only training, but also internships and organisational capacity building.

#### Some of our tools:

- Leadership and management training for women media professionals.
- Implementation of educational programs in cooperation with industry partners, focusing on language and skill enhancing capacities like “New Colleague/Ny Kollega” in Sweden.
- Journalism training and coaching targeting women and minority groups (investigative journalism is a priority area)
- Mentorship programs and networking opportunities for media stakeholders (AWiM/ African Women in Media partnership, mentorships for women investigative journalists, networking for journalism educators etc.)

### 3. Changing mindsets

Gender biases and harmful stereotypes can easily be perpetuated through non-professional and unethical journalism. Journalism education based on international standards, and gender-just and inclusive workplaces are all part of creating a sound media sector, that in turn can produce journalism that empowers individuals and society at large.

Fojo and its partners collaborate and develop methods and concepts that challenge the status quo and push for change. All within the framework of sustainable journalism.

### Some of our methods and tools:

- Anti-sexual harassment advocacy and set-up of relevant mechanisms.
- Gender and diversity expert databases/rosters/directories.
- Gender declarations and other policy documents.
- Gender clubs for students at journalism schools.

### 4. Media viability - a holistic approach

The given goal for media development work related to gender, diversity and inclusion is that these perspectives will become natural concerns for any news content producer. Applying a holistic approach like *media viability* combines the business- and the publishing side of media is ideal to push for progress. Fojo, with local partners, engages in broad media viability programmes, many with in-house support, that promote viable media companies and sustainable journalism, with gender equality, diversity and social inclusion as integrated parts.

### Some of our methods and tools:

- Support to development of gender sensitive and inclusive business plans/strategies and policies (HR, code of ethics, style guides etc.)
- Business focused training programmes for news media to integrate gender and diversity perspectives.
- Support to gender and diversity audits of media organisations/houses.

### 5. Minding our business

In prioritising gender equality, diversity and social inclusion in the media sector, Fojo has a particular responsibility to implement these values in its own organization, and to lead by example. We combine quantitative data with qualitative insights, to not only understand the internal challenges but also create the tools and methods to address them.

### Some of our tools:

- Conducting internal surveys to collect quantitative and contextual data related to gender equality, diversity and social inclusion.
- Arranging digital and physical workshops to extract qualitative data to complement the quantitative aspect.

### FOCUS AREAS 2022-2025

During the strategy period Fojo and partners will focus on the following:

1. Tools and methods that improve the quality of journalism through more diverse, inclusive and gender equal content and newsrooms (gender/diversity monitoring, expert directories, gender policy etc.)
2. Collaboration with networks and associations of women media professionals, that provide spaces for empowerment.
3. Collaboration with media outlets and civil society organisations that work actively with gender/diversity/inclusion issues related to the media sector.
4. Gender and diversity mainstreaming of journalism education and vocational training, including activities with specific gender/diversity/inclusion focus (such as “New Colleague/ Ny Kollega”).
5. Capacity building and improved conditions for women media professionals to work with investigative journalism.
6. Awareness raising and implementation of mechanisms to prevent and handle sexual harassment and gender-based violence in the media sector.
7. Studies and research that support the above.

## MAINSTREAMING OF GENDER EQUALITY, DIVERSITY AND INCLUSION

The following internal systems, policies and tools will help us to progress as an organization and contribute to achieving our vision.

- A support and advisory function within Fojo streamlining gender equality, diversity and social inclusion.
- Gender and diversity research and analysis in programme/project proposals.
- Project/programme specific guiding documents.
- Gender and diversity equality and inclusion integrated as perspectives in risk analysis.
- Conflict sensitivity approach including gender and diversity perspectives.
- Gender aware and diverse recruitment of trainers/consultants.
- Gender and diversity sensitisation of partner staff.
- Gender and diversity checklists (internal and for partners and consultants).
- Project managers report on organisational gender and diversity indicators.
- Gender and diversity sensitive monitoring and evaluation guidelines and templates including organisational data disaggregated by sex as well as other relevant categories.
- Yearly compilation and evaluation of collected data regarding gender and diversity indicators

**This strategy document is accompanied with a checklist for further guidance.**

## GLOSSARY

**Sex and gender:** ‘Sex’ and ‘gender’ are terms often used interchangeably despite being conceptually different. ‘Sex’ is the biological condition of being female, male or intersex, while ‘gender’ is socially constructed, pertaining to the roles, expectations and behavior associated with being for example a girl, woman, boy or man.

**Gender equality** refers to ensuring everyone gets the same rights and opportunities regardless of gender, whereas gender equity aims to understand the needs of each gender and provide them with what they need to succeed in each activity or sector.

**Gender sensitization** refers to the modification of behavior by raising awareness of gender equality concerns (to behave in a manner that is sensitive to gender justice and equality issues).

**Stereotypes** are generalized perceptions about groups or individuals based on their perceived gender (gender stereotypes) or ethnic attributes (ethnic stereotypes), to mention a few.

**Diversity;** refers to the existence of variations of different characteristics in a group of people.

**Inclusion** is seen as the practice or policy of providing equal access to opportunities and resources for individuals or groups risking being excluded or marginalized.

**Intersectionality** takes different identity markers or aspects of diversity into account (for example age, gender and ethnicity) and understands the compounded challenges that it poses to these certain groups or individuals.

**Sexual orientation** refers to sexual preferences of a certain group or individuals for example among lgbt-people as well as heterosexual people.

**Discrimination** in Fojo perspective, is defined in accordance with the seven grounds of discrimination in Swedish law and national context.

# Checklist - Gender equality, diversity and inclusion

## How gender and diversity can be built into the project.

Gender equality, diversity and inclusion is referred to as GDI below.

### Project development

- Check Fojo's focus areas for alignment with GDI (in the strategy).
- Consult with Fojo's GDI experts throughout the process.
- Make sure that GDI is part of the project goals/objectives.
- Secure that GDI is an integrated part of your problem analysis.
- Consider what problems related to GDI can be addressed through this project.
- Secure that the project approach to GDI is based on local contexts.
- Apply a GDI perspective when setting target groups.
- Apply a GDI perspective in your risk analysis.
- Secure that GDI is an integrated part of your theory of change.
- Integrate GDI perspectives in your results framework. The perspectives need to be visible and measurable:
  - Set indicators related to the perspectives.
  - Consider learnings from previous work (MEL-related). What worked and what not? What results can be measured, what is difficult to measure?
  - Secure that the baseline study includes sex disaggregated data to measure against.
- Consider potential partners' approach to GDI.
- Assure that the selected partners agree with Fojo's values.
- Include a dedicated section/chapter for the GDI perspectives, visible in the table of content.
- Before submitting make a GDI scan of the proposal to see if the perspectives are mainstreamed throughout.

### Implementation

- Design and implement a MEL-plan with methods, tools, staff responsibility, budget etc. adapted to GDI.
- In your workplan, be sure to include activities that support the objectives related to GDI.
- Ensure that GDI perspectives are followed up on in the reporting (including updated context analysis)
- When recruiting local staff and trainers, ensure that they have relevant GDI capacity and consider diversity in selection of local staff/trainers/consultants.
- Ensure that project participants represent the identified target groups.
- Provide and facilitate institutional capacity building related to GDI for partners and local team.
- Facilitate networking with actors that are active and have GDI expertise (Kvinna till Kvinna, Men Engage etc.)
- Communicate GDI perspectives and objectives of the project internally and externally (risk analysis needed).
- Use Fojo's GDI guidelines for consultants (to be developed)
- Safeguard that internal reflections and evaluations include GDI-perspective.
- Keep the learning process alive (and include GDI perspectives) to guide the project for sustainability.