

STRATEGIC CAPACITY BUILDING PLAN FOR MEDIA

A five-year strategy developed for the Media High Council, Rwanda



Executive Summary

The Government of Rwanda is committed to the growth and development of a strong and effective Media sector that can deliver quality media services to its citizens. The Media High Council recognises the need for developing a Strategic Capacity Building Plan for media to channelize efforts and resources to support the growth and transformation of the media sector in Rwanda.

The development of the Strategic capacity building plan has been thought of at a time when the Media sector in Rwanda is undergoing radical transformation and rapid development. The new reforms are being driven by the revised Media policy of June 30th 2011 adopted by the Government of Rwanda along with associated legal reforms that are supportive and necessary. These reforms define the future framework for media development whereby the Media High Council will be mandated to focus on capacity building in the Media sector.

It's against this background that the MHC has contracted New Media Communication Pvt. Ltd to develop a five-year strategic capacity building plan for Media in Rwanda by identifying the major gaps in the sector and propose actionable mechanisms to bridge such gaps.

A consultative-collaborative approach was adopted for developing the capacity building strategy. Individual consultations with experts, workshops with media professionals and regional editors and secondary research were used to support the findings.

The identifiable gaps in the Media Sector in Rwanda that require strategic interventions to bridge them are:

- Limited readership/viewership/audience
- Low level of professionalism and skills/competencies
- Limitations to sustainability and Viability of Media organisations/businesses
- Limited knowledge of media reach and its potential
- Underdeveloped professional / trade network infrastructure

The above cited gaps were identified by participants of a focus group workshop held on the 21 November 2012, invited by the Media High Council on behalf of New Media Communications Pvt Ltd. At the focus group workshop, it was recommended that the identified gaps need to be bridged at three levels; of Professionals, Organisations and stakeholders in media sector in Rwanda and crystallized into three broad categories:

- Content creation – experience, knowledge and technical skills vested in Individuals, Organisations and other stakeholders in the Environment involved in creating media content;
- Business Management of Media – functions, processes, people, policies, etc that allow Individuals, Organisations and other stakeholders in the Environment involved in running Media as a business/commercial activity operate and deliver on its mandate;
- Institutions and Organisations in the media environment that support the development and growth of the Media sector in Rwanda.

In terms of rebuilding human, organizational, and institutional capacities, Rwanda has come a long way since the genocide of 1994, although much remains to be done in the Media sector.

A number of training programmes have been conducted for a large number of media professionals. However, participants in the focus workshop identified the need for structured training with the rigour of certification for meeting the goals of continuous effective training and leading to diplomas and improved career progression opportunities.

The Basket Fund Project also identifies the gaps identified above. The seven pillars of activities identified in the basket Fund Report have almost an exact map to the gaps identified in the focus group workshop.

A review and validation sessions with media professionals was held to seek feedback on the findings on January 8, 2013.

The strategies to bridge the identified gaps will facilitate the implementation of a set of coherent Capacity Building activities to meet strategic priorities of the media sector in Rwanda. It is also expected to strengthen the Economic Development and Poverty Reduction Strategy (EDPRS) results and Media Policy objectives. Lastly, it is also expected that this will serve as a tool to systematize strategic thinking to invest in Capacity Development in a well coordinated manner.

Additionally, given the need to find a cost effective and sustainable solution to mitigate the burden of current office space costs while also providing functional infrastructure to facilitate the Media High Council to meet its mandate of building capacity within the Rwandan media fraternity, a proposal to construct a complex to serve as a Rwanda Media Centre is proposed in this plan.

The Media Complex Project essentially aims at construction of a green functional state of the art structure that complies with the City of Kigali's master plan as well as other environmental requirements with a capacity to house the MHC's key facilities such as;

- The MHC's administrative functions
- Regional Media training centre
- A multi-purpose conference hall
- Media Resources like Library and archiving centre
- An incubation and innovation centre
- The Media Self-Regulation offices
- Shared services centre to enhance entrepreneurship in content production
- Media Centre for Press Conferences and other functions

The Complex will also provide rentable office space for Non Partnering Media Practitioners and other interested parties.

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1.0 Introduction

1.1 Background

The importance of a professional and vibrant media as a driver for socio-economic development and civic fulfillment is widely recognized and accepted by the Government of Rwanda which has prioritized reforms in this sector. As part of a Good Governance Initiative, the government and its partners are supporting the development of the Media Sector in Rwanda. Similarly, the Government Programme 2010-2017 specifically identifies Media as one of the key sectors for growth and development and the Government of Rwanda is committed to the empowerment and development of the Media Sector in the country.

In Rwanda, there is a growing, unfulfilled requirement for creation of competitive content in the Media Sector, implying that there is a need for providing an environment conducive to the grooming of content creators. Also, there is a significant lack of Media Business Management capacity and sustainability that is holding back the growth of this sector and rendering it less attractive to the best professional media practitioners and others who would like to diversify into this area.

The need for building capacity in the Media Sector also calls for developing an enabling environment in which legislators and regulators effectively discharged their constitutional obligations and public authorities and private media businesses interacted with media personnel as professional partners for the overall benefit of the nation.

1.2 The Strategic Capacity Building Plan

The Strategic Capacity Building Plan, which projected Media High Council (MHC), as a nodal agency, has identified a number of initiatives for development of the Media Sector. The development of a Strategic Capacity Building Plan is seen as a key activity to identify the specific areas to be targeted and the areas for investment identified.

MHC Rwanda, has contracted New Media Communication Pvt. Ltd. (**NMC**) to develop a five-year media strategic capacity building plan in Rwanda by identifying gaps in the Media Sector and propose actionable mechanisms to enable professionalism and sustainability in the Media Sector in the country. This initiative has the support of the United Nations Development Programme (UNDP).

1.3 An overview of the Media Sector in Rwanda

According to available information with the MHC, there are 32 newspapers, 11 magazines, 1 television channel, 30 radio stations, and 34 websites operating in Rwanda. The print and TV segments have limited reach. Radio, however, has a greater reach.

Based on the data available with MHC, it is estimated that there are around 572 journalists/reporters/correspondents/commentators/anchors and around 75 editors and editorial staff across the print, audio-visual and social media sectors in Rwanda. Ownership of media organizations is spread across 67 media houses.

It was found that a very few media professionals have formal educational or professional media skill/competency training. Further, in view of the constraints faced by media, the compensation on offer is limited. As a consequence it is not considered to be an attractive sector for pursuing a career by most Rwandans.

1.4 Scope

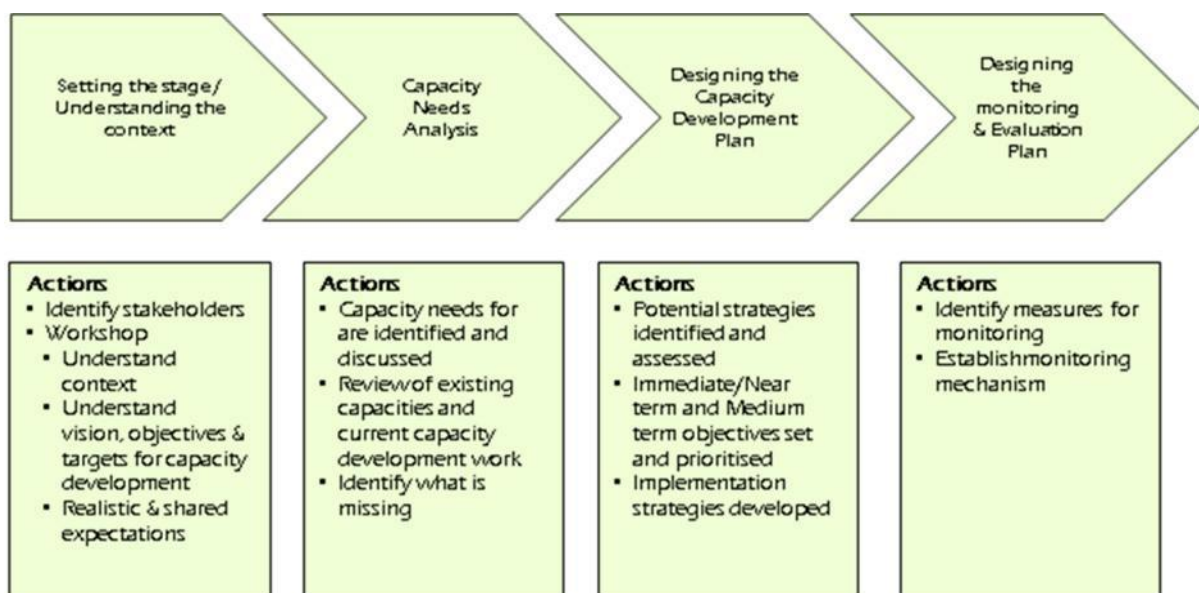
The scope of work envisages the development of a five-year strategic media capacity building plan to

ensure that:

- General gaps in the media sector are identified and there is an adoption of mechanisms to bridge them so as to have a constructive and responsible media that could contribute to national development;
- Media professionals have easy access to affordable training that suit their needs for development;
- There is strengthened media entrepreneurship and sustainability in Rwanda;
- There is a clear, co-ordinated and harmonised framework for media capacity building plan in Rwanda;
- Gaps in local content development in the media sector for preservation of culture are identified;
- There is an enabling and conducive environment for investment in the media sector and its development in Rwanda.

1.5 Approach (Methodology)

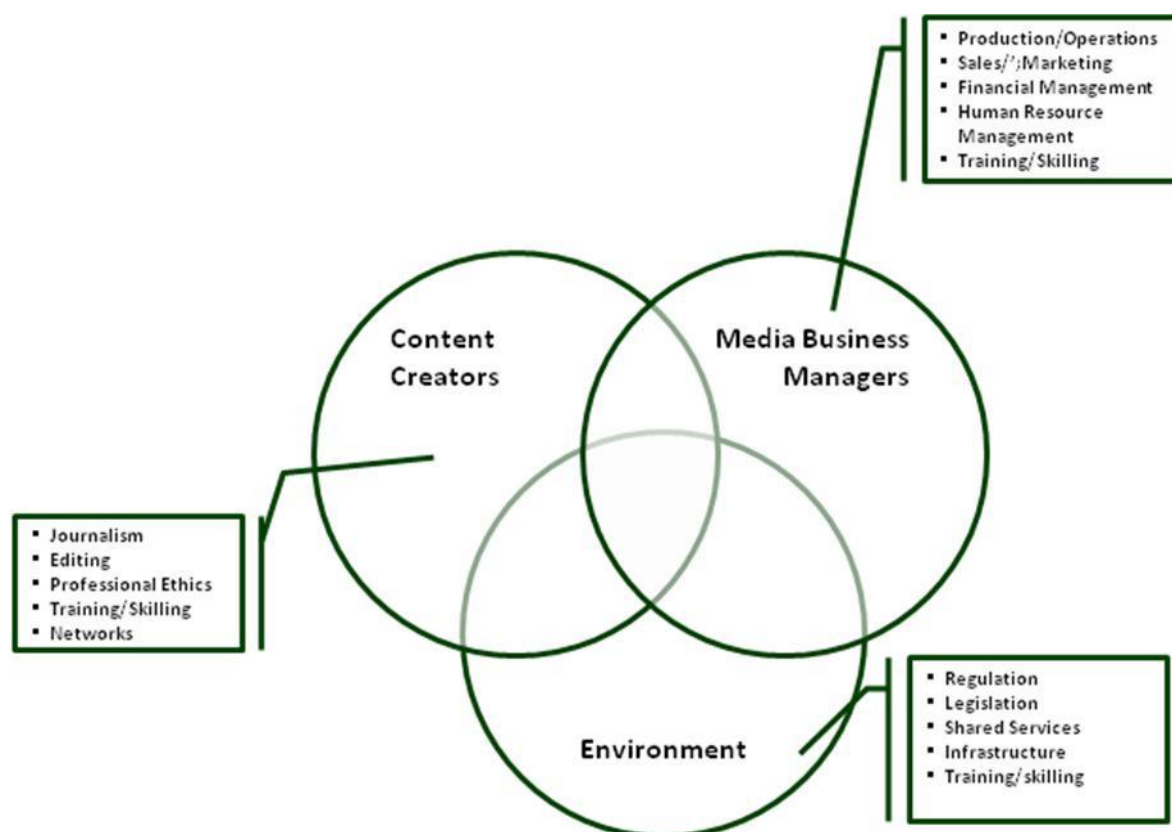
The approach adopted is depicted in the following diagram:



In view of the limited published information available, the methodology adopted was to interact with media stakeholders in person and in groups. A consultative workshop with media professionals was held in Kigali on 21 November 2012. The approach adopted was to seek inputs on the current status of Media Capacity across three categories of media professionals. Media professionals were classified as:

- Media professionals who are involved in activities that results in creation of media content;
- Media professionals and business managers who are involved in production and allied operations that enable the delivery of content to consumers;
- Stakeholders from the environment such as regulators, trainers, etc.

This is represented in the following diagram:



Ideas were also gathered at an individual engagement with various stakeholders (African Editors and Media Experts) during the 4th Annual National Dialogue on Media Development and 5th TAEF General meeting held in Kigali on November 27, 2012.

Capability gaps, goals to fulfil these gaps, desired outcomes, strategies to develop and sustain capacity, indicators and a suggested timeframe have been set out in a tabular format.

A review and validation session was conducted on January 8, 2013 to seek the inputs of media stakeholders on the findings of the study. These inputs were used to undertake specific secondary research and this has been incorporated.

1.6 Classification

Based on discussions with MHC leadership, media professionals and other stakeholders and findings of various studies in the Media Sector, there are considerable gaps in the capability in all three categories viz., Individual, Organisational and Environmental levels across the Media Sector in Rwanda. In view of the limited availability of data and the existence of a limited number of entities, a 'cluster' approach to identifying the gaps in capability across the various types of media, viz., print, audio-visual (electronic) and social media has been taken up. While the nature of the gaps is similar it has obvious different technical/professional requirements specific to the media type.

The capability gaps across the segments identified in the framework adopted are set out in subsequent sections.

Classification into categories

Professionals, Organisations and Stakeholders in the Media Sector in Rwanda have been classified into three broad categories¹ across all types of media to identify the gaps:

¹ Please refer Appendix C for detailed classification of professionals, organizations and environment

- Content creation – Individuals, Organisations and other Stakeholders in the Environment involved in creating media content;
- Business Management of Media – Individuals, Organisations and other Stakeholders in the Environment involved in running Media as a business/commercial activity;
- Institutions and Organisations in the media environment that support the development and growth of the Media Sector in Rwanda.

2.0 Capacity Requirements & Gaps

2.1 Background

The environment for the development of an independent, professional and capable Media Sector in Rwanda has existed only for the last few years after the liberalisation of the media in Rwanda in 2002. The government has taken a number of steps to create the enabling environment for the development of a mature Media Sector. Among the initiatives undertaken are establishment of the Media High Council (MHC) as the primary vehicle for facilitating the development of the Media Sector in Rwanda.

MHC, in turn, has sponsored a number of initiatives to achieve its mission and objectives. A Media Strategic Capacity Building Plan is one of many such initiatives and draws on and builds upon the work done by teams on specific projects such as the project for establishing a Basket Fund for Media Support.

2.2 Capacity Requirements

Capacity requirements are the competencies, skills and experience required by individuals, the systems, processes, technology and resources required by organisations and the legal and regulatory frameworks in the environment that support the healthy growth of any sector.

Capacity requirements have been identified for different types of professionals in the media sector for different types of roles, for media organisations by departments or functions and for stakeholder entities and institutions based on their charter or objectives.

Based on the classification and framework described above, the media sector consists of content creation professionals and organisations, business managers and functions of media organisations and entities creating and sustaining the environment for media to operate professionally and sustainably:

2.2.1 Content Creation

Content Creation has been further defined as an exercise comprising Individuals and Organisations and entities in the Environment.

Individuals

Within Content Creation, individuals whose main role is to report news such as **journalists, reporters, correspondents, news anchors, radio commentators** etc. have the responsibility to effectively report factual, unbiased and accurate news, events etc. in a timely manner. Individuals holding senior positions such as **bureau chief, chief editor, web editor** etc. have the responsibility of ensuring reporting of unbiased and factual news in a timely manner. To fulfil their responsibility, in addition to basic education, they will require professional and communication skills training which will enable them access to information, official sources, locations etc. and also enable them to carry out research and referencing.

Professionals such as **cameraman, sound recording technician, media editor** etc. have the responsibility of ensuring that the technical aspects of the content are of a uniformly high quality. To fulfil this responsibility they will require the necessary technical and trade skills in addition to basic education and professional skills.

Professionals holding positions such as **programming head and director** have the responsibility to ensure that high quality content is produced and broadcast and high quality unbiased content is created respectively. Such professionals will require business management skills in addition to professional and technical skills.

Organisation

At the organisation level, professionals associated with management of creation of content such as

bureau chief, chief editor, web editor etc. have the responsibility to ensure the submission, acceptance and publishing of news articles is undertaken using established robust processes that in turn help manage quality, consistency, compliance and risk. In addition, they also need to ensure that the content matches the expectations of the customers, viewers, listeners, audience etc. To carry out these responsibilities, the professionals need to have skills such as basic editing, market research, marketing management, research for checking references, knowledge of supporting disciplines etc.

Professionals such as **programming head and scheduling head** need to ensure that the content matches the expectations of the customers and that appropriate content is broadcast per requirements/ preferences of target customer segments. These professionals will need skills such as marketing and market research, customer behaviour and preference analysis, scheduling, content specific training, etc.

Environment

Entities in the environment that need capacity to ensure that media professionals are able to operate professionally include but are not limited to **Industry/Trade Associations and Networking and media professionals' associations** that provide professional and commercial support platforms² and the **Educational Institutions** that offer training programmes for the media sector professionals³.

Strategic actions to develop and sustain Capacity

Developing the capacity for the professionals in the media sector engaged in content creation and associated skills at the individual and organisation level will require development of specific training courses and training collateral such as videos, handouts, presentation packs etc., creation of central databases of information, implementation of an accreditation system and educational courses.

To sustain the required capacity, training capability should be established in the private sector and training capacity in the public sector should be upgraded to support current and future requirements, platforms for collection and distribution of information should be created, a transparent and fair accreditation system should be institutionalised in addition to on the job training being rolled out.

2.2.2 Business Management

Business Management includes professionals, business processes and models and entities in the business environment covering business operations, finance, sales and marketing, logistics and other commercial aspects of the media organisation. This capacity is divided across individuals and the organisation.

Individual

Within Business Management of a media organisation, individuals within the **sales and marketing** functions will have the responsibility of selling advertisement space on the medium, understanding and analysing customer behaviour/preferences and of creating awareness about the publication/station and/ or the organisation as an effective advertising tool. These individuals will require professional, business management, sales and marketing skills in addition to basic education to successfully execute the above mentioned responsibilities.

Individuals within the **finance** function will typically have the responsibility of assessing financial viability of the media business as an enterprise, assessing the financial implications of specific initiatives rolled out from time to time and regular management of costs and financial requirements. These individuals will require professional (financial management) and business management skills and knowledge of operations of organisations such as rating agencies, banks, financial institutions among others to be effective in their functions.

Individuals within the **human resources** function will be required to ensure the best available talent is hired, nurtured and developed. To fulfil this responsibility these individuals will require professional

² Refer Section 2.2.3

³ Refer Section 2.2.3

(human resource management) and general management skills in addition to basic education.

Individuals in the **logistics/distribution** are tasked with increasing the reach of the organisation to maximize the number of customers and to ensure an optimal supply chain. They will also require skills to make the procurement function in the organisation more effective and efficient. These individuals will need to have professional (supply chain management) and business management skills in addition to basic education.

Individuals within the **information technology** function are typically responsible for helping the leadership take decisions on the choice of technology to deploy/invest in, ensure timely access to data for MIS, for supporting channel strategies and for identifying and implementing appropriate information and communications technology. They will require technical skills in information and communications technology in addition to basic education.

Organisation

At the organisation level the **finance** function is usually responsible for ensuring that every media organisation operates a set of processes that support the goal of maintaining financial viability. Financial viability requires actions at two broad levels – to conceptualise and establish the media organisation that is financially viable and then to ensure that processes such as maintenance of books of accounts, monitoring of cash flows etc., are carried out to sustain the organisation as a viable, going entity. To ensure viability, these individuals will need skills in developing, implementing and operating systems, processes and business models with the required checks and balances to manage risks appropriately.

The **sales and marketing** function within the organisation is usually responsible for sale of advertisement space and development of the organisation as a brand. It's function is to increase recognition of the organisation brand/name within the target customer base. To carry out these responsibilities, processes and models with the required checks and balances will be required to be developed, implemented and operated.

The **information technology** function of the organisation has the responsibility to develop and maintain IT and ICT infrastructure. Thus professionals in this function need capabilities to understand technology, help management make investment decisions to keep ICT at the required competitive level and be able to plan/procure and implement ICT hardware and software with appropriate sourcing and governance models in place.

The **distribution** function ensures interruption free access to media to maximize reach and to achieve a growing number of customers. The function should have the capability to grow the reach optimally and operate supporting systems and processes.

The main responsibility of the **human resources** function will be to develop and maintain a healthy and productive work environment which requires policies and rules to be established. A process will be required to be established to draft policies and rules for the organisation.

Strategic actions to sustain Capacity

At the individual level within business management, the capacity development will require specific training courses and training collateral for the skills needed to carry out their responsibilities. To sustain the capacity, establishment of training facilities and development of on-the-job training programmes will be required.

At the organisation level within business management, the capacity development will require building of robust processes and models for each function with the required checks and balances incorporated in

the processes to ensure efficient functioning of the organisation. To sustain the capacity developed, it will be required to institutionalise the processes.

2.2.3 Environment

The environment in the media sector will encompass industry, trade, media professionals and networking associations, Government Bodies, the Regulator(s), Educational and Financial institutions and ICT organisations.

Industry and trade associations facilitate collaboration between organisations to achieve standardisation, ensure content developed across different mediums is unbiased, develop platforms for supporting shared interests such as training, professional development etc. and facilitate resolution of conflicts. To carry out the responsibilities, definitions of shared interests will have to be developed and opportunities for coming together and interacting will have to be established.

Networking and media professionals' associations facilitate interactions between various individuals and organisations and support advocacy initiatives for media professionals' interests. Support for such organisations may be required at the early stage of their development.

Government Bodies include the ministry providing oversight to the Media Sector and other departments/institutions and bodies of the Rwanda government that enact legislation and develop/maintain policy that enables the media to operate. These bodies should have an on-going engagement with media professionals, organisations and entities in the Media Sector to understand current needs and development requirements and provide an enabling environment that will help the Media Sector develop.

Regulator(s) responsibilities typically include licensing, compliance, regulation of content and ownership of media organisations. Regulators should ensure that required licensing, compliance and other regulatory information is widely available to all interested parties. Further, regulators should, to the extent possible, operate transparent processes in discharging its regulatory obligations.

Educational institutions provide the basic and advanced training and skilling and sometimes the research required by the media sector. Constant interaction with the media sector will enable the educational sector to align their training and research activities with the needs of the media sector.

Financial institutions provide the financial resources required by the media sector to establish the infrastructure and to operate media organisations as viable entities. Initiatives such as proposed the Basket Fund for Media will be able to make financial resources available for required infrastructure creation and assist media organisations become viable.

Media professionals and organisations should periodically interact with **ICT organisations** to be aware of developments in ICT and their application in the Media Sector. This will help keeping the Media Sector to be in sync with latest technology and enable the Media Sector to help Rwanda's transition to a digital economy.

Strategic action for sustaining Capacity

The development of capacity amongst entities in the Media Sector in Rwanda will require constant interaction between professionals, media organisations and entities in the Media Sector to ensure needs and requirements are understood and resources directed in areas that are identified for support. This will result in the creation of a enabling environment that will help the sector develop professionally and benefit individuals and media organisations alike.

2.3 Gaps

In this section the gap between what is desired in terms of capacity in individuals, organisations and the environment and what exists on the ground have been identified. These are based on the pillars of action

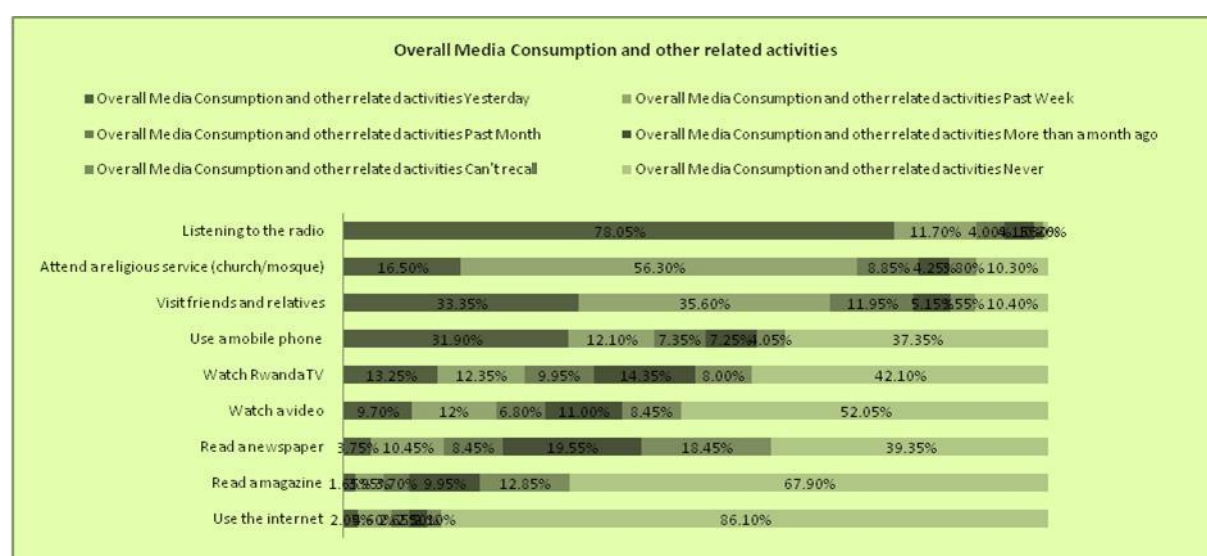
identified by the team that developed the case for establishing the Basket Fund and have been ratified by the focus group participants held on November 21, 2012.

Limited readership/viewership/listenership/audience

A significant challenge is the limited extent and maturity of readership (in case of print media), viewership (in case of television), and few active participants in the social media.

A survey⁴ undertaken in 2009 identifies Radio as the most popular media channel reaching 78% of the population and Kinyarwanda the most popular language. Significantly, 78% of the respondents also turned to Radio for listening to news programmes. The only TV channel reaches 12% of the population. The print media has low penetration with only 775,000 active readers (once a week) and another 460,000 occasional readers. Most of the readers are young, below 35 years of age. The internet has limited penetration to less than 2% of the population. The survey also found limitations in programming, consistency of print runs and in the distribution networks.

While the potential for increasing media penetration remains extremely high, the ‘media culture’ required to support a vibrant economy is missing.



Low level of professionalism and skills/competencies

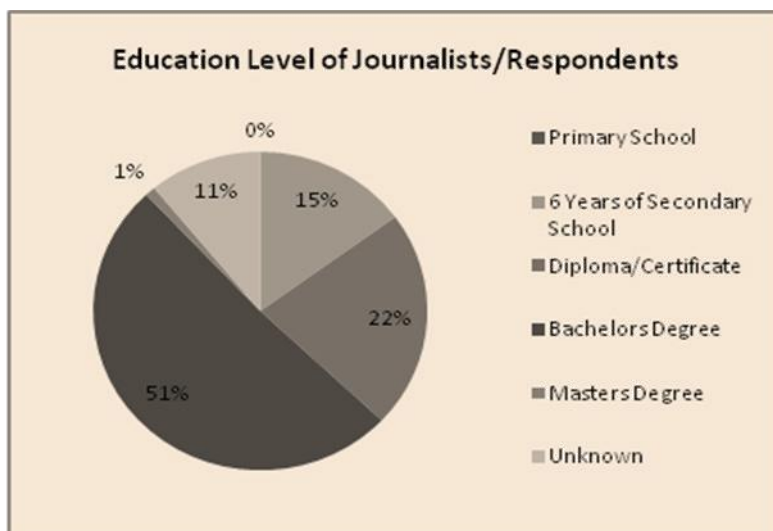
Given the limitations of a small media sector, media organizations have limited resources to offer attractive careers to the brightest and best students passing out of universities. Educational programs are available at the University and Degree levels. In addition, MHC supports the programs offered by institutions such as the GLMC.

In an assessment of the extent of professionalism in the media sector in Rwanda⁵ undertaken in 2011, it was found that faculty numbers in training institutions is inadequate and they have limited educational qualifications. Most of the faculty have not spent time in roles in any kind of media organisation. While these resources are supplemented by visiting faculty, the efficacy of the training programs remains limited. Further, it was found that only 50% of the media professionals have academic qualifications at the Graduate or Post Graduate level. The knowledge of the constitution and relevant laws was also found to be limited.

Limited training opportunities and the general unattractiveness of employment opportunities in the media sector are significant contributors to the limited professionalism in the media sector.

⁴ Rwanda All Media Survey (RAMS) 2009 Survey

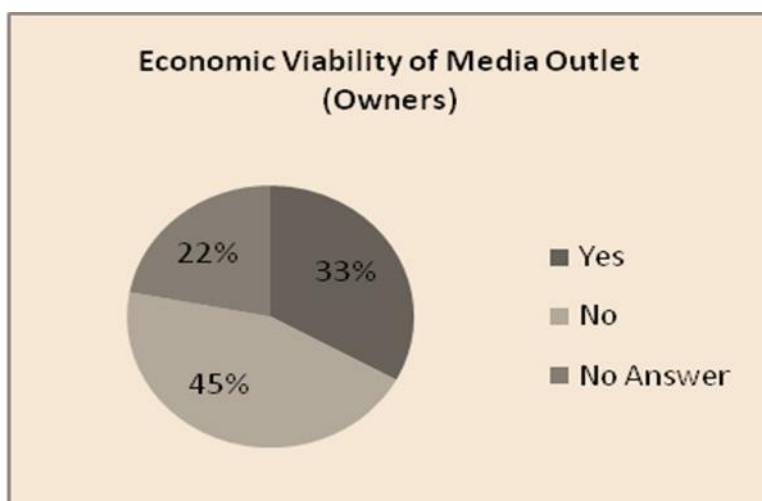
⁵ The state of media freedom, professionalism and development in Rwanda: an assessment



Limitations to sustainability and viability

In view of the small reach and limited commercial potential, most media organisations are not in a position to evolve to models that are viable or sustainable in the present circumstances. This discourages entrepreneurship and results in the absence of an environment that does not support media investment and development.

The assessment of the Media Sector⁶ undertaken in 2011 also indicates that less than 50% of the journalists/editors and media owners believe that their organisations are viable. The assessment found that ORINFOR is perceived to receive most of the advertising revenue – both government as well as private. Capacity utilisation remains sub-optimal with only 29% operating at optimal levels and 57% that do not.



Limited knowledge of media reach and its potential

There is limited knowledge of the nature and extent of reach of media across all sectors. Detailed information on the reader/listener/viewer to profile them or understand their preferences is not collected on a periodic basis. The last survey was undertaken in 2009. In the absence of current and accurate data, it is not possible to take informed decisions on the nature and extent of media reach.

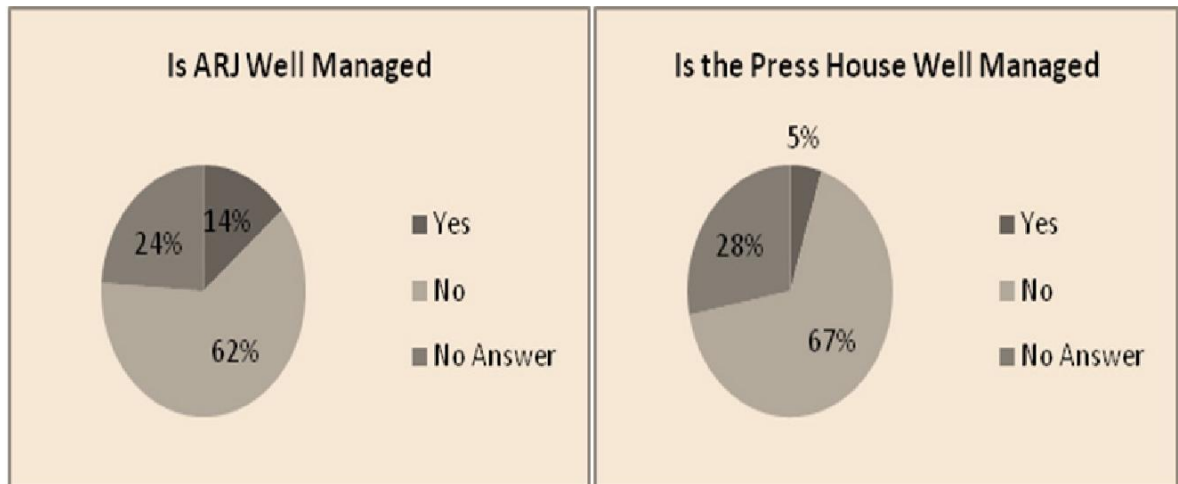
Underdeveloped professional/trade network infrastructure

The absence of a mature professional/trade network further restricts the development of the Media Sector. In the assessment⁷ undertaken in 2011 it was found that less than half of the media owners and managers did not think that the Association of Rwandan Journalists (ARJ) brought any benefits to its members. Further, most of the respondents (more than 60%) believe that the ARJ and the Press House

⁶ The state of media freedom, professionalism and development in Rwanda: an assessment

⁷ The state of media freedom, professionalism and development in Rwanda: an assessment

are not managed well.



3.0 Media Strategic Capacity Building in Rwanda – a five-year plan

3.1 Initiatives undertaken

A number of initiatives have been undertaken by MHC, UNESCO, UNFPA, Rwanda Development Board, Syfia Grand Lac, Panos Paris, USAID and ARFEM primarily to provide exposure and training to media professionals. The National University and the Great Lakes Media Centre have been actively involved in these initiatives and have engaged with media experts and trainers not only from Rwanda but also from neighbouring countries in the Great Lakes region like Uganda, Kenya etc. and elsewhere in the world. Details of these initiatives are provided in **Appendix J**.

These training initiatives have primarily been in the form of seminars and on the job/field programs and have covered a significant number of practising media professionals. While these initiatives have helped in developing the capabilities of media professionals, we find that media professionals who attended the workshop on 21 November 2012 identified the need to develop and roll-out short term courses to build on these initiatives. In addition, building on the pillars of action identified in the project for building the Basket Fund for Media, specific actions required to bridge the capability gap between what exists on ground and what is desired for a mature media sector have been identified.

3.2 Strategy for bridging gaps

The gaps in capacity identified were matched with the resources available to develop a strategy for bridging gaps. It was found that a number of initiatives for capacity building have been identified and significant level of commitment for developing the Media Sector made by all stakeholders. It was also found that resources and collateral may not be available to support an intensive capacity building plan in the short term. As a consequence the capacity building requirements of individuals, media organisations and entities in the Media Sector have been identified for implementation over a three-phased program over a period of five years. The plan is set out in the following sections in a tabular format.

3.3 Phased approach to implementation

In view of the significant gaps that exist in capacity across the Media Sector, it is suggested that the capacity building plan be implemented in three phases:

- **Phase I (Immediate)** – the overall goal in this phase is to work on initiatives that will help individuals, organisations and the environment achieve a ‘basic’ sustenance level over the first 12 months of the five-year period. This intense first phase will draw heavily on outside expertise and experience to quickly help the media sector acquire the required capability;
- **Phase II (Intermediate)** – the goal in this phase is to further develop the capabilities of the media professionals and reduce the involvement of ‘outsiders’ to specific involvement over the 2nd and 3rd years of period of the five-year plan. During this phase the Media Sector in Rwanda should be able to demonstrate a significant level capability in delivering high quality products and services;
- **Phase III (Final)** – The eventual goal is the emergence of an independent and professional media sector with most capabilities residing with media professionals and organisations in the country, which in turn operate in an open and free environment. An analysis on the state of media shall be conducted to showcase the expected and desired achievements over the 4th and 5th years of the five year plan.

This phased approach will help the creation of sustainable growth platforms by developing capacity in the sector that can eventually support the achievement of a vibrant, professional and independent media sector in Rwanda.

It is recommended that the MHC undertake a mid-term appraisal of the Media Capacity Building Plan at the end of 30 months to review the effectiveness of the programme and to identify any course corrections required.

3.3.1 Phase I (Strategy for the first 12 months)

Category	Goals	Desired Outcome	Strategies to develop & sustain capacity	Indicators	Timeframe/ 5yrs period
Individuals (Content Creation Capability)	Develop Training Requirements for all Content Creators media professionals' categories ¹ across 'Basic', 'Intermediate' and 'Advanced' levels	Documented training requirements for Content Creators media professionals across 'Basic', 'Intermediate' and 'Advanced' levels	Involve experts, Media Professionals and Educational Institutions to ensure that training requirements are comprehensively documented (Refer Appendix E)	Documented training requirements available	Within 3 months
	Develop Training Program, Collateral and Schedule including faculty, location details etc for all Content Creators media professionals' categories across 'Basic' and 'Intermediate' levels	Published Training calendar for 'Basic' and 'Intermediate' levels	Involve experts, Media Professionals, Educational Institutions to ensure that training calendar is implementable (Refer Appendix E)	Training calendar published, training collateral ² finalised, trainers identified and finalisation of facilities	6 months after training requirements are finalised
	Develop Training Programmes, Collateral and Schedule including faculty, location details etc for all Content Creators media professionals' categories for 'Advanced' levels	Published Training calendar for 'Advanced' levels			9 months after training requirements are finalised
	Develop awareness and sensitisation programme for Content Creators about Socially and Culturally sensitive issues	Documented "Sensitisation Awareness" programme	Involve experts, scholars, academicians and social/cultural organisations in development of programme (Refer Appendix E)	Implementable programme	6 months
	Roll-out programme to sensitise Content Creators about Socially and Culturally Sensitive issues	Increased sensitivity of Content Creators about Socially and Culturally sensitive issues	Involve right people to deliver programme (Refer Appendix E)	Socially and Culturally sensitive content creation	Continuing after 6 months

Category	Goals	Desired Outcome	Strategies to develop & sustain capacity	Indicators	Timeframe/ 5yrs period
Environment	Develop programme for inculcating media habits (reading, viewing and listening) in young Rwandans such as 'Media in Education', etc	Specific initiatives that will create media habits among young Rwandans	Involve experts, schools and youth organisations in developing such programmes (Refer Appendix D)	Sustainable programmes	6 months
	Identify Media Professionals, Media Organisations and Schools and other entities' roles and responsibilities in media related 'Social' programmes such as Media in Education ³			Increase in media readership/viewership and participation in social media	6 months
Individual (Business Management Capability)	Develop Training Requirements for all Business Managers media professionals' categories ⁴ across 'Basic', 'Intermediate' and 'Advanced' levels	Documented training requirements for Business Management media professionals across 'Basic', 'Intermediate' and 'Advanced' levels	Involve experts, Media Professionals and Educational Institutions to ensure that training requirements are comprehensively documented (Refer Appendix E)	Documented training requirements available	Within 3 months
	Develop Training Programmes, Collateral and Schedule including faculty, location details etc for all Business Management media professionals' categories across 'Basic' and 'Intermediate' levels	Published Training calendar for 'Basic' and 'Intermediate' levels	Involve experts, Media Professionals, Educational Institutions to ensure that training calendar is implementable (Refer Appendix E)	Training calendar published, training collateral ⁵ finalised, trainers identified and finalisation of facilities	6 months after training requirements are finalised
	Programmes, Collateral and Schedule including faculty, location details etc for all Business Management media professionals' categories for 'Advanced' levels	Published Training calendar for 'Advanced' levels			9 months after training requirements are finalised

Category	Goals	Desired Outcome	Strategies to develop & sustain capacity	Indicators	Timeframe/ 5yrs period
Media Organisation Managers and Owners	Make media organisation managers and owners aware of financial (sustainability / viability) support available	Knowledge of funding programs	Involve financial institutions offering financial resources (Refer Appendix F)	Draw down of financial assistance/funds	6 months
Environment	Communicate Media Capacity Building Plan to all stakeholders	Awareness of Media Capacity Building Plan among all stakeholders	Involve all stakeholders	Awareness and specific contributions to making plan more robust	3 months
	Develop program for financial assistance program for the Media Sector	Clearly defined schemes and committed funds for media sustainability/viability	Involve experts, Media Organisations, Financial Institutions and MHC experts (Refer Appendix F)	Defined schemes and committed funds supported by draw down of financial assistance/ funds	12 months
	Develop 'Faculty' development program for Trainers	Documented 'Faculty' training requirements	Involve experts, Educational Institutions and media Professionals (Refer Appendix E)	Documented training requirements available	3 months
	Develop 'Faculty' Training Programmes, Collateral and Schedule including faculty, location details etc for all training programs	Published 'Faculty' Training calendar for all training programmes	Involve experts, Media Professionals, Educational Institutions to ensure that training calendar is implementable (Refer Appendix E)	'Faculty' training calendar published, training collateral ⁶ finalised, trainers identified and finalisation of facilities	6 months
	Develop Media Incubation Centre Project Definition Document	Detailed requirements and schedule for operationalising Centre	Involve experts (Refer Appendix I)	Incubation Centre operational in 12 months	4 months
	Media Incubation Centre Infrastructure in place	Functional Media Incubation Centre offering training and commercial exploitation facilities	Involve experts, Media Organisations, Educational Institutions and MHC experts (Refer Appendix I)	Functional infrastructure available	12 months
	Undertake Media Research and Statistical Analysis initiatives	Improved availability of data on Media Sector in Rwanda	Involve experts initially (Refer Appendix H)	Published data on Rwanda Media Sector	6 months
	Roll-out ICT awareness Programme for Media Professionals and Organisations	Higher degree of awareness of ICT technology in use in Media	Engage ICT professionals and experts in programme (Refer Appendix E)	Deployment of new technology in the Media Sector	3 months to develop program and 9 months to roll-out
	Identify areas of support for Media Professionals' bodies	Functioning and effective bodies	Involve media professionals and find funding, if required (Refer Appendix I)	Active and functional Media organisations	6 months
	Monitor and evaluate effectiveness of Media Capacity Building Plan implementation	Effective implementation of Media Capacity Building Plan	Periodic monitoring and reporting to MHC Board	Achievement of specific objectives agreed	End of the year

3.3.2 Phase II (Strategy for the Second & Third Year)

Category	Goals	Desired Outcome	Strategies to develop & sustain capacity	Indicators	Timeframe/ 5yrs period
Individuals (all types)	Develop plan for 'Train-the-Trainer' program for all Content Creators media professionals' categories across 'Basic', 'Intermediate' and 'Advanced' levels	Documented training requirements for 'Train-the-Trainer' program for Content Creators media professionals across 'Basic', 'Intermediate' and 'Advanced' levels	Involve experts, Media Professionals and Educational Institutions to ensure that the 'Train-the-Trainer' training requirements are comprehensively documented (Refer Appendix E)	Documented training requirements available	3 months (13-15 months)
	Develop 'Train-the-Trainer' Training Programmes, Collateral and Schedule including faculty, location details etc for all Content Creators media professionals' categories across 'Basic' and 'Intermediate' levels	Published 'Train-the-Trainer' Training calendar for 'Basic' and 'Intermediate' level training for all Content Creators media professionals' categories across 'Basic' and 'Intermediate' levels	Involve experts, Media Professionals, Educational Institutions to ensure that the 'Train-the-Trainer' training calendar is implementable (Refer Appendix E)	Training calendar published, training collateral ⁹ finalised, trainers identified and finalisation of facilities	6 months (16-21 months)
	Develop plan for rendering training in other languages ⁸	Documented training requirements for rendering training in other languages	Involve experts, Educational Institutions and Media Professionals to ensure plan is implementable (Refer Appendix E)	Documented training requirements available	6 months (16-21 months)
	Develop 'Train-the-Trainer' Training Programmes, Collateral and Schedule including faculty, location details etc for all media professionals' categories for 'Advanced' levels	Published 'Train-the-Trainer' Training calendar for 'Basic' and 'Intermediate' level training for all Content Creators media professionals' categories for 'Advanced' levels	Involve experts, Media Professionals, Educational Institutions to ensure that the 'Train-the-Trainer' training calendar is implementable (Refer Appendix E)	Training calendar published, training collateral ⁹ finalised, trainers identified and finalisation of facilities	3 months (19-21 months)
Organisations	Develop 'exchange' programs for media professionals, managers and owners to interact with media professionals, managers and owners in the Region ¹⁰	Exchange of ideas and networking – preparing for regional leadership roles	Involve experts and MHC professionals	Nature and extent of relationships forged	12 months (25-36 months)

Category	Goals	Desired Outcome	Strategies to develop & sustain capacity	Indicators	Timeframe/ 5yrs period
Environment	Operationalise Media Incubation Centre – Phase I (establish facility, Operationalise basic labs and establish basic skills & competencies)	Basic Media Incubation Centre facilities operational and in use	Involve experts, Educational Institutions, Media Professionals, Managers and Owners for increasing use of facilities (Refer Appendix I)	Actual usage for training and for commercial purposes Occupancy of incubation space by professionals/ organisations	12 months (13-24 months)
	Operationalise Media Incubation Centre – Phase II (Operationalise full functionality including use of advanced equipment in the labs supporting advanced skill development)	All planned facilities at the Media Incubation Centre operational and in use	Involve experts, Educational Institutions, Media Professionals, Managers and Owners for increasing use of facilities (Refer Appendix I)	Actual usage for training and for commercial purposes Occupancy of incubation space by professionals/ organisations	12 months (25-36 months)
	Publish first set of Media Statistics and Analysis in the second year prepare for subsequent annual publishing calendar	Availability of Media Statistics and Analysis for decision making	Involve experts and publish data collection process (Refer Appendix H)	Reliable media statistics	12 months (13-24 months)
	Establish capability and processes for undertaking applied 'paid' research / analysis within MHC	Ability to undertake applied research/analysis on a commercial basis	Involve experts, train MHC researchers (Refer Appendix H)	Applied research enquiries received	3 months (19-21 months)
	Commence commercial research	Professional research undertaken locally	Train research personnel, implement auditable research methodology (Refer Appendix H)	Paid research undertaken	21 st month onward
	Operationalise Media related Social Programmes such as 'Media in Education'	Engage youth and young Rwandans to inculcate reading, viewing and participation habits	Involve experts, Media Professionals, Managers and Owners Find required funding (Refer Appendix D)	Involvement of young Rwandans in Media Increased readership, viewership and participation in Media	13 th month onwards
	Implement 'Media Enabled Community Centres programme'	Increase availability of media in the country Increased media output usage	Involve experts, Media Professionals, Managers and Owners & Community leaders Find required funding (Refer Appendix D)	Time spent by citizens in community centres consuming media output Increased readership, viewership and participation in Media	13 th month onwards
	Continuing Support to Media Professionals Association	Functional and effective professionals' association	Involve Media Professionals Find and apply funding	Activity of Media Associations	On-going
	Collect data on Media Performance & Analysis and publish results	Availability of reliable Media statistics	Train research team Develop auditable processes (Refer Appendix H)	Usage of Media statistics in decision making	Annually
	Monitor and evaluate effectiveness of Media Capacity Building Plan implementation	Effective implementation of Media Capacity Building Plan	Periodic monitoring and reporting to MHC Board	Achievement of objectives	End of the year

3.3.3 Phase III (Strategy for Fourth and Fifth year)

Category	Goals	Desired Outcome	Strategies to develop & sustain capacity	Indicators	Timeframe/ 5yrs period
Individuals (Content Creation Capability)	Review progress on effectiveness of capacity building initiatives rolled out in Phase I & II. Identify course correction required and make appropriate changes in implementation plan, if required	Determine effectiveness of media capacity building activities undertaken Identification of mid-term corrections, if required	Constitute appropriate review group to include all Media Sectors	Measurement of achievement of specific objectives	6 months (37-42 months)
	Implement changes identified during review	Improve effectiveness of capacity building activities	Involve experts	Improved effectiveness	43 rd month onward
Individual (Business Management Capability)	Review progress on effectiveness of capacity building initiatives rolled out in Phase I & II. Identify course correction required and make appropriate changes in implementation plan, if required	Determine effectiveness of media capacity building activities undertaken Identification of mid-term corrections, if required	Constitute appropriate review group to include all Media Sectors	Measurement of achievement of specific objectives	6 months (37-42 months)
	Implement changes identified during review	Improve effectiveness of capacity building activities	Involve experts	Improved effectiveness	43 rd month onward
Environment	Develop business case for upgrading Media Incubation Centre and obtain approvals	Upgradation of Media Incubation Centre facilities	Involve experts (Refer Appendix I)	Capacity utilisation Technological obsolescence	6 months (37-42 months)
	Upgrade Media Incubation Centre	Deployment of good practices/techniques and next generation ICT components	Involve experts (Refer Appendix I)	Leadership position in Region	43 rd month onward
	Prepare for media integration into the East Africa region	Co-operation within Media Sectors in the region	Involve regional specialists	Close co-operation between regional Media professionals, organisations	37 th month onward
	Monitor and evaluate effectiveness of Media Capacity Building Plan implementation	Effective implementation of Media Capacity Building Plan	Periodic monitoring and reporting to MHC Board	Achievement of objectives	End of the year

3.4 Actions for Bridging the Gaps

Gap 1: Limited readership / viewership/ listenership / audience

What	How	Programs	Actions	Remarks
Inculcate Media Habits	Expose young Rwandans to media to inculcate reading/ viewing habits and improve media literacy	Encourage exposure to media by incorporating media in education. Educate the young generation about the workings of the media industry along with the qualifications and sensitivities required to pursue a career in the industry. Ensure that content of interest to various groups is developed.	1. Improve access to media by making available newspapers, magazines etc. in school libraries and community centres 2. Develop content of interest to young Rwandans 3. Develop programs to encourage participation of young Rwandans as content creators and critics 4. Visits to media houses to understand the working of the media industry 5. Visits by industry professionals to colleges/ schools expose students on careers in the media industry	Refer Appendix D
Improve Media Literacy	Educate people about media and the workings of the media industry	Encourage involvement of people in the creation and critiquing of content by providing a platform for them to discuss thoughts and ideas on the content on the various mediums. Develop and roll-out feedback mechanisms.	1. Build Community Centres giving people access to media 2. Develop programs to acknowledge and reward feedback from the people on the content.	Refer Appendix D

Gap 2: Low Level of Professionalism and Skills / Competencies

Based on the workshop, the immediate need for capacity building identified is to increase the levels of professionalism and skills / competencies of the current workforce in the media sector.

What	How	Programs	Actions	Remarks
Improve Skills / Competencies	Training Programs	Develop and conduct short term certificate courses for Content Creation and Business Management aimed at the existing media industry workforce.	Validate and articulate training requirements a. Existing courses available 1. Identify courses for which collateral is readily available 2. Adapt collateral for Rwanda 3. Adapt collateral for different mediums viz. Print, radio, television, social 4. Roll-out (Publish Training Calendar) b. Courses required to be developed 1. Constitute Expert Group 2. Develop Collateral for CC and BM for different mediums viz. Print, radio, television, social 3. Hire / train trainers 4. Roll-out (Publish Training Calendar)	Refer Appendix E
Improve Professionalism	Workshops and seminars	Conduct workshops and seminars aimed at current media industry workforce to improve professionalism.	1. Identify areas where improvement is required 2. Invite speakers to conduct seminars and workshops to teach ethics, sociology, etc.	Refer Appendix E

Gap 3: Limitations to Sustainability and Viability

What	How	Programs	Actions	Remarks
Improve sustainability and viability	Provide support to media houses. Provide training to help media companies develop funding proposals.	Design a program for funding and develop sources for funding.	Develop a single window facility in MHC to receive funding proposals 1. Constitute a committee 2. Develop guidelines for creating a funding proposal 3. Receive and review funding proposals 4. Fund where all funding requirements are met	Refer Appendix F and Appendix G
		Encourage media organisations to seek funding.	Conduct seminars and workshops to explain to media organisations the availability of funding and options for funding media organisations/activities	

Gap 4: Limited knowledge of Media Reach and its Potential

What	How	Programs	Actions	Remarks
Increase knowledge of current media reach and its potential customer and geographic base	Develop programs to survey media reach.	Create a research cell within MHC to carry out regular surveys to gather data on reach of different media in different parts of Rwanda. This data can be then offered to media organisations for commercial use.	Develop research / survey cell within MHC 1. Develop scope for Rwanda All Media Survey (RAMS) 2013 2. Decide if survey to be conducted internally (by MHC) or with a partner 3. Based on decision develop process and/or identify partner 4. Review findings, collate & publish.	An internal document has been created by MHC to bridge this gap and to meet all the objectives expected of a research cell (Refer Appendix H)

Gap 5: Underdeveloped Professional / Trade network Infrastructure

What	How	Programs	Actions	Remarks
Improve infrastructure to facilitate higher level of interaction between the various stakeholders in the media industry	Develop spaces conducive to holding seminars/conferences/networking events for various professional and trade networks	Develop Media Centre with facilities to hold conferences, seminars, workshops etc. to enable people from different media organisations and responsibilities to meet and network.	Develop Media Centre 1. Define stakeholders for Media Centre (Government or PPP) 2. Develop detailed project plan 3. Identify suppliers 4. Prepare site for setting up media centre 5. Install and test equipment 6. Hire operators and train trainers 7. Operationalise	Refer Appendix I
	Identify areas of support for Media Professionals' bodies		Set up a small working group under MHC to study the support requirements of Media Professionals Associations	

4.0 Monitoring, Evaluation & Conclusion

Having identified the gaps in the Media Sector and applied the adopted capacity building framework to arrive at a strategic plan for implementation and for sustaining capacity it is imperative that the Media High Council incorporate the monitoring and evaluation criteria given in the table below in its continuing monitoring and evaluation of the development of the Media Sector in Rwanda.

During the interaction with regional editors and media experts at a working dinner on the occasion of the 4th Annual National Dialogue on Media Development, it was recognized that investment in media is essential for democratic development and good governance. At the same time the significance of the commercial imperatives, which are central to the media sector's sustainability and viability, have been recognized and appreciated. It was also felt that capacity building in the media sector is vital for the purpose of attaining these objectives, which in turn call for new and innovative mechanisms.

In the final analysis, it is the freedom of the press and the creation of an effective media self regulation system to foster its viability and sustenance that will matter most. Cooperation and inter-dependence among Africa's media practitioners, the need for developing a common news basket and creation of an independent news network towards this end are also necessary for capacity building of the media sector. In the same vein, it is recommended that the following initiatives be undertaken for capacity building of the media sector as projects in the actions planning by the MHC:

- Establish and Implement 'learning by doing' programs and online training, facilitated by a pool of mentors and coaches to raise quality service and help develop higher standards of ethics.
- Take full advantage of ICT tools in reducing international imbalances affecting the Media, particularly as regards infrastructure, technical resources and the development of human skills.
- Facilitate the fostering of Gender Promotion within Media Organizations, Journalists Associations, Media Self regulatory body, and other Media Professional Entities.
- Facilitate the establishment of partnerships and networks between media professionals in Rwanda and those in the region and developed countries to enhance skills development.
- Establish and Implement viable mechanisms to facilitate the flow of local informational, educational and entertainment content through the media, particularly in rural areas.
- Promote actions to uphold positive Gender portrayal in media content and Gender balance in Education and Training.
- Enhance skills development in communication for Development Journalism, Investigative Journalism, Business/Economics and Financial Journalism.
- Establish processes for achievement of social security for Journalists/media practitioners as well as remuneration that is proportional to their social role and guarantee of their economic independence.
- Empower media practitioners/journalists to promote universal human values of peace, tolerance, democracy, human rights, social progress and national cohesion of each citizen.
- Establish and Implement a resource mobilization strategy to gather resources to support capacity building projects for the Media Sector.
- Initiate a Rwanda Journalism Fellowship Program to promote reporting and communication on Rwanda by National and Regional Media actors.
- Facilitate the creation of Cooperatives for small and growing media organisations.
- Support small and young consolidated media organisations with subsidies to sustain their growth

and enhance responsible journalism.

- Establish a grant making mechanism through which journalists and media institutions are funded to conduct Public/Social Interest Journalism.
- Initiate Industry / market research projects and surveys informing the performance of Media
- Establish and Implement a media incubation centre to impart training in multiple disciplines
- Provide access to scholarships to media practitioners to upgrade their knowledge and skills to improve performance and trainings in other countries
- Implement and upscale the industrial attachment practice for students of journalisms and mass communication, and facilitate the exposure of practicing journalists to strong and effective media organs in the region and beyond
- Implement strategies to develop a cadre of Local Consultants in the Media to limit dependency on foreign consultants, and create their updated data bank
- Develop and implement certifiable on-the job trainings for media practitioners

It is recommended that the Unit in charge should be encouraged to use monitoring best practices including the use of appropriate tools and techniques such as program and project management methods and software to monitor and report progress.

Most of the capacity building required falls into two categories – training and creation of appropriate infrastructure.

A suggested Implementation Plan is given in **Appendix L**.

An updated progress report should be posted on the Media Capacity Plan Implementation micro-site that could be hosted by the MHC.

Evaluation and Monitoring criteria

Level	Whose Capacity?	Capacity to do what?	Desired Outcome	Interventions	Monitoring / Evaluation Criteria	Time Frame
Individual	☐ Content Creators	☐ Effective reportage of factual, accurate and timely news/events/ feature, etc	☐ Quality reportage that is found to be of interest by readers/ viewers/ listeners	☐ Formal training ☐ On-the-job training	☐ Increase in readership/ viewership/ listenership	☐ Measured semi-annually ☐ Qualitative changes to be evaluated using appropriate techniques such as Nominal Group Technique or Focus Group discussions
	☐ Editorial Staff	☐ Ensure timely, unbiased and factual reportage				
	☐ Technical Staff	☐ Consistently produce high quality output	☐ Quality reportage that is found to be of interest by readers/ viewers/ listeners			
	☐ Content Directors/ Editorial/ Programming Professionals	☐ Know readers/ listeners and/or viewers preferences				
	☐ All content creators	☐ Know and present content considering Cultural and Social sensitive issues	☐ Content that is presented considering Cultural/Social sensitivities		☐ Undesirable content reporting events	☐ Continuing
Organisation	☐ Individuals in Sales / Marketing/Finance / Human Resources /Distribution/ Operations functions	☐ Discharge functional responsibilities professionally and contribute to growth and development of media organisation	☐ Professional, commercially viable organisation with high degree of customer satisfaction and high employee morale	☐ Formal training ☐ On-the-job training	☐ Increase in readership/ viewership/ listenership ☐ Improved commercial viability ☐ High employee morale	☐ Measured annually
	☐ Business Processes and Models	☐ Increased Professionalism in management of media organisations	☐ More professionally managed media organisations	☐ Formal training ☐ Development and sharing of business models and best practices	☐ Improved commercial viability	☐ Measured annually

Level	Whose Capacity?	Capacity to do what?	Desired Outcome	Interventions	Monitoring / Evaluation Criteria	Time Frame
Environment	□ Industry/Trade Associations	□ Develop standards	□ Quality, ethical and professional standards	□ Externally assisted development of standards □ Training	□ Improvement in standards	□ Measured annually □ Qualitative changes to be evaluated using appropriate techniques such as Nominal Group Technique or Focus Group discussions
		□ Create platform for shared interests, collateral databases & advocacy, conflict resolution & networking	□ Participative platform of media professionals	□ Externally assisted development of charter and organisational construct for strengthening/ establishes Media Professionals Association	□ Increased participation of media professionals in Associations' activities	
	□ Content Monitoring	□ Monitor undesired content being published or broadcast	□ Minimisation of reportage of undesired content	□ Constant monitoring	□ Defined 'undesirable' content and monitoring against these standards	□ Continuing

APPENDICES

Appendix A

List of documents referred

1. Rwanda Media Policy
2. MHC Concept Paper
3. Organisational Plan for Media Development Forums in Rwanda 2011
4. Manual for Short Courses for Media Practitioners in Rwanda 2011
5. Internal Paper on Work Plan for Professionalising the Media
6. Draft Law Determining the Mission, Organisation and Functioning of the Media High Council, Rwanda 2012
7. Media Development Index for Rwanda: Research Tools
8. Report on Basket Fund for Media Support 2012
9. Broadcasting Policy of Rwanda 2011
10. The State of Media Freedom, Professionalism and Development in Rwanda: An Assessment 2011
11. Insights from Draft Report on Rwanda All Media Survey 2009
12. Report on Media Development Indicators: A framework for assessing media development 2008
13. RTV Content Categories: A Programming Assessment

Appendix B

Selected List of Media Local Experts and Stakeholders to facilitate in a consultative workshop on Media Sector Capacity Building Plan development:

Name	Print Media Organ
Munyaneza Charles	New times
Uwitonze Capton	Gasabo
Frank Ndamage	Imvaho Nshya
Fidele Gakire	Ishema
Tuyisenge Leonard	Izuba Rirashe
Rugambwa Gerard	La Nouvelle Releve
Rubens Mukunzi	Oasis Gazette
Niyonambaza Assoumani	Rugali
Shema Katende Ruyombya	Rwanda Dispatch
Shyaka Kanuma	Rwanda Focus
Bosco Hitimana	The Independent
Josh Donah	Ijwi Newspaper
Teodore Ntarindwa	Umwezi
Names	Broadcasting Media Organ (Radio & TV)
Mutagomwa Geoffrey	KFM
Claude Rwiyeruka	Radio 10
Teo Barasa	Radio Flash
Mutesa Jean Marie Vianney	Contact Radio
Bahati Prince	Voice of Hope
	City Radio
Faith Mbabazi	Radio Rwanda
Kalisa Steven	ORINFOR Community Radios
Bihibindi Nuhu	Voice of Africa
Gregory Scoff	Amazing Grace Radio
Augustin Habimana	Radio Inteko
Martin Sambazi	TVR
Name	Internet Media Organs
Murindabigwi Meilleure	www.igihe.com
Robert Mugabe	www.greatlakesvoice.com
Leon Nzabandora	www.kigalitoday.com
Samba Cyuzuzo	www.umuseke.com
	www.rnanews.com
Names	Social Media Experts
	Trainer
	Trainer
Name	Selected Journalists
Bahati Innocent	Journalist
Bukuru Ntwali	idem
Peace Hillary Tumwesigire	idem
Etienne Gatanazi	idem
Namata Berna	idem
Batamuriza Kamwesiga Haba	idem
Names	Media Organs Owners
Dr. Cristopher Kayumba	Print
Katurama Kelvin	Broadcasting

Name	Print Media Organ
Kamanzi Louis	Broadcasting
Names	Regulators
Director Postal and Media Affairs	RURA
Ramba Mark	Media Self Regulation (in Process)
Name	Content Production
Diana Munuku	Wordcore Communications Ltd
Telecoms, IT Services & Infrastructure Sharing	MTN
	TIGO
	AIRTEL
	ALTEL
	ORINFOR
Stakeholders, Academia & Media Buyers	Ericsson
	MINALOC
	RGB
	FORUM FOR POLITICAL PARTIES
	Search For Common Ground
	GLMC
	Mount Kenya University
	Internews
	Syfia Grand Lacs
	ULK
	AMUR
	CEPL

Appendix C

Detailed Category Classification

Content Creation

The Individuals, Organisations and other stakeholders in the Environment involved in creating media content are further classified into functional categories by job content. These are:

- Individuals
 - Journalist/Reporter/Correspondent/News Anchor/Radio Commentator;
 - Bureau Chief/Chief Editor/Web Editor
 - Cameraman/Sound Recording Technician
 - Media Editor
 - Programming Head
 - Directors
- Organisation
 - Bureau Chief/Chief Editor/Web Editor
 - Programming Head/Scheduling Head
- Entities in the Environment
 - Industry/Trade Associations
 - Educational Institutions

Business Management of Media

- Individuals (in functions)
 - Sales
 - Marketing
 - Finance
 - Human Resource
 - Distribution/Supply Chain
 - Information & Communication Technology
- Organisation (Business Function in the Organisation)
 - Sales / Marketing
 - Finance
 - Human Resource
 - Distribution/Supply Chain
 - Information & Communication Technology
- Entities in the Environment
 - Government Bodies
 - Regulator(s)
 - Trade Associations

Environment

- Industry/Trade bodies
- Media Professional's Organisations/Networking Platforms
- Government Bodies
- Regulator(s)
- Educational Institutions
- Financial Institutions

Information & Communications Technology associations

Inculcating Media Habits

Inculcating media habits in the general population of Rwanda is a long term exercise which will enable the media sector to grow as the readership, viewership, audiences etc. grows and the demand for newspapers, magazines, television programs etc. increases. To develop habits of regular media consumption, following are a few suggestions which will enable an increase in the number of media consumers in the short and long run.

1. Media in Education

Consumption of media as a part of education should be encouraged by developing content aimed at the consumers in educational institutions such as schools, colleges, universities etc. and by increasing their participation in creation of the content. A few ways to introduce media in education are as follows:

- Periodic newspapers with content which would be of interest to students
- Encouraging students to submit articles for the periodical for students
- Visits to different media houses to interact with the professionals and understand how the industry functions

2. Community Centres

Steps should be taken to develop community centres as a media dissemination source. Facilities like newspapers, magazines, television, radio etc. should be available with comfortable reading, viewing and listening spaces where people can gather and indulge in reading and discuss various topics which will encourage media consumption at a community level.

3. Media Literacy

Media literacy is the ability of people to analyse, understand, comment and make informed decisions as users of media and information as well as to become skilful creators. To promote media literacy, the various mediums should encourage the consumers to provide feedback on the content and to also comment and provide views which should be publicly acknowledged. Encouraging the involvement of the consumers will enable the content to be well suited to their preferences and also encourage consumption of media.

Appendix E

Training

The MHC and other stakeholders have been conducting several capacity building initiatives, seminars, short term courses/trainings and workshops on an ongoing basis, but regardless of propagation of all these initiatives there was no strategic approach to **training needs** of different categories among media practitioners.

Similarly, the Rwandan Media Sector is characterized by a prevalent vicious cycle of lack of experts/trainers in the media sector. This challenge brings about high level reliance on external and international manpower which is not sustainable and unreliable. Given our duty to develop capacity of the media sector, we intend to increase the competence of the local experts and also build a cadre of specialized trainers and experts to support the industry's limited Human resource development. Thus, the Media High Council is looking forward to initiating a "Train the Trainer" program which we believe will offer sustainable solutions.

The immediate need is to develop part-time courses based on assessed needs for media practitioners currently in the sector. Constraints of time and financial resources available to effectively benefit from these courses should be recognized and the offering made in a manner that supports extensive participation from such employees of the media organizations. Such training can be best delivered using computer based training content with optimized personal contact between faculty delivering the training and attendees. The contact program can be optimized by providing multiple location options.

General Objective

Develop professional and skilled local media human resource for the growth and development of the media industry, including local trainers and experts in all categories of the media ecosystem.

Specific Objectives

- Developing Training Requirements Documents for media use, specific for each category of the media ecosystem, including train the trainers program
- Adminstrating harmonized and effectively coordinated trainings and other capacity building initiatives in a period of 5 years.
- Up scaling skilled local media man power to prepare them for various media consultancy services.
- Developing a databank of skilled local media trainers and experts

Key Activities to be conducted

Core Activities (C.A) to be conducted

Step One

- Assessment of the current Rwanda Media Sector in order to inform on the training requirements for media categories at basic, intermediate and advanced levels, as well as the Train the Trainer requirements
- Development of the training content/curriculum and their training methodologies (on job, online, seminar based, etc) and calendar to implement the trainings effectively

Budget

Action of C.A above	Breakdown	Period	Cost (USD)
undertake an assessment study to inform training gaps and requirements across all categories as identified by the 5 YR CBSP including the Train the Trainer gaps and requirements	☐ Engage specialized expert(s) to develop guiding documents and ToRs to recruit persons to assess and develop training needs for all categories and their levels of trainings	Year 1	50,000
	☐ Facilitate a focused retreat(s) of recruited pool of persons under the guidance hired expert(s) to develop training requirements for all sub categories of each category as spelled out in the 5 YR CBSP	Year 1	90,000
	☐ Facilitate the validation of expert(s) report of the documented training needs for all levels of training and for all categories and their sub categories	Year 1	5,000
Develop the training content, curriculum and calendar, etc relevant to the validated training requirements	☐ Engage specialized experts in curriculum and training content development/ production to be delivered in formats of on job, on line , seminar based, etc formats at basis, intermediate and advanced levels of training implementation	Year 1	90,000
	☐ Upgrading existing infrastructure to permit the implementation, eg. online trainings platforms facilities	Year 2	35,000
Total Cost			270,000 USD

Step Two

- Deliver trainings to beneficiaries according to the designed frameworks
- Evaluation of the capacity building initiatives (refresher courses, on job trainings, Web based trainings, and Seminar based trainings)

Level	Course	Number of Courses in Given Year				
		Year 1	Year 2	Year 3	Year 4	Year 5
Basic	Content Creation	2	3	5	6	6
	Sustainability Management Skills	1	2	3	4	6
	Train the trainer program	1	2	3	3	2
Intermediate	Content Creation	1	3	3	3	4
	Management skills upgraded	1	1	2	3	4
	Train the Trainer program	1	1	1	1	1

Level	Course	Number of Courses in Given Year				
		Year 1	Year 2	Year 3	Year 4	Year 5
Advanced	Content Creation	0	1	2	3	3
	Advanced Management skills	0	1	2	2	3
	Train the Trainer Program	1	1	1	1	1
Costs (USD)	Includes Trainer compensation (local and foreign), incentives for trainees or incentives for media professionals for their mentoring services, etc	125,000	150,000	150,000	175,000	200,000
Total		800,000 USD				

NB. The costs highlighted are annual and they include total expenditures in delivering the trainings according to their nature (on job, online, seminar based, etc)

Step Three

- Conduct an evaluation study to gradually examine the achievement of the half implementation project and also the impact after the end of project exercise.

Budget

Action of C.A above	Breakdown	Period	Cost
Conduct an evaluation study to gradually examine the achievement of the half implementation project and also the impact after the end of project exercise.	☐ Engage consultancy services to conduct a participatory evaluation study at the middle of the project implementation to determine the relevance and fulfillment of objectives, developmental efficiency, effectiveness (intended & actual) based on the Project Design Matrix (PDM).	Year 3	100,000 USD
	☐ Involve media stakeholders, beneficiaries, implementers, government institutions, individuals and other groups that have an interest in this project.		
	☐ Engage consultancy services to conduct a participatory evaluation study after the end of the project implementation to determine the relevance and fulfillment of objectives, developmental efficiency, effectiveness (intended & actual), impact and sustainability based on the Project Design Matrix (PDM).	Year 7	150,000 USD
	☐ Involve media stakeholders, beneficiaries, implementers, government institutions, individuals and other groups that have an interest in this project.		
Total Cost			250,000 USD

Expected Results

Once the objectives stated above are met, the MHC expects to see a media that is characterized by:

- High compliance of the Rwandan media to international media ethical standards and Improved role of the

media in serving as a democratic discourse and promoting good governance

- A systematic approach of empowering the media in Rwanda to serve its public mandate

Strengthening of academic programs

The MHC should work closely with institutions and universities offering courses that are aimed at preparing students for a career in the Media Sector to periodically review the effectiveness of available curriculum *vis-à-vis* industry needs. This will facilitate the development of curricula and support the institutions and universities in delivering the courses optimally. It is expected that the National University and the Great lakes Media Centre will utilise the opportunity and develop their own proposals for upgrading its infrastructure and capabilities to support the Media Capacity Building initiative. The up gradation of the National University and the Great Lakes Media Centre could be achieved partly by funding the training programmes, training collateral and course fees and partly by seeking specific funds for such upgradation.

Development of part-time courses

 STAFF TRAINING INSTITUTE (TECHNICAL) DELHI, ALL INDIA RADIO & DOORDARSHAN, 						
COURSE SCHEDULE FOR THE YEAR-2012						
S. No	COURSE	Session No.	CADRE	AIR/DD	Date & Month	COURSE CO-ORDINATOR
1	Computer Awareness (North Zone)	123051A 123051B	Erstwhile Group 'D' Staff	AIR/DD	09-13 JAN. 17-21 SEP.	Rajesh Chandra New Faculty (ADE)
2	Specialized Course on Uplink stations (NZ & WZ)	123087	ADE/AE/SEA/EA	AIR	09-11 JAN.	Deepak Joshi
3	FM Radio Transmitter	123083	Lecturers/HOD from Various Polytechnics	TED, UP Govt.	30 JAN- 03FEB	K. Murugan
4	Digital Production & Post Production in Radio Digital Audio Consoles (D-75), Digital Phone-in Console (COMRAX/ TELLOS /SONIFEX) & Handheld Recorder (TASCAM)	123064	AE/SEA/EA	AIR	06-10 FEB.	V.S. Nagar
5	Video Measurements (DD)	123052A 123052B	AE/SEA/EA/ Sr Tech/ Tech	DD	06-10 FEB. 14-18 MAY	N.N. Maurya New faculty (DDE)
6	SMPS-AVR-UPS	123071A 123071B	AE/SEA/EA EA/Sr. Tech/Tech	AIR/DD	13-15 FEB. 08-10 OCT.	P.J. Soman New Faculty (ADE)
7	Inventory ,Disposal of Stores & Purchase Management	123059	DE/DDE/ADE/AE	AIR/DD	27 FEB – 02 MAR	Amod Kumar
8	Air Conditioning Systems Maintenance	123062	EA/Sr. Tech./ Tech.	AIR/DD	27 FEB – 02 MAR	Rakesh Sharma
9	Digital Audio Production and Editing	123061	Pex /Trex/ Annrc.	AIR	27 FEB – 02 MAR	V.S. Nagar
10	Computer Hardware Maintenance (NZ & WZ)	123063	EA/Sr Tech/Tech	AIR/DD	12-23 MAR.	Rajesh Chandra

Apart from the training courses, seminars and workshops can be organised by inviting speakers from different parts of the continent and the world to enable people to learn and interact with the speakers so as to enhance learning and also to be exposed to new technologies and styles of working in the media sector in other parts of the world. The training program will identify the topics.

Development of awareness and sensitisation programmes for content creators about socially and culturally sensitive issues will ensure the creation of content suitable for all viewers and will not offend any individual or groups thus proving beneficial in establishing an unbiased media culture based on facts and entertainment. The program is expected to address the need of sensitising media professionals about socially and culturally sensitive issues. One can envisage running a series of seminars every second month in MHC seminar room. Rwandan/East Africans/Other nationals who are considered as experts in racial, gender, cultural areas should be identified for delivering these seminars. The program would require local expertise to develop training content and collateral.

An early attempt should be made to engage with and incentivize the media organisations to recognize

and reward successful completion of training.

Establishment and use of the media lab/studio and other shared services facilities and ICT Awareness

The technical training requirements should be delivered through any shared service facility created in Rwanda. The facilities such as the digital studio, technology/ communication labs and other facilities created should be used for imparting training to media professionals. This awareness can best be achieved by asking ICT companies operating in Rwanda to hold a seminar every two months to present ideas and examples of how ICT technologies have been and are being deployed in Rwanda/East Africa/Rest of the World.

Sponsorships, bursaries, etc

A number of countries offer sponsorships and bursaries for students and media professionals to undergo training in their respective countries. The MHC could identify all such opportunities and offer these to deserving candidates.

Collaboration with other countries and institutions outside Rwanda

Opportunities to collaborate with countries with strong media training infrastructure/ facilities should be actively pursued. This could include initiatives such as exchanges/seminars/symposiums of media professionals, visits by foreign faculty etc to institutions in Rwanda, etc. Identify countries/institutions that can be considered as 'mature' in the respective areas and establish and exchange program. MHC may have to finance the logistics if the media associations cannot do so.

Financial support

It is envisaged that some of the training requirements will need financial support. MHC will have to identify the funding requirements and support to ensure that they are successful. This is based on funding requests received by MHC. Each application for funding support will have to be evaluated individually on merits for financial viability/strategic importance.

Appendix F

Proposals for financial support for developing the Media Sector in Rwanda

There are a number of options for extending financial support for developing the Media Sector in Rwanda. These include:

1. *Direct funding*

The Government, its agencies (including entities created for financing entities, organisations, bodies and economic and other activity) or third party organisations (including multilateral and other international organisations) working in co-ordination with the government may extend direct support to Media entities and organisation by way of grants, loans, equity participation, guarantees, etc. This type of funding requires co-ordination with other ministries and departments of the Government of Rwanda.

2. *Creation/Incubation of shared facilities*

The MHC could co-ordinate the establishment of a Media Shared Services Incubation centre. Such a centre could house a working digital lab for production of audio-visual content and could double up as a training facility. The incubation centre could become the nodal centre for housing a number of professionals and organisations who provide services to the Media Sector such as designers, graphic artists, etc.

3. *Leveraging publicity expenditure (appendix G)*

The Government's publicity initiatives (and funds supporting such activity) could be aligned to the development of the Media Sector. Those media organisation across all sectors (print, audio-visual, radio etc could be recipients of such funds as part of a sustainability/viability funding initiative.

4. *Fiscal incentives*

The Government could consider fiscal and other incentives such as tax breaks/ holidays, reduced tax rates and other fiscal incentives for import of equipment and raw material used by the Media sector.

Typically commercial organisations are aware of funding options available to them. If the MHC, through its basket fund has any specific funding programs then this information can be made available to media organisations.

Appendix G

Leveraging Publicity Expenditure

Background

Most governments (including their ministries, departments and institutions) spend significant amounts in supporting their publicity programs to ensure that key messages are effectively communicated to their citizens. This spending is usually on advertisements in the press, radio and TV and on other publicity initiatives like commissioning of publicity films, etc.

It is estimated that this expenditure can run into tens to hundreds of millions of Dollars even for smaller countries.

Objectives

The objective of this initiative is to ensure that the Government of Rwanda obtains the maximum value from its publicity spend.

The maximization of value from this expenditure can be achieved by establishing a mechanism within the Media High Council that will act as the nodal agency for appointing advertising agencies and handling media buying for the Rwandan Government (including ministries, departments and institutions).

Expected Benefits

It is envisaged that this department will help deliver cost effective communication solutions and activities and bring together insight and learning from across public services. At the same time, as the nodal agency managing public funds expenditure on advertisements, it will set standards, offer guidance, and share knowledge and expertise.

It is envisaged that a part of the 'savings achieved' can be retained by the MHC and channelized into the development of the Media Sector in Rwanda by supporting the funding requirements in the following areas:

- Support viability/sustainability initiatives for Media Organizations and Media Sector activities;
- 'Channelize' financial resources to achieve desired growth in different areas/sectors/verticals;
- Design and implement training/skilling programs for Media professionals;
- Design and implement social programs for inculcating media usage habits and increasing media literacy;
- Strengthen media self regulatory institutions and other processes to create and sustain an enabling environment for the development of a professional media sector;
- Support the development of a strong, effective and vibrant media professional associations/network;
- Minimize the 'demand' for 'additional financial resources' from Government for developing the Media Sector, and;

Risks

No significant risks can be identified as this initiative is based on a fundamentally strong principle of 'economies of scale'. The only input required is to develop the skills/competencies and capability to:

- Appoint advertising agencies;
- Function as an effective and efficient media buyer for the Government;
- Act as a commissioning agent for development of publicity collateral such as publicity films, etc.
- The acquisition of the required skills/competencies and the capability is a one time exercise and can be achieved by involving the right experts.

Appendix H

Media Performance Analysis Initiative

Background

Following the liberalization of the media sector in Rwanda by the establishment of Law N° 18/2002, there was unprecedented mushrooming of media outlets - both print and broadcast. The Media High Council continues to witness considerable growth in the number of media outlets, with different editorial guidelines and policies. This portends a national effort in encouraging a diversified media sector and freedom of expression and of the press as guaranteed by the Constitution of the Republic of Rwanda. But liberalizing media and encouraging the growth of media houses in numbers without improving and developing their professionalism would be “*uburo bwinshi butagira umusururu*”, a Kinyarwanda saying that literally means that “abundant sorghum does not necessarily brew beer”.

In the context of the Media High Council, various monitoring reports have shown significant improvement in Rwandan media content production despite prevailing weaknesses that need to be addressed such as:

- Failure to focus on the country’s most pressing development issues,
- Lack-lustre competition,
- Content that hardly focuses on consumer needs and categories,
- Ignoring professional journalistic standards,
- Media reportage is often left to individual journalists’ initiative rather than editorial planning.

It’s against this back ground that the Media High Council should initiate media analysis as a research oriented initiative that will inspire and ensure that the media operates with the interests of the public being at its forefront.

Context

The revised media policy of June 30th 2011 has brought about reforms in the Media sector. The Media High Council, according to the policy, will focus its mandate entirely on Capacity Building for the media sector in general. However, the law amending the MHC mission and mandate is yet to be adopted and published in the official gazette. In this case the MHC ought to undertake this new mandate using the existing media monitoring tools and market research initiatives to enhance and improve media performance in Rwanda.

Since its establishment, the Media High Council monitoring reports were mostly based on content analysis (reports on elections, genocide commemoration, state of media reports, daily monitoring reports...) and media practitioners’ views. ***For purposes of improvement, assessing and ranking the quality of service provided by Media through consumers’ perception is necessary.*** The media performance analysis and market research initiatives will enable MHC to radically transform the media from within and without by stimulating competition and competitiveness within the media industry. There will be need to frequently evaluate the state of the Rwandan media for a better capacity building actions planning. The already existing monitoring unit, whose *raison d’être* was regulation, will shift gears to undertake media analysis for capacity building purposes.

Therefore, the Media High Council shall aim at developing and transforming the quality and standards of Rwanda’s media industry, which is currently characterised by a serious lack of professionalism and drive to meet its obligation to educate, entertain and inform the public. This has been exacerbated by the almost non-existent market data on Rwanda’s media which has led the industry to run on auto-pilot, with public, government and private sector stakeholders having to make do with whatever content the media opts to serve the public. With the help of the proposals made herein, MHC will put in place **market information research mechanisms** that are expected to align the media with the needs of the public, government, private sector and other stakeholders by giving these stakeholders rankings of how well media companies meet their stakeholders’ needs. The research data will enable MHC to qualitatively transform the media from within and without by first catalyzing competition and competitiveness within the media organizations and secondly identifying gaps for capacity building interventions to enable the

media meet its obligations of informing, educating and entertaining the public.

Expected Outcomes

Unless spurred by competition, the media in Rwanda will remain in a comfort zone of mediocrity. To avoid the inevitable spiraling of quality, surveys will be carried out annually to rank media according to;

- A) How well they are addressing audience needs based on demographic strongholds.
- B) How well they are informing, educating and entertaining the public to ensure quality of service in the media industry.
- C) How objective, fair, accurate and balanced their content and coverage is.

The rankings will be based on parameters of development agenda, entertainment content and attentiveness to public demands as benchmarked by the MHC.

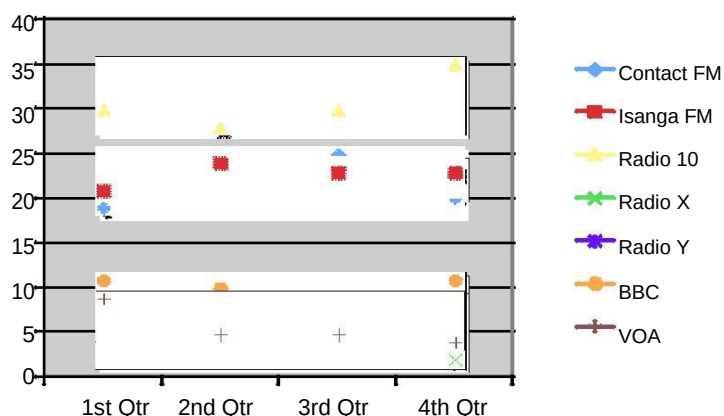
The media performance analysis cannot stand without audience surveys. On an annual rotation, a panel of stakeholder representatives will rank media houses according to;

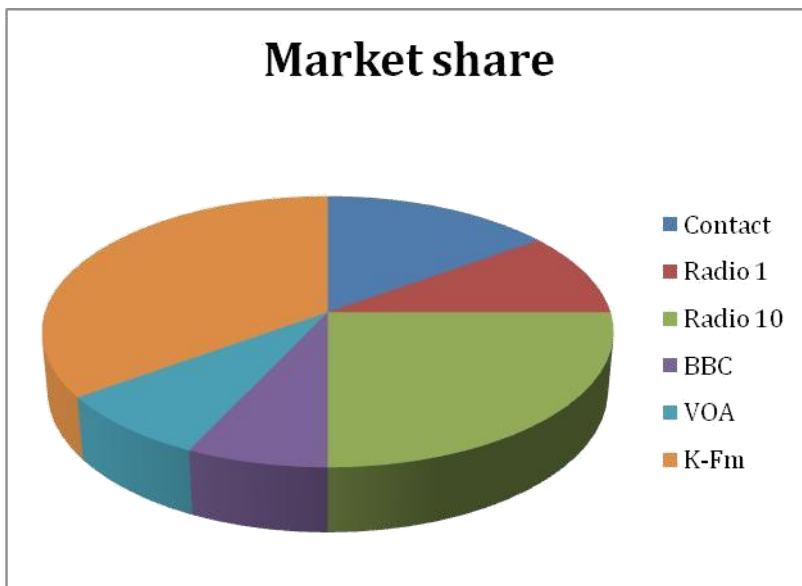
- 1. Their **market share**
- 2. Treatment of **topical issues** and
- 3. The **participation of the audience** to their presentations through call-ins or SMS.

Analyses will be published following the surveys to enable media houses and private sector stakeholders to use the outcome in decision making and planning. Rankings will be published in the form of a *Performance Quality Index*. Also, Award ceremonies will be held annually to reward media outlets and practitioners that;

- A) Improved on their performance,
- B) Provided best quality content regarding communication for development on selected topical issues/development policies,
- C) Journalist of the year overall (based on audience command)
- D) Best reporter on genocide/health/gender/governance/economic proliferation/ environment, etc

Sample graphical representations of findings of a quality survey (not based on actual findings)





Objectives

This Initiative will go a long way to serve the following Objectives;

- To show different media houses how they stand in comparison with their peers in serving the public interests,
- To lead media outlets towards audience segmenting and targeting for content and coverage,
- To highlight areas of weakness and strength,
- To establish areas of capacity building where MHC intervention is necessary,
- To enable media houses know who their real competition is and in what areas they are better or worse off,
- To enable media houses plan their running orders to suit target audiences and media buyers,
- To give media-buyers insights into which media houses represent value for money through guaranteeing optimal listenership and viewership for advertorial messages.
- To enable media-buyers make decisions on where to place advertising based on target audience,
- To guide development partners and public sector better drive development agenda in targeted ways that will produce results,
- To measure qualitative and quantitative output and effectiveness of different media as pertains to National development agenda,
- To produce a **Performance Quality Index** that will be used to reward improvement based on the milestones of entertainment, information and education.
- To measure how different media houses tackle the topics of genocide, health, environment, governance, gender, economic growth, etc
- To establish how MHC can facilitate access to development agencies so that media houses get the leads they require to deliver accurate, objective, balanced and fair reports.
- To empower the media to aim to deliver accurate, objective, balanced and fair reports.
- To encourage competitiveness between media houses and media practitioners for audiences.

Resources

The roles of research and monitoring require specialized human resource and fieldwork sessions, thus it is recommended that a consulting team be engaged to corroborate with MHC media monitors. The size of the team will vary with the seasonal requirements of the phases of the tasks.

The BME system shall be of great use for the content monitoring. Additional assets and human resource shall be determined on per-task basis.

Following the identification of capacity gaps, specialized trainers will be required to impart skills and professional guidelines to media practitioners in order to fuel a turnaround of the content offering in Rwandan Media.

Monitoring and Research duties workflow

The overall objective of this initiative is to promote a professional and consumer based media in Rwanda. The proposed activities under this initiative are spread in accordance to the structure bellow;

Appendix I

Media Incubation Centre

To support the development of a strong and vibrant media sector and for Rwanda to take a leadership role in the region, a Media Incubation Centre should be set up by the MHC to support:

- A functional digital audio-visual lab and allied studio/editing infrastructure that can support both the training needs of media professionals in Rwanda and the region as well as its facilities could be used by media organisations to develop their own programming and collateral;
- A training/seminar facility that could be shared by media professionals and organisations in Rwanda and the region;
- A press information bureau/centre facility that the Government agencies, private sector and others could use to hold press conferences to enable free flow of information;
- Commercial space that could be leased out to media professionals and organisations as an incubation facility. This facility could be extended to independent professionals and organisations providing services (designers, graphic artists, technology service providers, advertising and communication, event management etc) to the Media Sector at 'standard market determined' or 'subsidised rates to support their viability/sustainability requirements;
- A meeting space that can be used by accredited media professionals for professional/social networking.

The Centre could house a technical lab where training will be imparted as well as content can be produced, facilities to conduct seminars and workshops as well as informal gatherings for networking, office spaces for media professionals offering other media services such as advertising, graphics designing etc. which will all be supported by a well equipped library.

Technical Lab (Teaching and Content Creation)	Media Interaction Centre (Facilities for conducting workshops, seminars, networking events etc.)	Office Space for Media Professionals (Offering services such as advertising, graphic designing, event management etc.)
Library		

Structure

In the long run, the Media Incubation Centre should ideally be operated on commercial lines as a special purpose vehicle under the oversight of the MHC.

Training facilities

The centre will serve as a home for growth of young and talented entrepreneurs by imparting entrepreneurial skills to deliver media commercial products and services. It would aim to serve the needs of **practicing media professionals** – including:

- Journalists
- Broadcast producers
- Editors
- Photographers
- Marketing/PR/communications professionals

- Advertising professionals
- Film-makers
- Software developers

Similarly, trainings at the centre will impart technical skills in;

- a. Content creation equipments (cameras, audio equipment, editing hardware and software etc.)
- b. Creative services (graphic designing, advertising etc.)
- c. Allied Business Services (advertising, event management etc.)
- d. Professional networking and business facilitation.

Regional model

It is expected that at the appropriate time, this facility, when fully functional, will provide the platform for Rwanda to take a leadership role in the region as the preferred location for media development activity.

Appendix J

Data Collection on Media Capacity Building Initiatives

INSTITUTION	NATURE OF TRAINING	TRAINED JOURNALISTS	METHODOLOGY	ASSESSMENT	DURATION	SPONSORS
ARFEM	1.Reporting on gender based violence	15	Seminars	Positive: .Newsroom have a desk in charge of gender . Revealing identities of GBV victims was stopped . More gender sensitive stories in media .A few unethical errors in media house	Maximum 5 days	UNESCO EASSI GMO
	2.Reporting on issues relating to gender parity	30				
	3. Ethics of journalism environmental	25				
USAID	Between 2009-July 2011, USAID funded a Media Project that trained journalists in NUR-School of journalism and Communication in Butare and the Great Lakes Media Center (GLMC) in Kigali. At NUR, these topics were thought: -Writing for the media(1 st year) -Broadcast journalism radio production(2 nd year) and TV production -Print media skills-Feature -Online journalism skills -Broadcast journalism skills-Script writing -Introduction to news writing At GLMC: -Basic reporting and news writing (1 st year) -Production techniques (1 st year) -Advance reporting (1 st year) -Business and economy reporting (2 nd year) -Introduction to print reporting (2 nd year) -TV reporting(1 st year)	300 journalists Support included: Two community radio stations establishes in Karongi and Gicumbi -Multimedia lab at GLMC-Kigali -Five media outlets received business innovative grants	Seminars On-job online	POSITIVE: Trainings were provided by skilled and qualified journalists, professors from all over the world: Ugandans, Kenyans, Rwandans, Europeans and Americans.	Each topic thought takes in average 10 days	USAID

INSTITUTION	NATURE OF TRAINING	TRAINED JOURNALISTS	METHODOLOGY	ASSESSMENT	DURATION	SPONSORS
PANOS PARIS	-Regional Integration -Economic development of Great Lakes Region -The participation of women in the elections. - The role of medias in election -The good governance -The problem of displaced and refugees people -Exploitation of skills of the diaspora of the Great Lakes for the development of Rwanda, Burundi and the DRC. -The situation of human rights in Burundi -The persistence of armed groups in the East of the DRC and its impact on the security of the sub region of the Great Lakes -The issue of the cost living and its impact on the socio-economic life of the people - The basic strategies of communication in the battle of fighting against HIV-AIDS -Movement of populations and vulnerability to HIV / AIDS -Impact of national and international support in the fight against HIV / AIDS, progress and difficulties	16	Field based	POSITIVE: In our assessment, we found that it is by building the capacity of journalists that they may improve their way of doing things, because many of them apply to their services what they have gained. According to the witnesses given by the journalists trained, they said that the acquired knowledge helps them to improve their daily services and achieve their professional objectives. They continue to say that they have gained a good background that allows them to make professional production of emissions.	10 days in average	European Union, Cordaid, SIDA.

INSTITUTION	NATURE OF TRAINING	TRAINED JOURNALISTS	METHODOLOGY	ASSESSMENT	DURATION	SPONSORS
NESCO	Communicating for development	30 female Radio journalists	SEMINARS	POSITIVE		UNESCO
	Media and world	20 journalists			2 days	
	Design, Redaction and Management of Projects	20 journalists			2 days	
	Professional Editing process, Coverage of Elections and Human Rights Issues	40 journalists			5 days	
	Practical Aspects related to Media and Culture of Peace, Human Rights and Radio Talk-show Management	20 journalists			3 days	
	Media and Electoral Process in Rwanda	100 journalists	Field-based	POSITIVE: Most reporters actually elaborated their findings through news reports whether it be broadcast or print which indicated that they had clearly understood the importance of the trip.	9 days	UNESCO, MHC, Netherlands embassy
	Reporting on education issues	30 journalists			4 days	
Rwanda Development Board (RDB)	-Familiarization trips to enlighten media fraternity of Rwanda about tourism products we have in Rwanda: The Cingo Nile Trail journal in 2012 and Nyungwe National Park visit in 2012. -Visits to Gisenyi to learn about the Status of investment projects in Energy in 2011.	32 journalists			Congo Nile Trail: 5 days Energy project: 1 day Nyungwe National Park: 2 days	RDB
SYFIA GRAND LAC	- Social responsibility of journalists, Ethics and Conduct, Duties of journalists, usage of sources for reporting, usage of documentation and Internet, angle..... - Monitoring the process of decentralization and citizen participation - Moderating a community broadcasted by a journalist -Decentralization of powers and resources, progress and challenges -Citizen's participation in public affairs, the role of citizens in decision-making, → Coverage of electoral processes → Rights and duties of journalists during the election period.	30 journalists		POSITIVE: See detail in the questionnaire.	3 months	European Union, Canadian Cooperation in Rwanda, Switzerland Cooperation, DDC.

INSTITUTION	NATURE OF TRAINING	TRAINED JOURNALISTS	METHODOLOGY	ASSESSMENT	DURATION	SPONSORS
MHC	Short term courses on: -Broadcast skills and TV, Radio and Online Presentation 2012	25 Journalists attended and were awarded certificates	Both Seminar and field studies were applied.	Positive	3 Months	MHC/GoR
	-Training of Journalists on how to use case handling software to lodge complaints to the MHC through online applications -2011	120 Journalists were trained in two weeks	Seminar		2 Weeks	
	-Training of 60 media managers and 180 journalists with knowledge on the new Labour and Anti-corruption laws -2010	180 Journalists and 60 managers 35 Journalists	Seminar		1 Week	
UNFPA	Train parliamentarians and journalists about advocacy on issues of population and development. - Produce a clear operational plan of advocacy which is adapted to the Rwandan context to facilitate parliamentarians and their partners to effectively fulfill their roles of advocating for the welfare of the population.	15 journalists	Seminar	Positive	5 days	UNFPA
UNFPA	Training on population and development issues	15 journalists	Seminar	Positive	5 days	UNFPA
			Field-based			

Appendix K

Suggested Terms of Reference for appointing a consultant to develop a training program for developing capacity among media professionals in Rwanda

- Develop the objectives of the training program and a program plan
- Develop a budget for the training program roll-out.
- Identify ‘experts’ who can contribute to the development of media professionals in all identified categories
- Constitute working groups consisting of academics, media professionals and other experts, working procedures, timelines and quality control processes to develop training programs and all supporting collateral. (Ideally the training content should be developed to use ICT components for optimal delivery.)
- Identify topics for seminars to support the development of media professionals, institutions and the environment
- Identify role of and scope of engagement with institutions and organisations in the region/Rest of the World for participation in the training program.
- Oversee and coordinate the development of the training programs and collateral working with identified academics, media professionals and other experts
- Oversee and coordinate the identification of faculty and develop a program to orient/train them to deliver the program
- Oversee and coordinate the development of the training calendar
- Oversee and coordinate the delivery of the training program including obtaining feedback and applying mid-course corrections required

Appendix L

Implementation Plan

	Months																					
Phase I					1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Dev Trg Reqmts for CC Cat. at all levels																						
Dev Trg Roll Out Prog for CC Cat. @ B & C levels																						
Dev Trg Roll Out Prog for CC Cat. @ A level																						
Dev Awareness & Sensitisation Prog																						
Roll Out Awareness & Sensitisation Prog																						
Dev Prog for inculcating media habits																						
Identify partner org's/inst's for 'Social' Prog's																						
Dev Trg Reqmts for BM Cat. at all levels																						
Dev Trg Roll Out Prog for BM Cat. @ B & C levels																						
Dev Trg Roll Out Prog for BM Cat. @ A level																						
Dev Awareness Prog for Viability/Sustainability																						
Commn Media Cap Bldg Plan to all stakeholders																						
Develop program for fin asst program																						
Develop 'Faculty' devpt Prog for Trainers																						
Roll Out Faculty Development Prog																						
Dev Incubation Centre Proj Def Doc																						
Media Incubation Centre Infrastructure in place																						
Undertake Media Res & Stat'l Anal																						
Roll-out ICT awareness Prog																						
Id areas of supp for Media Prof'nl's' bodies																						
Monitor and evaluate Cap Bldg Plan implmntn																						

	Months																							
Phase II	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36
Dev Trg Reqmts for CC Cat. Trainers at all lvls																								
Dev Trg Roll Out Prog for CC Cat. Trainers @ B & C lvls																								
Dev Plan for Training in Other Languages																								
Dev Trg Roll Out Prog for CC Cat. Trainers @ A lvl																								
Dev 'Exch' progs in Region for all Stakeholders																								
Operationalise Media Incubation Centre - Ph I																								
Operationalise Media Incubation Centre - Ph II																								

[illegible]

Attachment

Concept note for Rwanda media complex project

1. Background.

a. Context

An active, professional and responsible media industry is essential to national development. Similar to all the other sectors in Rwanda, the Media is underdeveloped and in need of support from different stakeholders including government, NGOs as well as other members of the Civil Society for it to be able to play its role in nation building in a sustainable manner.

The Media High Council is an independent institution with a mission to build capacity in the Media in Rwanda. The MHC has been in existence since 2003 as the High Council of the Press (HCP) and as the MHC since 2009, its current organization, functioning and responsibilities are based on the Law N°03/2013 of 08/02/2013. The mandate of the MHC is to build capacity of the media in Rwanda through among others; advocacy, building inter institutional partnership to mobilise resources, initiating and implementing strategies, building innovative capacities, producing and decimating content as well as creating an environment that facilitates investments in the Media Sector.

One of the MHC's current strategies is a plan that will lead to improving productivity, driving innovation and stimulating new businesses in the field by partnering with media houses and journalists' associations to pull together their combined resources and efforts in order to jointly enjoy the synergistic benefits of working in clusters.

b. Challenges faced by the Media Fraternity

One of the many challenges faced by media practitioners in Rwanda is the high cost of rent both in the short term as a direct expense and in the long term as there.

In 2012 the MHC relocated from its previous offices in Nyarugenge District to pave way for development activities. Currently the MHC like most media practitioners is renting office space in Gasabo District of Kigali city. The annual rent expense for the MHC is 48 Million Francs for only 500Sqm of space.

Private media houses in Rwanda are also engaged in rental and lease arrangements of different contractual durations and costs. Larger media houses like The Newtimes Publications are spending approximately Five Million Francs per month for 780 square meters of space.

These prices may not be particularly exorbitant going by current market rates, however the wide scope of work entrusted in the MHC coupled with the evident growth in the private media industry point towards an imminent rise in demand for more space at a time when the property market trends indicate a steady increase in prices for office space rental.

This high cost of rental space and the steady rise, raises several cost related challenges to the ability of the MHC to adequately carry out its mandate in a cost effective manner.

There is therefore a need for a joint effort to find a long term, sustainable and cost effective solution to the current office for the MHC and interested and capable media practitioners.

2. Project Description

The Project's goal is to find a cost effective and sustainable solution to mitigate the burden of current office space costs while also providing functional infrastructure to facilitate it in meeting its mandate of building capacity within the Rwandan media fraternity.

a. Scope of work: The MHC intends to spearhead a Public-Private Partnership project to construct a conveniently located Media Complex that will provide space for the multitude of activities under the mandate of the council, while simultaneously providing much needed office and operations space for the participating private media partners.

b. Project Objectives: The Media Complex Project essentially aims at construction of a green functional state of the art structure that complies with the City of Kigali's master plan as well as other environmental requirements with a capacity to house the MHC's key facilities such as;

- The MHC's administrative functions
- Regional Media training centre
- A multi-purpose conference hall
- Media Resources like Library and archiving centre
- An incubation and innovation centre
- The Media Self-Regulation offices
- Shared services centre to enhance entrepreneurship in content production
- Media Centre for Press Conferences and other functions

The Complex will also provide rentable office space for Non Partnering Media Practitioners and other interested parties.

c. Approach and Strategy: The MHC will carry out a call for expression of interest to media practitioners such as newspapers and magazines, journalists associations in the country and the region to join it in raising funds to set up and register a company with that will oversee the construction and management of the Media Complex. In exchange the partner media houses and organisations will get part ownership for the purposes of using the facility as office space or any other functions with all the rights, responsibilities and duties as per the condominium law.

The Newtimes Publications, arguably Rwanda's leading media house has already expressed its interest in the project and will be ready to partner with the MHC at different stages from project planning to execution. Due to its current size and expansion projections, The Newtimes publications is expected be taking up a considerable amount of floor space and will subsequently be the leading project private sector partner with the MHC and is willing to contribute 40% to the capital structure.

d. Project activities: The Project promoters who are currently the MHC and The Newtimes publications have identified the following as the project activities.

- Stakeholder Consultation
- Requesting for cabinet approval
- Acquiring of land
- Registration and Setting up Ownership/Management Structure
- Selecting project Team
- Commissioning technical and architectural studies
- Acquiring construction permits
- Mobilising Potential Project partners
- Sourcing for project financing
- Identifying and selecting Turnkey Contractors
- Ground breaking
- Project Commissioning and Handover.

e. Benefits and anticipated project outcomes: The Media Complex will offer the media fraternity and the wider Rwandan public a number of benefits both direct and indirect.

- Cost cutting benefits – The current expenditure on rent is an unnecessary load to the public (in the case of MHC) and a heavy increase on the fixed operating expenses of private media practitioners. Owning as opposed to renting is a more cost effective option in the long run.

- Public benefits – An efficient and professional media is an essential component Rwanda’s development path. Professional media plays an important role in supporting the EDPRS II themes of Good governance through promoting public accountability, and development communication. The Media Complex project will provide a sustainable backbone on which the media industry in Rwanda can build long lasting and efficient capacity to participate in nation building.
- Agglomeration/Cluster benefits – The concentration of associated businesses in close proximity will enable the businesses to enjoy the benefits of working in clusters such as increased innovation, productivity and new business.
- More effective resource and space utilisation.
- Income generation activities– The project will generate revenue from providing services such as those from the high tech content production centre, hiring of training facilities etc.
- Income generation through renting office space – The project will rent out extra office space to private plus non-governmental local and international organisations. Revenues from renting will contribute to repayment of the project costs.
- The Media Centre will ensure that the Media fraternity receive timely and accurate information from Government and other organisations in the most convenient location which by extension will improve their productivity.
- The regional training centre will be an invaluable contributor to building capacity in the media industry in Rwanda.
- Accounting Benefits – Rent payment is an operating expense to the organisation while property is an asset and can be capitalised over a long period while the asset itself is an addition to the organisation’s books.

3. Support and Budget requirements

a. Support: The project promoters; MHC and The Newtimes have identified three currently vacant plots in Kibaza Cell, Gasabo District in Kigali City. The plots (No. 515 measuring 3888 m2, 514 measuring 1008 m2 and 513 measuring 2345 sq2) are located next to the former OBK head offices which will be housing the Rwanda Broadcasting Agency once it relocates.

The promoters have approached the city authorities who have in turn referred them to the Ministry of Infrastructure. It is with note that the project promoters solicit for the support of the Government of Rwanda to approve the acquisition of this piece of land.

b. Budgetary requirements: Once the land for the construction has been acquired, the promoters will have to establish an “Association of co-owners” in accordance with the condominium law.

The total budget and the different shareholders’ contributions will be determined after acquiring the technical, architectural and cost estimates of the project.

c. Project Financing: Due to the structure of a Public Private Partnership, there are different sources of financing that can be mobilised for the project.

The MHC: As an independent government institution, the MHC can access financing for the project from several possible means. Such as;

- A government grant
- A long term loan from local commercial financial institutions
- A long term low interest loan from international development institutions
- A grant from international development institutions
- Combination of two or more sources

Private sector partners:

- Cash contributions from retained earnings
- Long term Loan facility from local banks

- Long term Loan facility from regional and international financial institutions
- Combination of two or more sources

Combined Project finance sources:

- Combination of two or more financing sources
- Accessing equity financing.

Project Time Line: The project timeline will be dependent on the advice of the technical and architectural teams.