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TABLE OF CONTENTS

ABBREVIATIONS AND ACRONYMS.....	2
EXECUTIVE SUMMARY	4
CHAPTER I. INTRODUCTION.....	7
1.1. National Context.....	7
1.2. International Context.....	9
1.3. Overall Objectives	10
1.4. Methodological Approach	11
1.5. Data collection techniques	11
1.6. Data analysis	13
CHAPTER II. GENDER SITUATION ANALYSIS OF THE RWANDA MEDIA SECTOR	14
2.1. Key gender achievements	14
2.2. Identified gender gaps.....	16
2.3. Strategic objectives	18
Chapter III. LOGFRAME OF FIVE YEARS GENDER MAINSTREAMING STRATEGY.....	22
3.1. STRATEGIC OBJECTIVE 1	23
3.2. STRATEGIC OBJECTIVE 2	26
3.3. STRATEGIC OBJECTIVE 3.	29
CHAPTER IV. GENDER RESPONSIVE M&E FOR THE IMPLEMENTATION OF FIVE YEARS GENDER MAINSTREAMING STRATEGY	31
4.1. Definition of concepts	33
4.2 Monitoring.....	34
4.3 Evaluation.....	36
4.4. Management of Gender M&E framework for Rwanda Media Sector.	37
4.5. Tools for implementation of the Rwanda Media Sector Gender responsive M&E	40
4.6. Indicator tables for monitoring and evaluation	43
CHAPTER V. CONCLUSION AND RECOMMENDATIONS.....	48
REFERENCES	51
CONSULTED RESOURCE PERSONS	53

ABBREVIATIONS AND ACRONYMS

1	ARFEM	Association Rwandaise de Femmes du Media
2	BRALIRWA	Brasseries et Limonad�ries du Rwanda
3	CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
4	EDPRS	Economic Development and Poverty Reduction Strategy
5	GA	Gender Audit
6	GBV	Gender- Based Violence
7	GMO	Gender Monitoring Office
8	GSI	Gender Status Index
9	HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrom
10	ICT	Information Communication Technology
11	MDGs	Millennium Development Goals
12	MHC	Media High Council
13	MIGEPROF	Ministry of Gender and Family Promotion
14	MINALOC	Ministry of Local Government
15	M&E	Monitoring and Evaluation
16	NGP	National Gender Policy
17	NEPAD	New Partnership for Africa’s Development
18	NISR	National Institute of Statistic of Rwanda
19	NWC	National Women Council
20	PGA	Participatory Gender Auditing
21	PRA	Participatory Assessment
22	RGB	Rwanda Governance Board

23	RURA	Rwanda Utilities Regulatory Agency
24	UN	United Nations
25	UNDP	United Nations Development Programme
26	UNWOMEN	United Nations Entity for Gender Equality and Empowerment of Women

EXECUTIVE SUMMARY

The development of this gender mainstreaming strategy and its monitoring and evaluation framework within the Rwanda Media Sector came as a response to one of the recommendations from the gender audit report on the same sector that highlighted the gender strategy as strongly needed tool to ensure identified gaps are bridged. The aim of the strategy was to ensure coordinated and gender sensitive capacity building within the media sector and to inform stakeholders in the media sector of their role in respecting gender principles within their respective areas of intervention.

An appropriate methodological approach was needed to achieve the above objective. Apart from the findings from gender audit reports that played a vital role in inspiring the development of this strategy, other data were needed to supplement the gender audit so as to come up with a comprehensively informed corpus of elements to serve as a strong foundation for the development of this strategy. Thus literature review of relevant existing documents was conducted. The review exercise included both international and national gender and media frameworks. At International level, existing gender instruments were consulted to ensure the developed gender mainstreaming strategy and M&E Framework in the Rwanda Media sector are in line with the international gender commitments to which Rwanda has subscribed as a country member. They include but not limited to: Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), Millennium Development Goals (MDGs), Beijing Declaration and Platform for Action, UN 1325 Resolution on women, peace and security, Gender Inequality Index, Gender Status Index (GSI), to name few of them.

At national level, the review covered instruments such as Rwanda National Constitution, Vision 2020, EDPRS, National Media Policy, Law n°02/2013 of 08/02/2013 regulating media , Law n°03/2013 of 08/02/2013 determining the responsibilities, Organization, and functioning of the Media High Council (MHC), Law n° 04/2013 of 08/02/2013 relating to access to information , National Gender Policy 2010 and its strategic plan, Rwanda Media Gender Audit Report December 2012, Action plans for various media houses, Annual reports for media houses, the National Country Evaluation Reports on BPFA implementation (Beijing +5, Beijing +10, Beijing +15); Country report on Beijing platform for action, gender best practices 2010, country report on CEDAW, the Beijing Implementation plan 2013-2018.

Data collected were processed and analyzed through gender analysis and thematic analysis which allowed identification key gender gaps within the Rwanda Media Sector which required appropriate strategies to address them. The following were proposed and adopted as the strategic objectives to be implemented for a gender mainstreamed media sector in Rwanda:

- Ensure equal treatment and recognition of capacities for men and women in the work place;
- Promote a balanced and non-stereotyped portrayal of women in the media (TV, RADIO, and News Papers);
- Gender sensitive monitoring and reporting tools established and implemented.

A monitoring and evaluation framework to ensure effective implementation of the strategic objectives mentioned above was also developed as a part and parcel of this gender strategy. Apart from the theoretical part that covers definitions of key M&E concepts, the core part of the framework covers developed gender sensitive indicators to be implemented and monitored, the management of the implementation of the M&E

framework discussing the roles of the different key stakeholder institutions and the tools to be used for the M&E processes.

It is believed that the effective implementation of this gender strategy and its M&E framework will take the Rwanda Media Sector to a further stage of gender mainstreaming towards gender equality.

CHAPTER I. INTRODUCTION

1.1 National Context

The Rwandan society like any other society has been characterized by unequal relations between men and women, boys and girls in various sectors that make up the life of any given country. This has translated into men's dominance and women's subordination. Gender inequalities have not been seen as unjust, but as respected social normality. After the 1994 Genocide against Tutsi, in a new move to sustainable development, the Government of Rwanda devised the promotion of gender equality and women's empowerment as a strategy to accelerate the National sustainable development.

The commitment of the Government of Rwanda to promote gender equality and to fight against any forms of gender based violence is reflected in the adopted constitution of 2003 as amended to date, the ratification and adoption of gender related international instruments to mention of the Convention on elimination of all forms of discrimination against women (CEDAW), the Beijing Declaration and Platform for Action (1995), United Nations Security Council Resolutions 1325 on women, peace and security. Apart from the legal framework, a gender sensitive policy framework that promotes gender equality was adopted and these include but not limited to the VISION 2020, the National gender policy and its strategic plan, the Gender based Violence (GBV) policy and its strategic plan.

To ensure that, the adopted legal and policy frameworks are fully implemented, a number of institutional mechanisms were adopted to ensure that the Government commitment is fully adhered to by key stakeholders and across sectors. Among these, are the Ministry of Gender and Family Promotion, the Gender Monitoring Office and the National Women's Council.

Considering the powers of the media sector to ease the access to transformative information, as essential components of good governance and a sustainable social, economic and political development developed a National Media policy to guide the sector in all its activities. The media policy aims at transforming the media sector mindful of Rwanda's past, responsive to her present and ambitious for her future. The policy thus envisions a free and dynamic media that is essential to a modern and functioning democracy which will make Rwanda an important media center for the region and beyond. The fundamental need for a transformed media stems from a desire to create a media landscape in Rwanda that will grow and develop rapidly and also be used as an important asset in raising awareness on the need to promote gender equality among the Rwandan community.

This is justified by the key role played by media in providing information, education and entertainment while contributing to the Nation building and sustainable development.

Gender equality being required by the National commitment to be respected across all sectors of development, the Media High Council in a proactive manner assessed the level of gender mainstreaming in the media sector through participatory gender audit. The findings of the audit which defined what have already been achieved, the remaining gender gaps and henceforth set clear recommendations to be focused on for future effective gender mainstream in all strategic areas of the media sector.

1.2 International Context

At the Fourth World Conference on Women, held in Beijing, China in 1995, 189 States adopted the Beijing Declaration and Platform for Action (BPFA). The BPFA created a normative framework for gender equality and women's empowerment. It dealt with removing the obstacles to women's public participation in all spheres of their public and private lives, through a full and equal share in economic, social, cultural and political decision-making.

The Platform outlines 12 critical areas related to women's rights and gender equality and proposes strategic objectives and actions for each area. Among the critical areas that need to be focused on by all countries that adopted the Beijing platform for action, women and media was also seen as an area that needed critical attention by member states.

The media and women as an area of concern in the Beijing Platform for Action – is one of the most important yet challenging areas of work for advancing gender equality. As “formal” or legislated discrimination against women falls away, the key challenge confronting us is how to change mindsets hardened by centuries of socialization and cemented by custom, culture and religion.

Of the many influences on how we view men and women, media are the most pervasive and one of the most powerful. Woven throughout our daily lives, media insinuate their messages into our consciousness at every turn. All forms of media communicate images of the sexes, many of which perpetuate unrealistic, stereotypical, and limiting perceptions. In most cases women are underrepresented, which falsely

implies that men are the cultural standard and women are unimportant or invisible. Second, men and women are portrayed in stereotypical ways that reflect and sustain socially endorsed views of gender. Additionally, the way media presents relationships between men and women emphasize traditional roles and normalize violence against women.

Considering the need for gender mainstreaming in the media sector both at the National and international level and the role of media in promoting gender equality, a gender mainstreaming strategy and M&E framework of the sector is developed to enable different media houses both public and private to mainstream, monitor and evaluate the progress of gender mainstreaming in their key and strategic interventions.

1.3 Overall Objectives

The overall objective of the strategy is ensuring that gender equality is respected within the media sector.

1.3.1 Specific Objective

- 1 Ensure coordinated and gender sensitive capacity building within the media sector;
- 2 Inform stakeholders in the media sector of their role in respecting gender principles within their respective areas of intervention.

1.4 Methodological Approach

Given the crosscutting nature of gender, as a subject that should be mainstreamed in all sectors and at all levels, development of the Five years Gender Mainstreaming Strategy for Rwanda Media Sector and its implementation M&E Framework required appropriate methodology to ensure that all key media components are covered. To realize what is expected, different techniques were used.

1.5 Data collection techniques

Prior to collection of data, it is important to consider that the foundation for the development of a Five Gender Mainstreaming Strategy and M&E Framework in Rwanda Media Sector has been laid. As matter of facts MHC has already conducted a gender audit within Rwanda Media Sector were conducted, the key achievement and key gender gaps have been identified. This important achievement is a vital cornerstone for the development of the required frameworks. The techniques planned to be used generated all needed information that lay a ground for elaborating a comprehensive gender mainstreaming strategy for the media sector.

1.5.1 Literature review

A literature review of relevant documents was conducted to assess the current situation about gender orientation in any sector with emphasis in Media sector. The review exercise includes both international and national gender and media frameworks. At International level, existing gender instruments were consulted to ensure the developed gender mainstreaming strategy and M&E Framework in the Rwanda Media sector are in line with the international gender commitments to which Rwanda has subscribed as a country member.

They include but not limited to: Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), Millennium Development Goals (MDGs), Beijing Declaration and Platform for Action, UN 1325 Resolution on women, peace and security, Gender Inequality Index, Gender Status Index (GSI), to name few of them.

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1.5.2. Consultations with key resource persons

Data collection through consultation was made during the first phase of gender audit where two techniques were used: in depth interviews and focus group discussions. Even though the documentary analysis has provided a lot of valuable information for the realization of this assignment, it is rather the interaction from the focus group discussions and interviews that allowed capturing the perceptions, the feelings and experiences of different people on gender mainstreaming in Rwanda Media Sector. Focus group discussions provided a favorable framework for the understanding of the perception and experience of gender mainstreaming through its capacity to arouse debates. Thus, perceptions and experiences on gender mainstreaming in Rwanda media sector were revealed and discussed. The choice of the participants was done by

consensus with the Client. The following three groups took part in the focus group discussions and each group had number of participants as follows:

1. Representatives from TVR and Radio stations (8 participants);
2. Representatives from Newspapers (9 participants);
3. Representatives from ARFEM (14 participants).

The details on the persons who participated in these mentioned focus group discussions can be seen in the annexes.

Indeed, the purpose of conducting interviews was to investigate key issues with the people responsible for key areas of responsibility or managers. The methodology used by the consultants was, first, the selection of key people to interview, and then to establish a time table with those people based on their availability. The selection was carried out at all levels, from high management to administrative level. The key authorities covered included senior managers, human resource managers; financial officers and gender focal point (see lists of consulted resource persons in the annexes).

1.6. Data analysis

Information gathered from literature review and consultations were processed and analyzed through gender analysis and thematic analysis to highlight among other things key achievements, gender gaps/ challenges and strategic recommendations that inform the log frame for gender mainstreaming strategy of the media sector with gender sensitive strategic objectives, outcomes, indicators, baseline, targets, responsible institutions and proposed budget.

CHAPTER II. GENDER SITUATION ANALYSIS OF THE RWANDA MEDIA SECTOR

This chapter discusses the current situation of the media sector in relation to the implementation of National commitment towards the promotion of gender equality and women's empowerment. It contains the analysis of key achievements in term of gender promotion, remaining challenges and possible strategic actions to overcome identified gender gaps.

2.1. Key gender achievements

As in other sectors, Rwanda has made good achievements in terms of gender promotion in the sector of Media. The following are some of them.

- ✓ There are also specialized newspapers, such as “Urubuga rw’ Abagore (Women’s Platform)” which is included in Kinyamateka newspaper;
- ✓ 50 Journalists trained on gender mainstreaming and GBV by MIGEPROF, PRO FEMMES TWESE HAMWE ;
- ✓ Existence of la Voix du genre (Voice of Gender) a club which is interested and working on gender promotion;

- ✓ Some women's rights associations (HAGURUKA) acquire information and documentation facilities and produce publications;
- ✓ Rwandan female journalists created the Rwandese Association of Women in the Media (ARFEM), which organizes education meetings/sessions between women in the media and other women to exchange their views and encourages Rwandese women to join the media profession. It promotes and publicizes the activities of women, and contributes to women's involvement in decision-making, planning and national management;
- ✓ Some print media assigns space for publications related to women's rights and educational articles are published in newspapers and audiovisual programs about the rights of women and the importance of integration in development;
- ✓ Girls and women are involved in careers in the print media and the audiovisual press, which comprise several private newspapers and public and private radios.

2.2. Identified gender gaps

Despite the above mentioned key achievements within the Media Sector, challenges remain. Key challenges in the sector can be summarized as follows:

- Media sector policy is not gender mainstreamed;
- Paternal leave is not always favored
- No child care services available
- No anti- harassment measures are in place in the media houses
- No mechanisms in place to ensure sustainable promotion of gender equality addressing recruitment and promotion among other features of human resource management;
- Limited representation of women in decision making positions, professionals, chief editors and journalists;
- The language used is not women and gender friendly;
- The images used usually present women as inferiors and subject to subordination;
- Gender issues is hardly considered in collecting and publishing news especially in private media;
- Gender biased mindset among some journalists (e.g.: misuse of women's image as a tool for publicity);
- Limited knowledge on gender by all categories of media actors(owners of media houses, managers, journalists and editors);
- No specific room/space for gender in majority of newspapers.
- News reported on gender issues are put in the middle of the newspaper or news broadcast. We only can find gender news on front pages in case of breaking news.
- Inexistence of gender sensitive guidelines to be used by journalists in collecting,

editing and publishing gender sensitive news;

- Limited data disaggregated by sex and gender provided by media programs;
- No system of collecting sex disaggregated data and gender sensitive data;
- No reporting system which help to capture sex and gender sensitive data;
- Limited skills and knowledge among staff on gender mainstreaming and budgeting ;
- Misconception of gender and women;
- Gender is rarely considered in the courses to be offered to media students;
- Absence of gender capacity building plan of all media houses;
- Limited financial means for the journalist association for women;
- Most of the programs that talk on women displays them as objects to violence and sexuality;
- Fewer programs in media houses are focusing on women's rights and gender issues.

2.3. Strategic objectives

The assessment of strategic planning process identified several strategic objectives for the Media sector to focus on for the period 2013 – 2018. It is proposed that the Media sector institutions and partners focus on three strategic objectives to guide the implementation of five years gender mainstreaming strategy.

This five years GMS makes clear the new direction of the sector and new innovations that will drive the Media sector in Rwanda to achieve its requirements in terms of gender mainstreaming. The three strategic objectives, outcomes and related actions are presented below:

Strategic objective 1. Equal treatment and recognition of capacities for men and women
in the work place

Outcome: 1. Gender equality and women's rights raised in the media sector;
2. Equal training opportunities for both men and women in the media sector supported;
3. Capacity in gender analysis and gender mainstreaming increased.

Actions

- Establish model gender policies for media houses to promote gender equality and overcome gender issues;
- Provide Mentorship and expertise guidance to media practitioners to implement best practices and strategies to positively promote gender equality at work;
- Conduct Monitoring and Evaluation of implemented model policies;
- Conduct regular public lectures and forums on women rights, anti-discrimination and gender stereotypes for media professionals to develop gender sensitive journalism;
- Advocate for least 30% of women representation in decision-making at all levels of the media ecosystem;
- Organize and implement specialized trainings and mentorship programs to enhance the capacity of female media practitioners in entrepreneurship and leadership skills;
- Organize and implement various seminars and on job trainings to impart gender analysis and mainstreaming skills among professionals.

Strategic Objective 2. Promote a balanced and non-stereotyped portrayal of women in the media (TV, RADIO, and News Papers)

1. Outcome: Fair portrayal of women and men through elimination of stereotypes and promotion of multi-dimensional representation/portrayal achieved

Actions

- Implement training modules that focus on the use of non-sexist language and avoid gender stereotypes in the media;
- Undertake awareness –raising initiatives focusing on reasonable and responsible use of television ,ICT, Internet/Social Media to prevent the possible violence against women and children;
- Award professionals within media that have a positive role to promote gender equality and visibility of gender issues in media ;
- Design portable booklets to guide journalist and editors to collect, edit, and publish gender sensitive media content;
- Build capacity of media regulatory bodies to receive, analyze, and consider; complaints from the public concerning degrading images and sexist portrayals of women and men in media;
- Support the networking of media and relevant civil society organizations to promote gender equality through media programming and content production;
- Publish regular reports to showcase media’s performance in enhancing equal image, visibilities and diversity of women and men.

Strategic objective 3: Gender sensitive monitoring and reporting tools established and implemented.

Outcomes: 1. Planning and reporting are informed by gender sensitive data ,
2. Advocacy is based on gender sensitive evidences

Actions

- Develop monitoring and reporting tools to facilitate sex disaggregated data;
- Organize and disseminate GMS at all levels
- Adopt a systematic approach of collecting and using sex disaggregated data and gender sensitive data;
- Conduct regular gender portrayal assessments in media content
- Conduct a mid-term evaluation on the implementation of GMS actions in the Media Sector
- Build and make widely available a database on women working in the media in all media houses;

Chapter III. LOGFRAME OF FIVE YEARS GENDER MAINSTREAMING

The Five-Year Gender Mainstreaming Strategy of the media sector is for the year 2013-2018. The strategy finds its roots in the Government of Rwanda's commitment to achieve gender equality and women's empowerment as reflected in diverse legal and policy frameworks. It is also based on the findings from the gender audit conducted for entire Rwanda Media Sector in November – December 2012.

Besides, the strategic objectives identified which constitute the cornerstone of this strategy are based on the gender sensitive analysis which helped to highlight key gender gaps to be addressed by the proposed strategies.

3.1. STRATEGIC OBJECTIVE 1

Strategic objective 1. Equal treatment and recognition of capacities for men and women in the work place								
Outcomes : 1. Gender equality and women's rights raised in the media sector; 2. Equal training opportunities for both men and women in the media sector supported. 3. Capacity in gender analysis and gender mainstreaming increased								
Actions /Strategies	Indicators	Responsible part	Implementation years (2013 -2017)					Budget in USD
- Establish model gender policies for media houses to promote gender equality and overcome gender issues - Provide Mentorship and expertise	- Level on which men are granted paternal leave and women maternal leave respectively - Child care principles implemented in all media houses; - Breastfeeding freely done by women journalists; - Reduction of GBV and	MHC Media Houses MIGEPROF GMO NWC NCC		x	x			280,000
				x	x	x		

guidance to media practitioners to implement best practices and strategies to positively promote gender equality at work - Conduct Monitoring and Evaluation of model policies implementation - Conduct regular public lectures and forums on women rights, anti-discrimination and gender stereotypes for media professionals to develop gender	harassment within media houses; - Number of cases of GBV reported through media; - Number of women and men covering important news - Number of women and men being offered training opportunities inside and outside of the country; - Number of men and women employed as journalists, editors and professionals; - Number of radio and TV							
				X	X	X	X	
				X	X	X		

sensitive journalism - Advocate for least 30% of women representation in decision-making at all levels of the media eco system - Organize and implement specialized trainings and mentorship programs to enhance the capacity of female media practitioners in entrepreneurship and leadership skills - Organize and implement various seminars and on job trainings to impart gender analysis and mainstreaming skills	programs teaching on women's rights. - Number of women with high level decision making roles - The level of implementing the quota system by both public and private media houses			x	x	x	x	
				x	x	x		
				x	x	x		

among professionals.								
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3.2. STRATEGIC OBJECTIVE 2

Strategic objective 2. Promote a balanced and non-stereotyped portrayal of women in production and programs of the media (TV, RADIO, and News Papers)

Outcomes:

Fair portrayal of women and men through elimination of stereotypes and promotion of multi-dimensional representation/portrayal achieved

Actions /Strategies	Indicators	Responsible part	Implementation years (2013 -2018)					Budget in USD
- Implement training modules that focus on the use of non-sexist language and avoid gender stereotypes in the media - Undertake awareness –raising initiatives focusing on	- Level of men and women engaged in different area of expertise in the media - Number of programs presented on gender issues - Number of media campaigns on gender	MHC Media Houses MIGEPROF	x	x	x			256,000
		NWC		x	x	x		

reasonable and responsible use of television ,ICT, Internet/Social Media to prevent the possible violence against women and children	equality held at community level - Gender sensitive guidelines and codes of conduct designed and implemented;						
- Award professionals within media that have a positive role to promote gender equality and visibility of gender issues in media	- Level of improvement of media advert with non stereotyped images of women;			x	x		
- Design portable booklets to guide journalist and editors to collect, edit, and publish gender sensitive media content	- Number of women and men professionals in electronic, print, television and radio media,			x	x		
- Build capacity of media regulatory bodies to receive, analyze, and consider complaints from the public	- Number of women accessing media related education.			x	x		

concerning degrading images and sexist portrayals of women and men in media; - Support the networking of media and relevant civil society organization to promote gender equality through media programming and content production; - Publish regular reports to show case media's performance in enhancing equal image, visibilities and diversity of women and men.				x	x	x		
					x	x		

3.3. STRATEGIC OBJECTIVE 3.

Strategic objective 3: Gender sensitive monitoring and reporting tools established and implemented.							
<i>Outcomes:</i> Gender sensitive data inform planning and reporting process Advocacy is based on gender sensitive evidences							
Actions /Strategies	Indicators	Responsible part	Implementation years (2013 -2018)				
1. Develop monitoring and reporting tools to facilitate sex disaggregated data; 2. Organize and disseminate GMS at all levels 3. Conduct regular gender portrayal assessments in media content 4. Adopt a systematic approach of collecting and using sex disaggregated data and gender sensitive data ; 5. Conduct a mid-term evaluation on the implementation of GMS actions in the Media Sector	- Gender sensitive data collection tools are available and implemented	MHC		x			
	- GMS owned by Media houses and implemented	RGB					
	- Progress reports on gender mainstreaming in media content available	Media Houses	x				
	- Gender sensitive baseline build and useful	GMO					
	- Implementation evaluation report available and provide a clear picture on the level of						
							187,000

6. Build and make widely available a database on women and men working in the media in all media houses;	gender mainstreaming in media sector; - Profile of men and women working in media sector is available.			x				x	
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N.B: *The total budget for carrying out various actions proposed under the Gender Mainstreaming Strategy and its implementation M&E for 2013 – 2017 is estimated to USD 723, 000*

CHAPTER IV. GENDER RESPONSIVE M&E FOR THE IMPLEMENTATION OF FIVE YEARS GENDER MAINSTREAMING STRATEGY

4.1. Definition of concepts

The M&E Framework identifies in detail key indicators and their details for all sectors. It provides the methodology to collect data, analysis of information and reporting in reference to indicator monitoring and evaluation.

The M&E Framework provides levels of analysis in reference to strategic objectives related to program/project implementation. The terms used to describe monitoring and evaluation levels are as follows:

Goal (or Impact): is the mid-term to long-term change or impact to which an intervention contributes.

Purpose (or Outcome): describes the change resulting from the uptake, use or implementation of the outputs by beneficiaries outside the management team. The Purpose or outcome is greater than the sum of the outputs and should not be fully deliverable by the management team.

Outputs (or Results): These describe results that are delivered and provide what actions to be taken to obtain the Purpose. Examples of Outputs include but not limited to: knowledge and information, systems, human capacity, materials etc.

Activities: Describe what actions that can be taken so as to achieve an Output.

Assumptions: they describe the necessary conditions that must exist in order to attain the Goal or Impact, Purpose or Outcome, Outputs or Results during program/project implementation. They are beyond the control of the project or program management.

Indicators: Describe the standards against which change can be measured towards achieving the Goal.

Principles for identification of indicators:

Indicators for gender monitoring for all sectors are selected by responsible institutions to establish a checklist, they are refined from time to time to eliminate ambiguities before they are used. Indicators are selected using criteria which include:

- Publicly available,
- Clarity with no ambiguity
- Measurable with high degree of comparability
- Relevant to government policy

Criteria for Evaluation:

The common practice in evaluation focuses on five aspects namely: *Relevancy, Efficiency, Effectiveness, Impacts and Sustainability* that come with the implementation of an intervention in consideration of gender sensitivity.

Relevancy is measured at two different levels; Output and Impact levels and asks whether the Purpose and Goals are consistent with policies and priorities of the major stakeholders as may be outlined in program documents EDPRS, Constitution, Vision 2020 and as the case may be in relation to gender policy.

Relevancy seeks to address the following queries:

- Does the sector strategic plan meet the priority needs in terms of gender policy identified in key national policies and strategic plans (example EDPRS, 5-Year Strategic Plan)?
- To what extent is it compatible with plans of other sectors in the same program?
Has gender been addressed to fit into policy framework of other sectors?
- Are the Outputs the most appropriate and relevant to attain the Purpose and Outcome with gender sensitivity in mind?
- Does it complement, duplicate or compete with other sector plans.

Efficiency deals with comparative analysis of inputs as a proportion of outputs. Inputs are normally in terms of time, funds, equipment etc

Efficiency address questions of this nature:

- Are the available resources being used well and wisely?
- How do Outputs achieved relate to Inputs used?

Effectiveness measures to what extent has the program achieved its objectives.

It focuses on the following questions:

- Are the desired objectives being achieved at Purpose or Goal Level?
- Does it add value to what other sectors are doing?
- To what extent are our partners using their comparative advantage?
- To what degree of success has gender sensitivity and policy mainstreaming been achieved?

Impact measures the extent of success on what we set out to achieve, gender terms included.

- Did we achieve our target at Purpose or Goal level?
- What changes positive or negative have occurred?
- Are the changes due to the intervention?

Sustainability answers the question whether the outputs, achievements, impacts and results will be sustained after the End-of-Project/Program. Will government make budget for the program and maintain the funding? It answers questions such as:

- Will the Outcomes and impacts be sustained beyond a given period (Five years gender mainstreaming strategy)?
- Will activities, outputs, structures and processes established?

4.2 Monitoring

Monitoring is a critical aspect used in the implementation of development interventions that refers to a continuous examination and analysis of progress achieved in view of set targets. This is done through the collection of data and information relevant to the evaluation during the implementation of development programs or projects. Both quantitative and qualitative data are used in monitoring and information may be collected using a number of sources and research methods, including administrative records, surveys, focus groups discussions and participant observation.

Monitoring refers to a systematic process of data collection and analysis through the lifespan of a program or project. It has the following characteristics:

- It is an ongoing and regular process, carried out by internal staff and focuses on efficiency and effectiveness of implementation.

- Its main concern is on Activities and Outputs level of monitoring, sources of information include internal monthly and quarterly reports.
- Monitoring requires indicators to underline evidence of efficiency, effectiveness and impact.
- Requires responsibility for data collection as well as the methodology used and frequency
- Collecting and analysis of information
- Putting in place systems to collect and record information for monitoring purposes.
- Produce accurate and timely information to management.

Tools for Monitoring and Evaluation

- Surveys: surveys are used to collect data both quantitative and qualitative. Quantitative data may be analyzed to provide needed estimates using statistical methods required by users. Qualitative information helps to explain quantitative data. Surveys may provide precise and accurate estimates but they are expensive to implement given that considerable resources (highly personnel, logistics, equipment etc) are needed to carry them out.
- Monitoring and Evaluation Data Collection Format

Monitoring and Evaluation Data Collection Format							
Program/policy objectives	Indicators	Baseline data	Targets	Data source	Method of collection	Institution responsible	Frequency

This format provides the necessary monitoring and evaluation information at a glance.

- Participatory Assessment (PRA). This monitoring and evaluation method is applicable in assessing qualitative indicators. It employs participatory approach in data and information gathering with advantages of ownership and inclusiveness in decision making
- Administrative Reports and Reviews. These are sources of data and information needed for policy reviews and implementation purposes. Strategic Plans and Project Documents are further sources for monitoring and evaluation purposes.

4.3 Evaluation

An evaluation is an objective and systematic analysis of outputs, outcomes and impacts resulting from implemented interventions deployed to address development concerns. Evaluation is a critical source of evidence of achieved results that reflect on both personal and institutional performance during the implementation stage, informing policy through knowledge and learned lessons and experiences to better understand processes of achieving both intended and unintended results.

Evaluation contributes to the development of good governance in general and helps establishing accountability and transparency specifically in the implementation of programs, projects and related policies.

Evaluation is an in-depth assessment of an on-going or completed intervention focusing on what sectors implement and extent of achievement in terms of outcomes and impacts. Evaluation leads to policy formulation and reform. Evaluation programs for

sectors tend to be mid-term referred to as formative or summative when evaluation is conducted at the end of program period. The evaluation will focus on the efficiency, effectiveness, relevancy of the outcomes, impacts and sustainability of sector plans.

The steps used in Mid-Term or End-of-Program evaluation entail the following:

- Clarification of timing and scope/extent of area/sectors to be covered
- Participation of Partners and Stakeholders: emphasis of benefits of working together, synergies to achieve tangible results, joint learning, and accounting resources used etc.
- TORs elaborated through participatory approach for inclusiveness and ownership.
- For collection of data carry out surveys that may be required using expertise from NISR or Consultancy for professional service. Fresh primary data and analysis of documentation may require professional knowledge.

4.4. Management of Gender M&E framework for Rwanda Media Sector.

A comprehensive institutional framework for the management of the Gender Monitoring and Evaluation (M&E) system is critical to ensure an effective and efficient monitoring and evaluation function.

Major concerns in establishing such a framework include the following:

- Institutional and high-level of management understanding of and support for Monitoring and Evaluation as key to the effectiveness of the institution such as the MHC.
- The availability of adequate human and financial resources earmarked for monitoring and evaluation.

- The need for partnership with other monitoring and evaluation mechanisms (or machineries) to synergize with them, learning from their experiences sharing knowledge and information to enhance performance.

The main institutions that are involved in the implementation of the national gender M&E framework are:

The Media High Council

The Media High Council (MHC) is an organ provided with the role of capacity building of entire Rwanda Media Sector. It focuses on strengthening both technical and practical capacity of all media houses. Five years Gender mainstreaming strategy will guide the process of gender mainstreaming with public and private media houses and will be coordinated by MHC.

The Ministry of Local Government (MINALOC)

The Ministry of Local Government is responsible for providing media policy orientation and leadership on the National Media Policy. MINALOC should acts as the lead advocate on various issues regarding media including gender issues at different levels, mobilizes resources for the implementation of this five years gender mainstreaming strategy and networks at national, regional and international levels.

The Rwanda Governance Board (RGB).

As the National institution responsible for media development through research which generates several indicators, should contribute in providing guidelines in terms of gender mainstreaming within Rwanda Media Sector. It should set out standards, methods and procedures for data collection, its processing and management to ensure accurate and timely reporting.

Specific Media houses both public and private

Based on their specific plans, each media institution is required to mainstream gender and contribute to the implementation of the developed strategy. The ownership of the strategy by different media houses constitutes a cornerstone for the realization of this strategy.

The Ministry of Gender and Family Promotion (MIGEPROF)

As overall institution in charge of coordination and capacity building of gender in Rwanda, MIGEPROF should support the Media Sector in the regular implementation of the developed Media Sector Five years Gender Mainstreaming Strategy by providing clear guidance in terms of revising media policy in order to integrate gender, develop gender sensitive guidelines and tools to facilitate effective gender mainstreaming within Media Sector.

Gender Monitoring Office (GMO)

As specialized institution in charge of monitoring and evaluation of gender commitments in all sectors and at all levels, GMO will support the implementation of this strategy in providing guidelines for gender-sensitive data collection and periodic reporting by different stakeholders in media sector. GMO will also provide technical advice in various gender assessments, midterm evaluations which will be carry out under this strategy.

The National Women Council (NWC)

The NWC will support Media Sector in collecting information on women's needs in Media Sector , proposing the initiation of new policies for women's promotion in media Sector and contributing in development of the communication and advocacy activities to mobilizes women for their active involvement in media sector.

4.5. Tools for implementation of the Rwanda Media Sector Gender responsive M&E

Tools deployed to process information for gender monitoring include among others, templates, participatory interviews for focus group meetings mainly for qualitative information, Official Statistics provided by the NISR, routine quarterly and annual reports from media houses and other machineries tracking gender related information, surveys and censuses among others all providing data for gender indicators. MHC and other media houses are challenged by the amount of work in data and information processing and analysis required in order to provide useful advice for policy and its implementation.

In establishing a gender responsive monitoring and evaluation for the implementation of the developed five years gender mainstreaming strategy, it is important not only to understand the role of gender responsive monitoring and evaluation separately but to see it as a part of a holistic and integrated framework that is necessary for the achievement of results and the management of outcomes. Monitoring and evaluation are therefore seen as enter-related activities in which the collection of data and information on inputs and outputs recognized as monitoring, is targeted towards the assessment and analysis of outcomes and impact.

There are a number of M&E systems as a result of implementation of different engendered development programs that have been established through logical framework approach (LFA). The literature review indicates that mechanisms to establish gender sensitive indicators, the means and source of information, assumptions and risks have been considered while establishing different monitoring and evaluation systems.

A proposal of one such framework is given below in a matrix form with seven columns representing: Indicator, Baseline and date, Target and date, Mode of data collection, Responsible institution, Frequency of data update, Latest status and date.

4.6. INDICATOR TABLES FOR MONITORING AND EVALUATION

Indicator	Baseline, date	Target, date	Mode of data collection	Responsible institution	Frequency of data update	Latest status, date
Level on which men are granted paternal leave and women maternal leave respectively			Administrative records	MHC Media Houses	Annually	
Child care principles implemented in all media houses;			Assessment reports	MHC Media Houses NCC	Annually	
Breastfeeding freely done by women journalists;			Administrative records	MHC Media Houses NWC	Annually	
Reduction of GBV and harassment within media houses;			Assessment reports	MHC Media Houses MIGEPROF	Annually	
Number of cases of GBV reported through media;			Administrative records	MHC Media Houses GMO	Annually	
Number of women and men covering important news;			Administrative records	MHC Media Houses	Annually	

Indicator	Baseline, date	Target, date	Mode of data collection	Responsible institution	Frequency of data update	Latest status, date
Number of women and men being offered training opportunities inside and outside of the country;			Administrative records	MHC Media Houses	Annually	
Number of men and women employed as journalists, editors and professionals;			Assessment reports	MHC Media Houses	Annually	
Number of radio and TV programs teaching on women's rights.			Administrative records	MHC Media Houses	Annually	
Number of women with high level decision making roles			Administrative records	MHC Media Houses	Annually	
The level of implementing the quota system by both public and private media houses			Administrative records	MHC Media Houses GMO	Annually	
Level of men and women engaged in different area of expertise in the media -			Administrative records	MHC Media Houses	Annually	
Gender sensitive guidelines and codes of conduct designed and implemented;			Administrative records	MHC Media Houses	Monthly	

Indicator	Baseline, date	Target, date	Mode of data collection	Responsible institution	Frequency of data update	Latest status, date
Number of programs presented on gender issues;			Assessment reports	MHC Media Houses	Quarterly	
Number of media campaigns on gender equality held at community level			Annual reports	MHC Media Houses	Quarterly	
Level of improvement of media advert with non stereotyped images of women;			Assessment reports	MHC Media Houses MIGEPROF GMO NWC	Annually	
Number of women and men professionals in electronic, print, television and radio media			Administrative records	MHC Media Houses	Annually	
Number of women accessing media related education			Administrative records	MHC Media Houses	Annually	
Number of women and men trained on gender analysis and mainstreaming within the media sector;			Administrative records	MHC Media Houses	Annually	
Gender sensitive training modules developed and implemented;			Annual reports	MHC Media Houses	Annually	

Indicator	Baseline, date	Target, date	Mode of data collection	Responsible institution	Frequency of data update	Latest status, date
Level of quality of gender responsive media content;			Assessment reports	MHC Media Houses	Annually	
Gender sensitive policies in various media houses available and implemented;			Administrative records	MHC Media Houses	Annually	
Increase number of women entrepreneurs in media sector;			Annual reports	MHC Media Houses	Annually	
New projects initiated by women in media sector;			Administrative records	MHC Media Houses	Annually	
Involvement of men in supporting women's project initiatives.			Annual reports	MHC Media Houses	Annually	
- Gender sensitive data collection tools are available and implemented			Administrative records	MHC Media Houses	Annually	
GMS owned by Media houses and implemented			Annual reports	MHC Media Houses	Annually	
Progress reports on gender mainstreaming in media content available			Assessment reports	MHC Media Houses	Annually	

Indicator	Baseline, date	Target, date	Mode of data collection	Responsible institution	Frequency of data update	Latest status, date
Gender sensitive baseline build and useful			Administrative records	MHC RGB Media Houses	Annually	
Evaluation report available and provide a clear picture on the level of gender mainstreaming in media sector;			Administrative records	MHC Media Houses	Annually	
Profile of men and women working in media sector is available.			Administrative records	MHC Media Houses	Annually	

CHAPTER V. CONCLUSION AND RECOMMENDATIONS

5.1. Conclusion

This Gender Mainstreaming Strategy was developed with a participatory approach used and steps taken for its elaboration. It includes a results-based framework developed for its implementation and that will be applied by each media houses, under the overall coordination of MHC. Furthermore the document integrates a detailed Gender M&E framework that will be implemented by all media houses under the supervision of MHC and technical support of gender machineries. The Gender M&E system will enable the media sector to make any required adjustments during the 5-year period of implementation of the five years Gender Mainstreaming Strategy.

The implementation of this Strategy will enable the Media sector to increase their capacity to effectively mainstream gender in their regular interventions towards achieving gender equality and women's empowerment. This will be obtained through significant improvements in the Media Sector capacity to play a strong leading role in gender-related issues, to coordinate and communicate effectively internally and externally, and to document Rwanda's gender-related achievements and best practices.

Nevertheless, the full achievement of expected results will depend also on enhancing existing partnerships and building new ones, including internal partnership (All media Houses) and external partnership with gender machineries and donors.

The required budget for the implementation of the five years gender mainstreaming strategy and its implementation M&E is estimated to USD 725,000. The availability of this budget will seek the support of development partners to ensure effective gender mainstreaming within entire Media Sector. This availability of financial resources will

enable the Media Sector to implement the activities planned in the present Strategy, and achieving the overall goal of gender mainstreaming within Media Sector.

5.2. Recommendations

Based on the main gaps identified and expected outcomes from the implementation of this five years gender mainstreaming strategy and its implementation M&E, the Media Sector is strongly encouraged to adopt and put in place regular and comprehensive communication and coordination mechanisms that will positively contribute to enhance both impact and results of the proposed actions to be implemented by maximizing existing opportunities.

The main recommendations to effectively mainstream gender within Media Sector include:

- Identify clear links and synergies among each media house, using joint programming (including a Joint Action Plan) to optimize resources and avoid overlapping of activities;
- Regularly provide updates concerning the implementation of joint action plan conduct joint gender M&E and sharing the information among all media houses and using it for evidence-based decision-making;
- Convene management and technical meetings on a regular basis (quarterly), providing adequate notice and a clear agenda and ensuring the participation of all concerned media houses;
- Ensure that relevant outcomes proceeding from technical meetings are used to inform senior management on an ongoing basis and that senior management's decisions are communicated to technical staff;
- Adopt simple and gender sensitive user-friendly tools for information sharing with stakeholders (such as Information and Documentation Management System, emailing lists, newsletter and/or social networks groups) and ensure that all media houses staff uses them on a regular basis;
- Develop an internal protected space for information sharing among media houses (for example a joint intranet) and update it with information concerning

programs and gender sensitive initiatives implemented, as well as with reports, baseline and research documents;

- Enhance the media houses institutional memory and records through the systematization of qualitative and quantitative data produced in reports and research projects, as well as through the capitalization of media gender best practices and lessons learned;
- Clarify the role, tasks and expected periodical results of gender team within media sector;
- Regularly update institutional communication tools – such as media sector institutional websites and IMS – with relevant information and encourage media houses personnel to habitually browse them;
- MHC should be facilitated with technical expertise in the implementation of the GMS and ensuring its effective monitoring and evaluation process.

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**Focus Group with ARFEM Members during the Workshop on the Role of Rwandan
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