



## Supporting the Media Sector in Eastern and Southern Africa Region



Capitalisation of Experiences in SDC supported programs,  
Kigali 24-26.05.2016

Synthesis report

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## 1. Framework, objectives and key outcomes

### 1.1. Framework

Eastern and Southern Africa Division (ESAD now SENAP) is implementing a number of projects in the field of media-support in the DRC, Rwanda, Burundi, Tanzania. Related activities in other sectors are also conducted in Mozambique, Horn of Africa and Southern Africa. The Workshop of capitalisation was part of ESAD learning events co-organised by country offices and the Senior Regional Governance Advisor. It was organised in cooperation with the Democratisation, Decentralisation and Local Governance (DDLG) Network and the Knowledge, Learning and Culture (KLC) Division. It was decided at Pemba in 2015 at the Social accountability workshop where ESAD governance team found media as an important tool to make social accountability work and planned a Capex to generate knowledge. This importance of media in the region was confirmed by the speakers at the opening session of the workshop namely SDC Regional Director in the Great Lakes and the representative of Rwanda Governance Board.

The workshop gathered SDC staff, implementing partners, government actors and other donors for 3 days. The participation of the Swiss Cooperation Office in Benin and their partner had a valuable added value.

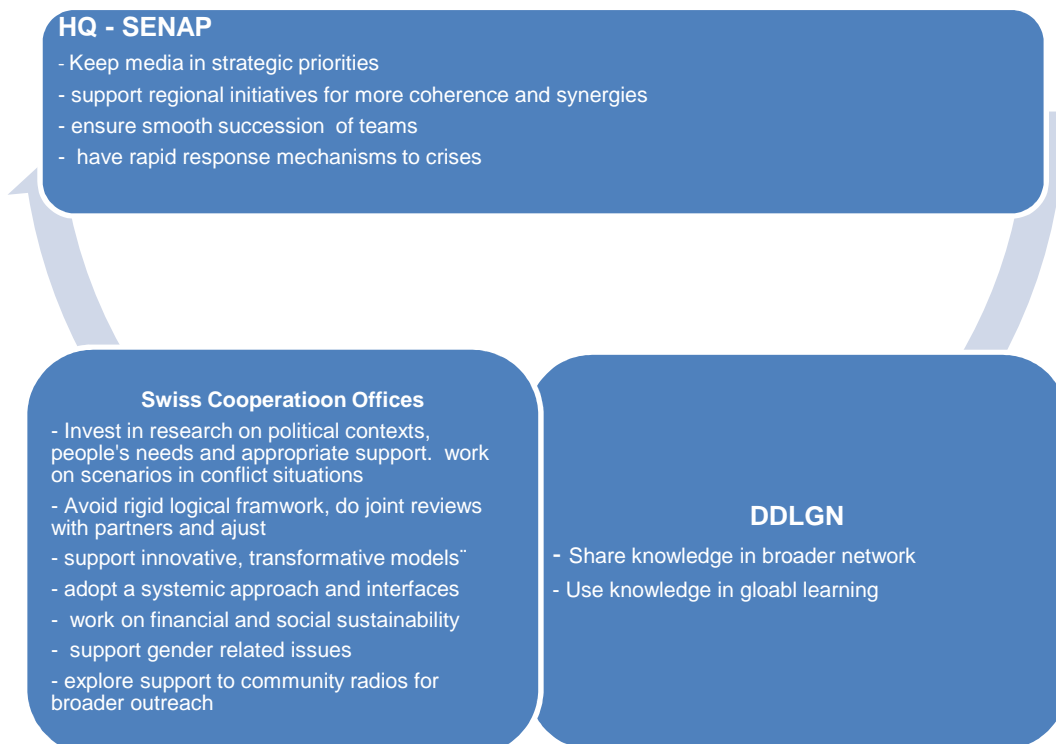
### 1.2. Objectives of the workshop

- Share experiences from media programmes and consolidate knowledge/practices for the future
- Identify common lessons learned and possible changes in respective programmes
- Increase coherence and create room for synergies within the region

### 1.3. Key outcomes

- spontaneous Identification of real challenges in the region from digital stories
- Common understanding of the role of media in development and its relation to the context particulars
- Identification in each country of challenges, limitations, opportunities and successful strategies
- Sharing SDC lessons learned and possible strategies for the future

### 1.4. Key recommendations to SDC



## 2. SDC strategies: successes, shortcomings and lessons learned

### 2.1. What worked

- **SDC Commitment on the long-term:** more than 19 years in Benin, 10 years and more in Tanzania, more than 10 years in the Great Lakes. This increases the impact potential.
- **Flexibility:** this was evidenced by the media programme in the Great Lakes. SDC was able to review the programme and adapt it to the new situation. More flexibility was recommended, though, as in such a situation it is not easy for a donor to overcome the dilemma related to diplomatic constraints and the will to support the exercise of human rights. According to participants, a balance between diplomatic relations and media support has to be found considering that journalists and media houses are facing new challenges. Not supporting them would jeopardize democratic efforts in the country and in the region.
- **Engaging with local actors** and at the grass root level proved effective
- **Participatory processes** in the formulation of programs which allow to respond to the real needs of media
- **Context-specific strategies:** **Rwanda** the focus is on capacity building ( mentoring, coaching *in situ*) and income generation supports (equipment, ..); **in Burundi**, networking/ alliance-building among local, regional and international media and the establishment of regional platforms for sharing information; **in DRC**, capacity building through coaching *in situ*; **in Tanzania**, working on the transformation approach for financial and social sustainability, the creation of platforms for dialogue, support to legal framework and conducive environment; **in Benin**, community radios for broader outreach and empowering citizens to question and hold governments accountable

### 2.2. What didn't work

- **Risks analysis before engaging in conflict contexts:** the crisis in Burundi showed the limits of the context analysis done before starting a programme or a phase. SDC Great Lakes had correctly done risk analysis but did not foresee the worse scenario i.e the situation where all the partner media would be destroyed and journalists exiled. This calls for deeper analysis of risks in conflict contexts, their possible impact on results, emergency mechanisms and plans for managing emotions.
- **Political will mobilization around SDC supported programmes objectives:** the media sector is very sensitive. Even though authorities in different countries are open to media work, they are not flexible enough to provide space to media to work independently and freely. There are a lot of obstacles : cultural and political barriers, top-down systems, accountability to the top rather than the citizens, the weight of the legacy of the past related to memories of hate media and all the fear of its resurgence etc
- **Integration of gender issues** : is not enough in the programmes
- **Systemic approach:** SDC programs are mainly implemented at the grassroots level where results are quick and concrete. However, for sustainable results, interventions should be done at different levels simultaneously: policies, legal frameworks and their implementation should be done at the national level.
- **Synergies and coordination** with other like-minded donors and regional organizations in the sector
- **Synergies with other SDC programmes** (ex. Decentralisation, social accountability) and complementarity between involved actors ex. Journalists, civil society organizations' activists

## **2.3. Key lessons learned on media role in development**

### **2.3.1. Information, education, advocacy**

- Even in difficult situations, SDC partners managed to identify relevant entry points
- Networking/alliances proved effective
- Capacity building is still needed. It should be accompanied by a work on the change on mindset
- Coaching in situ/ mentoring leads to tangible results compared to traditional trainings
- The diversity of media houses doesn't necessarily lead to diversified information
- Involving local media actors in policy dialogue on legal issues is effective. Important to know is that media owners can be driven by political and financial motives which can limit their actions. SDC should do a good analysis and find out which actor bears a stronger results potential in policy dialogue on a specific issue: SDC level? Ambassador level? media actors?

### **2.3.2. Media as tools and vectors of governance principles**

- A systemic approach is needed. Media alone cannot achieve the targeted results
- Political will is a prerequisite
- Interfaces between the supply and demand side are needed
- Gender issues should be better integrated
- Regional media platforms can make media work optimal and stronger

### **2.3.3. SDC instruments**

- Flexibility and joint ventures are required. Static logical frameworks are not helpful.
- Necessity to keep engaged in the contexts of violence and crisis
- Necessity to have regular exchanges with partners and support the development of business plans
- Continuity of orientations would be helpful. Rotation/turnovers affect the implementation of programs. Smooth succession of SDC programme officers/teams is needed.

## **3. Media potential, necessary conditions and strategies for success**

As stated at the workshop in Pemba, Media have a huge potential to work on governance parameters and produce tangible results. Drawing from the digital stories by SDC partners and staff produced in the pre-workshop in April, 2016, 6 topics were discussed. The purpose was to share the necessary conditions and strategies that SDC can support to successfully have media play the role of tools and vectors of governance principles.



Topic	Media potential	Necessary conditions	Strategies for success
<b>Information, watchdog and accountability</b>	Very huge	<ul style="list-style-type: none"> <li>• Conducive environment : appropriate laws and regulation</li> <li>• Dynamic civil society organizations and media</li> <li>• Existence of responsible institutions</li> <li>• Existence of political will to promote the work of media on the topic</li> <li>• Media capacities and good will</li> </ul>	<ul style="list-style-type: none"> <li>• Specialization of media professionals including on investigation journalism ( building informal networks within public institutions to have access to reliable sources of information)</li> <li>• Dissemination of laws and publication of the gaps in their implementation and in the public resource management</li> <li>• Conservation of protected data (ex : drive google, external back up) and sharing experiences</li> <li>• Development of common values between media and the supply side (creation of interfaces between media and decision makers/governments )</li> <li>• Support media as accountability agents</li> </ul>
<b>Combatting corruption</b>	Very huge Correlation between free media and impact on corruption is strong (Corrupt people are also investing in media)	<ul style="list-style-type: none"> <li>• Political good will /legal environment</li> <li>• Capacities of media</li> <li>• Security/safety</li> <li>• Public support</li> </ul>	<ul style="list-style-type: none"> <li>• Building capacity of journalists including in investigative journalism techniques: revelation and heads rolling is successful in Tanzania, less in Kenya, dangerous in DRC and Burundi.</li> <li>• Build alliances within government institutions and get supply of first hand data.</li> <li>• Engage public debate at local/national level</li> <li>• Support intermediaries e.g TMF radio, thematic radio programmes</li> <li>• Coordination : raise agenda, pay attention to what's happening</li> <li>• Social media and working with local media e.g supporting online platforms, can be very useful in publishing news that can't be</li> </ul>

			published on mainstreamed media
<b>Voice to the voiceless</b>	Huge	<ul style="list-style-type: none"> <li>• Space for marginalized people to tell their stories</li> <li>• Deliberate editorial decision to map out voiceless and report their lives' issues</li> <li>• Skills to report stories from the voiceless (social and technical skills)</li> </ul>	<ul style="list-style-type: none"> <li>• Establishing editorial policies that favor the marginalized. e.g gender</li> <li>• Enhance engagement with civile society organization/community based organisations</li> <li>• Integrate digital technologies i.e: social media, cloud sourcing</li> <li>• Need-based content that appeals to the voiceless : there are special stories marginalized people need to hear</li> <li>• Diversification of voices: not only them speaking, but others speaking on their issues</li> <li>• Broaden editorial values to fit needs of communities</li> <li>• Organise specialized reporting :e.g gender issues</li> <li>• Pushing for action to improve welfare of the voiceless</li> </ul>
<b>Lobbying and policy influencing</b>	The potential is very huge to provide platforms for dialogue on policy issues bring diversity of voices or provide evidence for policy dialogue, take on lobbying roles for issues affecting journalists	Media initiatives on policy reforms	Evidence –based, bing-bang approach : focus on an issue, cover it for a period
<b>Media and elections</b>	<ul style="list-style-type: none"> <li>• Very huge potential to support democracy</li> <li>• Able to ensure country wide coverage together</li> </ul>	legal and ethical frameworks	<ul style="list-style-type: none"> <li>• Create synergies between media and other actors</li> <li>• Dispose of codes of conduct</li> <li>• Media fund for elections</li> </ul>

	with civil society organisations		
<b>Trans border peacebuilding</b>	The potential exists but states commitment is missing	<ul style="list-style-type: none"> <li>• States' good Will</li> <li>• Media good will</li> <li>• East African community radio networks</li> <li>• Aspirations of the population to peace and successful regional integration</li> <li>• Existence of regional organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Organisation of a regional symposium for synergies and coherence including other actor (EALA +UNESCO+EAC)</li> <li>• Organisation of annual meeting back-to-back to ICGLR Heads of states summit</li> <li>• Organisation of joint broadcasts</li> <li>• Extend IPGL online platform to other EAC states</li> <li>• Identify donors and Civil society organizations as well as researchers to support the dynamics</li> <li>• Create an online platform for co-production. IPGL would create a link to information coming from other countries. TMF already supported a forum of African investigators in EAC</li> </ul>



**Highlights**

- Political Repression and control
- Importance of digital media
- Issue of sustainability
- Need for innovative funding types
- Need for skills and equipment

**4. Country experiences, ambitions, challenges, opportunities and strategies**

Contexts are very different and ambitions vary from a country to another, accordingly. Deep analysis was done on 4 countries: Burundi, Rwanda, DRC and Tanzania. Building on the results of analyses done by experts, participants per country exchanged on the goals of the respective projects, the challenges and limitations, opportunities and the successful strategies so far used. Below are the results:

**Burundi**

Just after the beginning of the project, Burundi entered in a political crisis. Media houses have been put on fire, closed and journalists pushed to exile.

Project ambitions	Challenges and limitations
<ul style="list-style-type: none"> <li>• Provide the public with access to reliable and diversified information. Give the voice to the population to express their needs</li> <li>• With regard to the context, promote social cohesion through constructive messages</li> <li>• Deconstruct hate discussions by using mostly information on facts and constructive comments</li> <li>• Promote accountability at national and local levels on fundamental issues</li> </ul>	<ul style="list-style-type: none"> <li>• Difficult access to sources of information</li> <li>• Difficult access to information for rural people due to the closure of independent media houses</li> <li>• Media houses in financial hardships (no more incomes and aid decrease)</li> <li>• Hostile climate, profession no more attractive, most of journalists in exile</li> <li>• Public press now turned into a tool for government propaganda and hate discourse</li> <li>• Propensity for certain media to release hate information on ethnic lines</li> </ul>

Opportunity	Strategies
<ul style="list-style-type: none"> <li>• Creation and development of digital media that allow to fill the gaps</li> <li>• Existence of committed journalists that are creative enough to find new ways and tools</li> <li>• Existence of organizations pleading for the freedom of press</li> <li>• Existence of certain authorities advocating for re-opening of media houses</li> <li>• Existence of donors still engaged in the sector</li> </ul>	<ul style="list-style-type: none"> <li>• Cooperation, partnership and networking between media actors to share information</li> <li>• Use of social media and mobiles to have access to information</li> <li>• Use of satellites and shortwaves</li> <li>• Organization of platforms to exchange on the media situation</li> <li>• Release viewpoints of conflicting parties</li> <li>• Plead for inclusion of the issue of media in peace negotiations in Arusha</li> <li>• Reinforce the monitoring of media to prevent hate media</li> </ul>

**DRC**

Ambitions	Challenges and limitations
<ul style="list-style-type: none"> <li>• Advocacy for the information access law</li> <li>• Popularization of such a law by the media,</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of economic stability</li> <li>• Lack of energy and equipment</li> <li>• Corruption of journalists and Lack of</li> </ul>

<p>help people to know about the law</p> <ul style="list-style-type: none"> <li>• Journalist's petition to make such a law effective</li> <li>• Civic education of the listeners by the media</li> <li>• Giving voice to the voiceless</li> <li>• Report abuse by public decision-makers</li> <li>• Good information and respecting the balance of stakeholders</li> <li>• Promoting the culture of accountability so that decision-makers the necessity to inform on and justify their decision</li> <li>• Promoting investigative journalism</li> </ul>	<p>professionalisms</p> <ul style="list-style-type: none"> <li>• Inaction and partiality of regulatory bodies</li> <li>• Poor management of media</li> <li>• Lack of a special law regulating the freedom of expression</li> <li>• Multiplicity of public taxes</li> <li>• Lack of public support for media</li> <li>• Lack of political will to de-criminalize press offenses</li> </ul>
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Opportunities	Strategies
<ul style="list-style-type: none"> <li>• A significant number of media in South Kivu</li> <li>• Democratic momentum</li> <li>• New technologies of information and communication</li> <li>• The presence of international enactment of provincial law protecting journalists' donors</li> </ul>	<ul style="list-style-type: none"> <li>• Synergies between medias for stronger lobbying and development of joint programmes</li> <li>• Capacity building of journalists</li> <li>• Supporting income generation activities</li> <li>• Use of new technologies</li> <li>• Improvement of the journalists' standard of living</li> </ul>

## Rwanda

Ambitions	Challenges and limitations
<ul style="list-style-type: none"> <li>• Educate, inform and empower people</li> <li>• Tell Rwanda story in the context</li> <li>• Give voice to the voiceless</li> <li>• Hold the leaders accountable</li> <li>• Use media as a tool for dialogue</li> </ul>	<ul style="list-style-type: none"> <li>• Dialogue platforms are available but not fully used</li> <li>• Still have self-censorship related to culture, mindset, fearing the bush without knowing what is inside</li> <li>• Weight the past (Hate media)</li> <li>• Low technical capacities</li> <li>• Low or weak media institutions</li> <li>• Low professionalism and existence of corruption practices</li> <li>• Criminalization of defamation</li> <li>• Poor management by media houses and low funding</li> <li>• Poor content</li> </ul>

Opportunities	Strategies
<ul style="list-style-type: none"> <li>• Legal and policy-framework (liberalization of the system of sanctions for the media, protection of individuals' rights and interests, etc)</li> </ul>	<ul style="list-style-type: none"> <li>• Audience sensitization</li> <li>• Increased funding in the sector that brings to sustainable funding</li> <li>• Strengthened capacities</li> </ul>

- Access to information law/legal rights for journalists
- Self-regulation, media profession is allowed to set professional standards itself
- Institutions : media associations and schools of journalism
- Political will
- Rwanda´s location: belonging to EAC
- Availability of Internet
- Political advocacy to decriminalize defamation

## Tanzania

### ambitions

- Media contributes to sustainable development
- Media diversity/pluralism
- Media recognition of its power
- Redefinition of media: inclusion of new media

### Challenges and limitations

- Media poorly supported (e.g DPs)
- Lack of editorial independence and financial sustainability
- Lack of capacity e.g on issues of global interests: SDGs, climate change; skills, reach, production quality content
- Government's interference; enabling environment, laws

### Opportunities

- Media/community: trust
- Media and government issues of common interest e.g Tz
- Media can work even in difficult environments
- Social/community media can promote community engagement : are giving a leeway to really engage

### Strategies

- Enabling policies and regulatory frameworks
- Safety and security of journalists
- Need to create platforms for dialogue; ethics, cohesion
- Address gender related issues
- Promote production and dissemination of diversified and quality content
- Support media transformation for financial sustainability
- Connecting local and national
- Promoting capacity building through the culture of networking
- Content sharing e.g Community Media Network of Tanzania (Commneta) in Tanzania
- Promoting citizen awareness on how media works, relevance to draw in community supported media
- Educate media for peace

## Other country experiences

Participants from Benin also shared their experience in supporting community radios. Evidence from the capitalization of SDC-Benin supported program, *Creating awareness to the voiceless*, was used to show the role of community radios in increasing citizen engagement and accountability, in fostering rural economy, in improving service delivery and access and in sharing knowledge/learnings. Success factors as well as lessons learned were shared.

Interesting was also experience by Radio Ergo, SDC Horn of Africa partner, that provided the participants with a humanitarian perspective in an on-going conflict situation. Similarities were established with new adaptive approaches used in Burundi after April 2015 like the use of correspondents across the country to keep a certain level of access to information, the use of shortwaves etc.

## 5. Key learnings from country experiences

### 5.1. From the partners' perspective

The different country experiences provided a very good basis for comparison. Participants learned from each case. Below are key learnings from each country.

- **Rwanda:** capacity building by the government is quite unique in the region. The existence of self-censorship and fear to use the accountability/dialogue platforms that are still caveats can well be addressed by the increase of audience sensitization
- **Burundi :** the deterioration of public media into a vehicle for hate and propaganda was taken as an eye-opener. It created awareness in the media actors to watch and try to see signs that show a move to that kind of situation in order to address them proactively, in their respective countries. A second learning from Burundi experience was about the coping mechanisms that seem to be working (see above under strategies)
- **Tanzania :** the Tanzania Media Foundation model that seeks to invest in sustainable skills was found very inspiring. The cooperation between the government and the media on common issues is very fruitful. The new conducive environment granted by the new government is also very promising

### 5.2. From SDC's perspective

#### Theories of Change (ToC)

**Great Lakes:** improving media general conditions (training, better working conditions, transparent governance of media, financial viability, etc), improving the quality of their products (diversified, relevant and with regional perspectives), and targeting coordinated actions in the Human rights domain, contribute to reinforce media, their role and improve the quality of their work

**Tanzania:** empowering media contributes to transparent and accountable state systems. For this to happen citizens, civil society organisations and other key actors (right holders) need access to relevant, timely and clearly presented information. The government also needs to communicate with the citizens to understand what their concerns are, even in the remotest place, so as to address their concerns. The state and its citizens need to communicate. Through a media that is professional, adheres to ethics of the trade and is operating in a conducive legal environment we aim to contribute towards bridging this information gap between the right holders and duty bearers.

- **Role of media in enhancing inclusive development:** there is a strong link between governance and media. Independent and pluralistic media are crucial for the compliance to governance principles: transparency, accountability, participation. They play a determining role in rendering the decision-making processes more transparent.

Yet, it is clear, from country experiences that there are tensions between political and media actors in almost all the countries

- **What are the biggest challenges to achieving ToC:** i) **Legislations:** laws and regulation in all most all the countries are unfriendly. They give a lot of power to the governments and thereby limit the span of the freedom of speech. ii) **Professionalism:** the high number of media houses/radios in a country does not necessarily lead to pluralistic or diversified information. Instead, it can lead to a low quality and biased capital-centered reporting iii) **economic viability:** on one hand, sustainability is often confused with finances. It should on the contrary relate to the possibility/means to generate money and to have an-in-built system that guarantees functioning. On the other, there is a clear link between poor media houses and poor reporting. SDC should find entry points to invest in new models and new skills that can foster quality improvements without de-responsibilizing media owners. By the same token, media owners should seek community appropriation of their work to impulse social buy-in that is needed for financial sustainability.

- **Main Lessons Learned**

- **Burundi** : even in very difficult situations, SDC partners managed to identify entry points and continue their work. Networking with international media as a source of information is very crucial in such situations. Policy dialogue is also important to work on issues that divide the government and media
- **Rwanda** : The coaching *in situ* has so far led to tangible results. However, building capacity and working on the mindset are still needed. The culture of the leader/chief is very strong and weighs strongly on the quality of media work. The economic progress of the country has not had impact on the financial health of media houses. When funding media, it is very important to aim at transformation (transformative funding).
- **DRC** : diversity of media does not necessarily mean diversified information. Professionalization of media is very much needed. Social ownership of community radios would be very useful in increasing access to information, citizen's engagement and propensity to hold the leaders accountable.
- **Tanzania:** on one hand, involving media actors in policy dialogue on legal/policy issues and not dealing them directly with the government has proved very effective (SDC 's support to local stakeholders 'actions in policy dialogue on specific issues has been very successful). On the other, at operational level, static framework can hinder effectiveness. The context is constantly changing. This requires flexibility from SDC and calls for embedding learning processes in the programme, having joint reviews annually and adjusting based on lessons learned.

## 6. Conclusions and recommendations

Media are becoming much more important to international development agenda and to governance goals in particular. With the shift of paradigm today, media support is integrated in SDGs implementation, Goal 16.10, which includes commitment to improve access to information. The link between instability and communication is indeed proved. In this framework, the overall goal is toward societies rather than media themselves. Donors' support today aim at supporting media that bring people together and promote peace in the present fragility settings. The main challenge is to foster conversations across groups, across societies. To counterpart issues fostering radicalization and extremism in any society, donors need to move toward a counter propaganda approach by providing platforms for people to express their views, to increase participation and political trust. To do so, flexibility is needed to take political opportunities. Training only doesn't work. It has to be part of a long-term strategy. The development of sustainable models requires the engagement of both the donors and the partners. The strategies have to be tailored to particular contexts/markets. ESAD media capex was a good example of this kind of conversation. SDC and partners looked at what they are doing, what worked, what didn't and what can be the best strategies in the future (see table above for specific topics). The main recommendations were:

### To country offices

- Invest in research on political context, on what people need from media and what best support can be done for media to deliver what people need. Understanding the contexts would allow SDC offices to tie their strategies to the realities.
- Adopt a coordinated, evidence-based support. SDC support to many media initiatives in one country requires to identify the market of each to avoid duplication.
- Increase coordination with other donors especially when tackling difficult issues. Donors have a lot of fragmented approaches.
- Avoid rigid logical frameworks, conduct joint reviews with partners and adapt interventions to the constantly changing contexts
- Mix support to digital and analog media. Traditional media still reach and engage more people than the digital media although the latter are increasing
- Identify common concerns between media programmes and other sectors; increase synergies between media support and other governance-related programmes
- Support business plans making

### To media

- Create platforms and networks for exchange and synergies
- Exchange business plans

### SENAP Division

- Keep media support on the strategic agenda. It was clear from the workshop that media are an important pillar for democracy and good governance that should be strengthened.
- Have rapid response mechanism to crises. Have a mechanism for emergency, unplanned situations
- Support regional initiatives ex. Symposiums, support regional exchanges on business plan making
- Organize smooth succession of teams. The change of officers is likely to bring change in orientation. Ensure continuity

### DDLGN

- Use the Capex knowledge in the broader network
- Use it in global learning

The synergy between DDLGN, KLC and SENAP Division was very effective and efficient. The overall workshop was very much appreciated by participants. See evaluation in annex.

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## Annex 1 : Media Capitalisation Workshop: 24-26 May, 2016, in Kigali, Rwanda

Arrival Day, Monday, 23 May

18h00: Welcome Reception and getting to know each other

### Day One - Synthesis of experience from country perspectives

9:00 – 10:00	<b>Welcome and Introductions</b> <ul style="list-style-type: none"> <li>- Welcome by SDC Head of Cooperation Mr. De Picciotto</li> <li>- Welcoming remarks Rwanda Governance Board representative</li> <li>- Workshop objectives and programme</li> <li>- Logistics</li> <li>- Participants introduction</li> </ul>
10:00 – 10:15	<b>Presentation of selected digital stories</b> prepared by media actors
10:15 – 10:45	<b>Break</b>
10:45 – 12h30	<b>Synthesis of experience at country level</b> Discussion at four country tables: <ul style="list-style-type: none"> <li>- Ambitions: Role media for the development of the society</li> <li>- What is realistically possible: opportunities, constraints, limitations</li> <li>- Response: Successful strategies of media with in response to opportunities and challenges</li> </ul>
12:30 – 14:00	<b>Lunch</b>
14:00 –16:00	<b>Presentations</b> of the four countries experiences
16:00 – 16:30	<b>Break</b>
16:30 – 18:00	<b>Reflections by SDC cooperation offices and participants from other countries</b> <ul style="list-style-type: none"> <li>- What confirms my own experience</li> <li>- What surprises me</li> <li>- What is interesting for me from these experiences</li> </ul>
18:00	<b>Closing</b>

### Day Two – Thematic Deepening

09:00 – 09:15	<b>Presentation of selected digital stories</b> prepared by media actors
09:15 – 10:15	<b>Group Discussions of topics (1st round):</b> Proposed selection of topics: <ul style="list-style-type: none"> <li>- Give voice to the voiceless</li> <li>- Lobbying, policy influencing</li> </ul>

	<ul style="list-style-type: none"> <li>- Information, Watch dog, accountability</li> <li>- Combatting Corruption</li> <li>- Media in elections</li> <li>- Peace Building across borders, regional dimension</li> <li>- Media under political repression/control</li> </ul>
10:15 – 10:30	<b>Break and rotation to another group</b>
10:30 – 11h30	<b>Group Discussions of topics (2<sup>nd</sup> round)</b>
11:30 – 12:30	<b>Presentation of group discussions</b> <ol style="list-style-type: none"> <li>1. Successful strategies to advance these topics</li> <li>2. What are key messages for the others</li> </ol>
12:30 – 14:00	<b>Lunch</b>
14:00 – 15:00	<b>Presentation of group discussions (continued)</b>
15:00 – 15:30	<b>Break</b>
15:30 – 17:00	<b>Role of SDC</b> <ul style="list-style-type: none"> <li>- Panel discussion</li> <li>- Exchange with plenary</li> </ul>
17:00	<b>Closing</b>

### Day Three – Media experts’ inputs and the way forward

09:00 – 10:00	<b>Synthesis of major achievements</b> What has proved successful in SDC strategies
10:00 – 10:15	<b>Presentation of selected digital stories</b> prepared by media actors
10:15 – 10:45	<b>Break</b>
10:45 – 12h30	<b>Media experts</b> <ul style="list-style-type: none"> <li>- International practice, trends, debate, innovative approaches</li> <li>- How is SDC positioned, what is in line, special and blind spots</li> <li>- Discussion with the plenary</li> </ul>
12:30 – 14:00	<b>Lunch</b>
14:00 – 15:30	<b>Key lessons and what next</b> <ul style="list-style-type: none"> <li>- Discussion among pairs: What did strike me most, what do I take along and how do I want to apply</li> <li>- Selected country representatives sharing key messages with the plenary</li> </ul>
15:30 – 16:00	<b>Break</b>
16:00 – 17:00	Main lessons, next steps in ESAD
17:00	<b>Closing</b>

## Annex 2 : list of participants and group photo

<b>Participant</b>	<b>office/institution</b>	<b>country</b>	<b>Title</b>	<b>Language</b>	<b>E-Mail Address of participant</b>
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## Annex 3 : Evaluation

