



USAID | **RWANDA**
FROM THE AMERICAN PEOPLE

LAND PROJECT, RWANDA

**COMMUNICATIONS CAPACITY BUILDING WORKSHOP
OCTOBER 2014
STRATEGIC OBJECTIVE 1**

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COMMUNICATIONS CAPACITY BUILDING WORKSHOP

TRAINING PROCEEDINGS REPORT

October 2014

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Contract No. AID=696-C-12-00002
LAND Project

ACRONYMS

CSO's	Civil Society Organizations
GOR	Government of Rwanda
M&E	Monitoring and Evaluation
OSC	Overseas Consulting
RNRA	Rwanda Natural Resources Authority
USAID	United States Agency for International Development
WG	Working Group

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1.0 INTRODUCTION

USAID LAND Project in collaboration with Rwanda Natural Resources Authority (RNRA) organized a training course on land - related communications which took place on October 14-17, 2014 at LEMIGO Hotel. Initiated in May 2012, the LAND Project seeks to strengthen the resilience of Rwandan citizens, communities, and institutions and their ability to adapt to land-related economic, environmental, and social change. The project consists of two mutually reinforcing components: Increased capacity of local Rwandan institutions to generate high quality evidence-based research on land-related issues that can be used by Rwanda citizens, civil society organizations, and Government; and; Increased understanding of land laws, policies, regulations, and legal judgments on land-related issues by local Government of Rwanda (GoR) officials, civil society organizations, research institutes, and citizens.

The workshop was led by LAND Project partner Overseas Strategic Consulting. The main objective of the Workshop was to strengthen the capacity of Government and Non-Government Organizations to deliver high-impact communications on land matters, thereby, facilitating the implementation of the Land Sector Communications Strategy.

The course provided cross-cutting guidance and training in the creation of innovative public awareness campaigns. These public education initiatives focus primarily on increasing citizens' understanding of land rights across Rwanda, especially among vulnerable communities. The four day basic communications training workshop was designed for communications specialists with direct responsibility for the design and dissemination of communications products.

The workshop aimed to improve participants' skills in carrying out research to inform communications planning, creating effective messages and visuals aimed at different target audiences, selecting appropriate vehicles/mediums to reach target audiences, essential elements of communications planning and implementation, and monitoring and evaluation of one's communication.

2.0 TRAINING CONTENT AND APPROACH

The four-day workshop was organized so that it proceeded from introductory, thematic considerations to application of specific skill sets. The invitees consisted of Government of Rwanda and civil society organization members of the Land Sector Communications Working Group. Organization managers with responsibility for overseeing communications activities within their organizations were invited to attend the full workshop. Directors of the same organizations were also invited to attend the introductory portion of the workshop delivered on the first two days. A key objective was to equip all working group members with a common foundation of communications skills enabling them to carry out the activities articulated in the Land Sector Communications Strategy.

Based on administration of a needs assessment prior to the workshop to all confirmed participants, training content and exercises were designed to meet the specific communications needs identified by CSO and GoR participants prior to training.

The workshop covered basic communications skills and offered an introduction to intermediate level skill sets. Specifically, the following topics were covered:

- **Research and Evaluation**
 - Understanding your audiences
 - Evaluating campaign effectiveness
 - Qualitative methods for understanding audience knowledge, attitudes, and practices
 - Motivators and barriers to understanding and behavior change
 - Pre-testing and testing messages
- **Public Outreach & Public Education**
 - Developing clear, coherent key public messages
 - Planning communications campaigns
 - Managing messaging over the life of a campaign
 - Techniques for soliciting and responding to citizen feedback
 - Design and distribution of printed materials
 - Radio PSAs, call-in shows, and dramas
 - Organization, planning, and implementation of public meetings and events

- Earned media engagement (press releases/events, interviews, journalist groups)
- Audience-appropriate social media integration.

Approximately two-thirds of the workshop was devoted to group discussions and small group exercises that: 1) reinforced theoretical sessions through practical application and skills-building, 2) catalyzed peer learning, 3) strengthened relationships between government and CSO participants, and 4) maximized participation of all attendees. The exercises were designed to provide participants with experience in developing messages plus planning and managing communications campaigns. The practical exercises were a mix of individual and group work and included message development, , public speaking exercises, and budgeting scenarios.

3.0 TRAINING PROCEEDINGS

This section provides a summary of the chronological proceedings of the training course beginning on October 14 and concluding on October 17, 2014.

Day 1: Tuesday, October 14, 2014

3.1 Introductory and Opening remarks

Innocent Karangwa, USAID LAND Project Communications Specialist, thanked participants for accepting the invitation to the workshop and delivered opening remarks on behalf of Chief of Party, which were as follows:

“This workshop is one of the first of its kind in Rwanda, a workshop devoted to improving communications capacity in the land sector. We are pleased to have Erin Martin of Overseas Strategic Consulting back with us to lead this workshop and share her extensive knowledge and experience in the communications field.

All of you have been invited here because you either are currently engaged in land-related communications, or have implemented land communications in the past and hopefully intend to do so in the future.

Also, you are here because you are members of the Land Communications WG, convened by the RNRA and LAND Project, and have therefore been part of the genesis of the recently developed Land Communications Strategy.

This strategy was developed by members of the WG as a guidepost for all those engaged in land-related communications. The subgroup that volunteered their time to be part of developing the strategy identified major land communications priorities, identified key messages and critical information-sharing needs, and the types of vehicles which might be most effective in delivering those messages and information. The communications strategy was subsequently endorsed by the broader working group in June of this year. One of the members of the working group involved in the development will be presenting a brief overview of the strategy to refresh our memories on its key elements.

This workshop has the intent of further strengthening the working group's capacity to support the Land Communications Strategy. If all of our organizations contribute even a small part to this strategy, together we can achieve great impact in realizing its objectives of citizens realizing their land rights while also complying with their responsibilities.

It is also a privilege to introduce a new member of the Working Group – Radio Ishingiro from Gicumbi and their Managing Director Ildephonse SINABUBARIRAGA. Radio Isingiro is the esteemed recipient of the LAND Project's communications award. (applause) Together with their sister stations Radio Isangano (Karongi), Radio Huguka (Huye, Nyaruguru and Gisagara districts) and Radio Izuba (in and around Kigali), they will be carrying out a high impact communications campaign on gendered land rights that specifically targets men and boys. The campaign will deviate from traditional approaches of communicating women's land rights in the law to women and instead focus on engaging men and boys in supporting gender equal land rights. It is more than simply communicating information; it is about tackling men's fears and myths about gender equal land rights and also shifting couples' mindsets and beliefs away from what's mine and what's yours to one of shared resources, equal decision-making and loving partnerships."

3.2 Day 1: Presentations

On the first day, a presentation on “*Securing the Public’s Investment: A Communications Strategy for Promoting Understanding and Confidence in Land Reform in Rwanda*” was presented by Jean Paul Ntezimana from Search For Common Ground (SFCG) as a member of Working Group. The presenter summarized key components of the strategy, including the background of the strategy, goals and objectives, proposed messages, communications vehicles, budget, and monitoring and evaluation.

He stressed that the high-level goal of the strategy is to: “contribute to an effective system of land management and land administration by reinforcing public engagement in the land system and coordinating national communications on land reforms.” The presentation was followed by discussion on the new Land Sector Communications Strategy whereby the participants expressed satisfaction and recommended thorough implementation of the strategy.



Participants during the Communications Workshop

The second presentation entitled “The Power and Possibility of Communications: Strengthening Communications and Public Outreach on Land Issues” was delivered by workshop trainer Erin Martin. The presentation focused on:

- The power of communications
- What makes communications “strategic”
- Opportunities for this campaign

After the presentation, participants clearly understood why having a communications strategy matters. A communications strategy creates an opportunity to deliver far greater results, serves as a guidepost when circumstances change, brings a sense of purpose, especially in a collaborative effort, and helps others understand what you are doing.

The participants learned how a communications and outreach campaigns can be used to build bridges between people and policy and how a campaign can help your organization. This session connected the structural elements of a strategic communications campaign (research, messages, vehicles, audiences) to the practical aspects of implementation (planning, budgeting and executing).



Erin Martin (Trainer) engaging workshop participants

3.3 Day 2: What is the Campaign About?

This session looked at the process of translating land laws and policy to a series of communications that the average person understands, is interested in, and will act on. This session considered key messages as a tool for educating, persuading, inspiring, and catalyzing action, paying attention to strategies for ensuring the longevity of messages, monitoring their effectiveness, and adapting based on feedback.

This session centered on using key messages in various forms of media. The participants discussed how a campaign managers must maintain consistency across media and use different media to reinforce a message, e.g., how messages in a radio drama can reinforce those in a brochure. The participants discussed several key mediums:

- Paid media
- Free or earned media
- Social media
- SMS
- Posters, brochures, etc.
- Other advertising (buses, billboards, etc.)
- Community meetings
- Key influencer approach
- Stakeholder engagement
- Co-communicator deployment

3.3.1 Group Discussions

An explanatory session on key messaging was followed by group review of several communications products used in a Uganda malaria campaign. Working in three groups of 4 or 5 persons each, the participants analyzed the materials to identify high level, objective level, and audience level messages, and then returned to the plenary to compare their results.

Following this, the trainer and participants launched an impromptu exercise to develop a series of high level, objective level and audience level messages related to three aspects of land reform in Rwanda (transactions, land use plans and gendered rights). By starting with a general presentation, critiquing an existing campaign, and then

applying what they learned to the Rwandan context, participants gained a thorough understanding of key messages.



Participants during Group Discussions

3.4 Day 3: Executing the Plan

On the third day, the participants discussed the role of a campaign manager implementing a communications plan. Some of the roles and responsibilities discussed included the following:

- Plan, oversee and implement key communications activities;
- Oversee development of messages, materials;
- Manage the communications budget;
- Oversee or support research and Monitoring +Evaluation (M&E); and
- Anticipate change and adapt to changing circumstances

The presentation was followed by a communications campaign budgeting exercise. Participants were divided in two groups and given draft budgets for a radio drama and a grassroots community-outreach program (Itorero). Each group reviewed and revised its

budget, adding missing expenditures and correcting unrealistic costs. They estimated the size of the possible target audience for each vehicle and then calculated the cost of each per individual audience member.

The group reconvened to present their results. They found that the radio drama proved to be far less expensive per person than the grassroots education program. A lively discussion ensued about whether cost was the only issue to consider in deciding on vehicles, and whether, for example, the length and depth of contact with an audience was also a key factor. The exercise was very useful in tying together strategic communications thinking, budget planning, and the effectiveness of various communications vehicles.



Participants during group discussions

3.5 Monitoring and Evaluation

Another session looked at how monitoring and evaluation can be used over the life of a campaign to strengthen activities and refine messages. A presentation of the Land Sector Communication Strategy Monitoring and Evaluation Framework together with key elements to ensure rigorous monitoring and evaluation was presented by Land Project M& E Consultant Emmanuel Gasana.

After the presentation, participants discussed how to implement the M+E framework and shared tools for coordinating monitoring across organizations.

The workshop concluded with participants sharing experiences and updating each other on what is being implemented by their respective organizations. A summary of these follows:

Rwanda Natural Resources Authority (RNRA): The Rwanda Natural Resources Authority delivers communication campaigns to create awareness on land administration and facilitate good service delivery in land administration. RNRA facilitates public education, marketing, and changes in mindsets by both external and internal stakeholders. The agency establishes a two-way information management system between RNRA and its stakeholders that enables RNRA to regularly engage with different stakeholders. RNRA interacts regularly with the media and also guides the development of a strong social media platform and presence.

The mediums RNRA most often employs include: radio stations, local leaders, public community meetings, television, information packs, brochures, high-level sponsorship, newspapers, documentaries, websites, religious institutions, NGOs, national and district-level launches (e.g. Land Week), billboards, SMS, flyers, stickers, and toll-free phone lines.

Search For Common Ground (SFCG): Search For Common ground strives to build sustainable peace through three main avenues: dialogue, media and community. SFCG's key land-related message revolves around security of land rights for women and men as

the foundation for sustainable peace and development. The key mediums employed by SFCG include: community radio (including radio program “Ubutaka Bwacu”), newspapers, community meetings, role plays, social media, newsletter, website, documentaries, photos, debates, publications, and participatory theaters performed across the country.

HAGURUKA: HAGURUKA provides legal assistance to vulnerable women, offers training on women's rights, including land rights through other associations. HAGURUKA relies on the following mediums: community meetings/dialogues, trainings, newspapers, television, radio shows, posters, leaflets, role plays, toll-free phone lines.

RCN *Justice et Democratie*: RCN is heavily engaged in the land sector with the major component focused on training of Abunzi and other land rights activities. RCN facilitates dialogue and maintains social ties across communities on key issues that affect society like women’s land rights and inheritance issues. Key mediums include: bulletins, audio-visual productions, publications, community meetings, website, and speeches and debates at conferences.

4.0 CLOSING REMARKS

Mr. Didier Sagashya, Deputy Director General of RNRA, and Ms. Anna Knox, Chief of Party of USAID LAND Project, provided the closing remarks for the training.

Mr. Sagashya expressed his appreciation to the LAND Project their contributions to the implementation of the training. He urged the participants to use the skills gained to successfully implement land communication campaigns and improve general understanding of land reforms and land rights. Mr. Sagashya stressed to participants, “The reason why I am here is to demonstrate how important communications is in terms of land related matters.” He urged CSOs to participate in the implementation of the Land Sector Communications Strategy.

Ms. Anna Knox then took the floor to congratulate participants for the time they dedicated to the training. She encouraged participants to accelerate the implementation of the Land Sector Communications strategy by saying, “By each of us adopting a piece of the strategy and turning it into a reality, we can have a major impact not only on people becoming aware of their rights and responsibilities, but in exercising and embracing those.” Ms. Knox underscored the importance of members to act together in

their communications efforts, “ to streamline and build on one another’s efforts and not duplicate them.” She concluded with reiterating the LAND Project’s commitment to work with CSOs to develop funding proposals to support communications campaigns, designing research to inform communications campaigns, and to develop M&E systems to monitor and evaluate those, while reminding participants, “If you want that support, it is up to you to reach out to us. If you want to have an impact, it is up to you to act and to act together.”

5.0 TRAINING EVALUATION

Training evaluation questionnaires were administered to participants at the end of the workshop. The questionnaires asked participants to rate the trainer’s competence, training content, and overall training program and facilities on a scale of five; one being poor and five being excellent. Participants were also asked to provide suggestions for improvement of subsequent trainings. Results from participant feedback presented in this section will be used by the LAND Project to inform future efforts to build the capacity of civil society and Government of Rwanda in land-related communication and public outreach skills.

Of the 16 trainees (8 males and 8 females) who took part in the trainings the first day, 13 (81.25%) fully completed the trainings and filled out the questionnaires (7 males and 6 females).

Overall evaluation results were highly positive with 94.4% of participants scoring the trainer’s competence as “very good” and 94.6% of participants scoring the training content as “very good.” The overall program and facilities was scored as very good by 84% of participants.

More details on the evaluation criteria including the narratives are summarized below.

5.1 Trainer’s Competence

On a scale of 1 to 5, respondents rated excellent (5.0) the trainer’s ability to listen and satisfactorily answer the participants’ questions. The trainer’s competence in using an appropriate pace in conducting the session, interacting with the trainees, using activities/exercises to facilitate learning, and clarifying the objective of the course were all rated very high with mean scores of 4.7 each (see Figure 1).

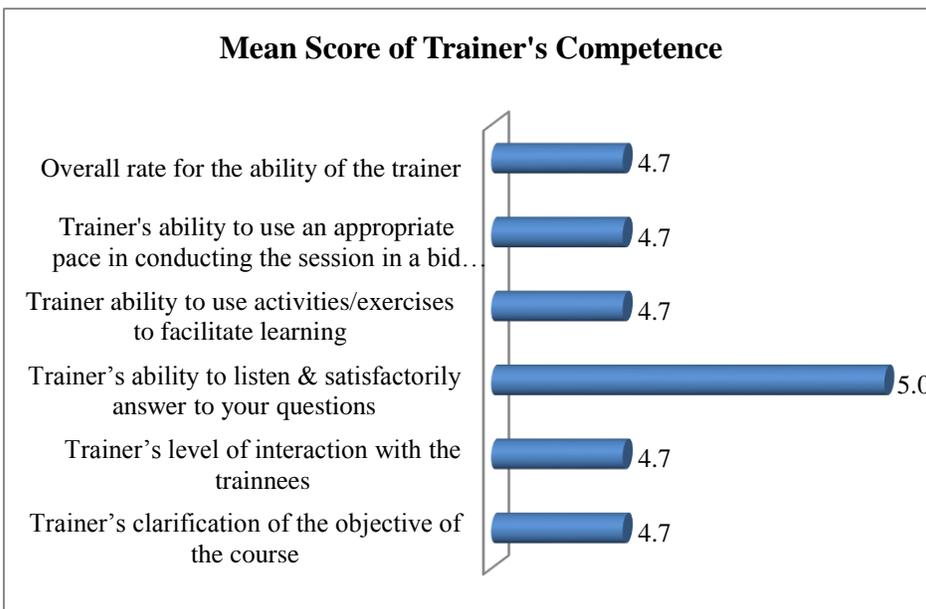
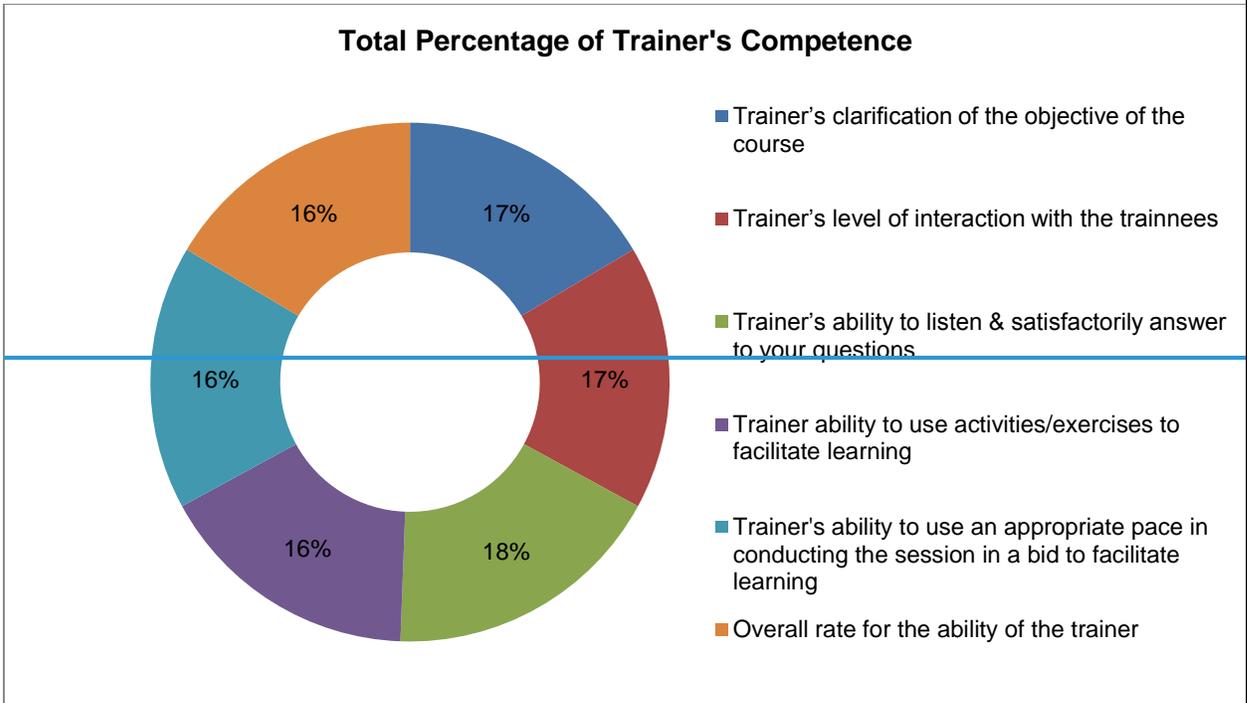


Figure 1:

Trainer's Competence

5.2 Training Content

On average, participants ranked excellent (5.0) the appropriateness of the training content to their individual professional needs and relevancy of the training content to their jobs, revealing that the workshop was remarkably appreciated and came highly

regarded. Clarity and logical organization of the content and the overall rating of the training content and program flow were scored very high averaging both 4.7. The possibility of applying the learning acquired from the training in the participants' professions received the least mean scores of 4.3 (see Figure 2).

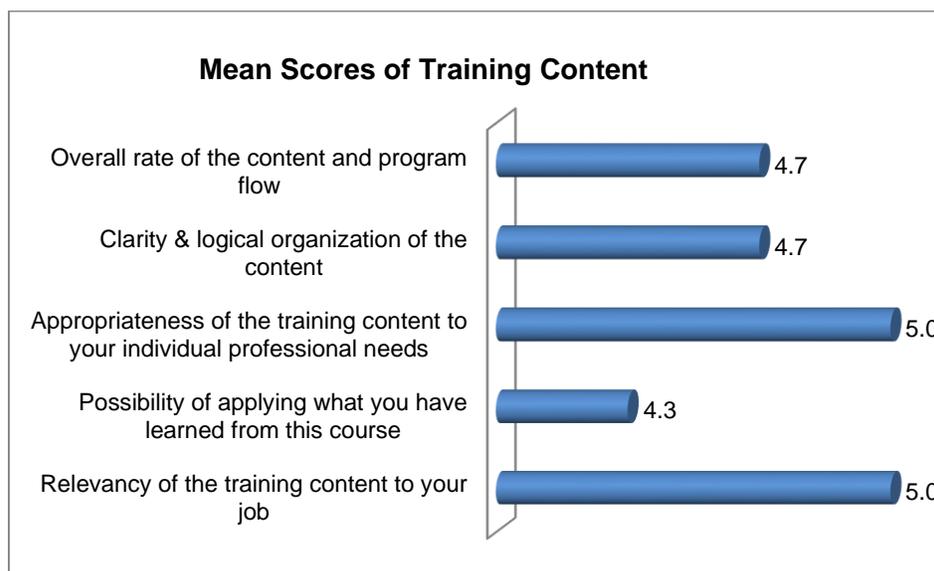
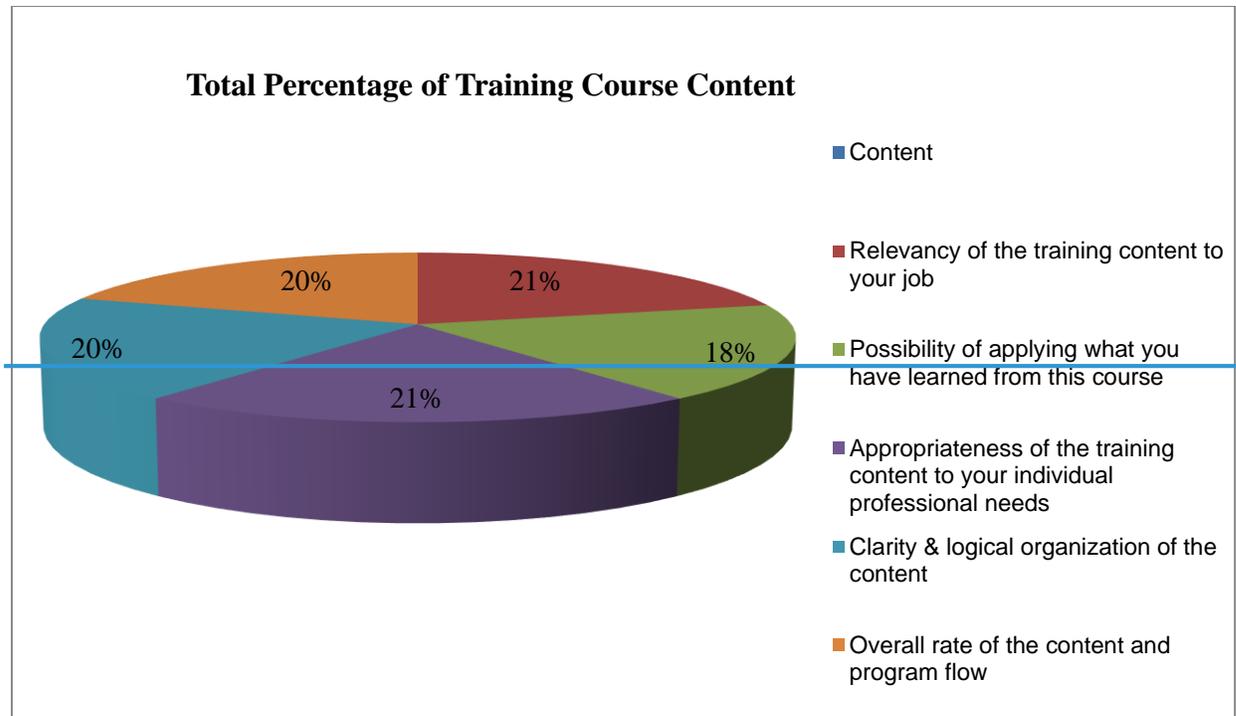
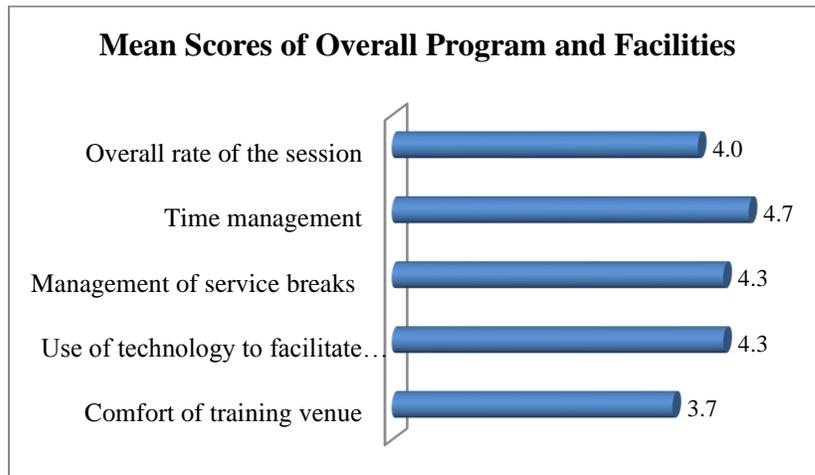


Figure 2: Training Course Content

5.3 Overall Program and Facilities

On a scale of 1 to 5, [the mean score for time management was 4.7, indicating that the majority of participants felt time was managed very well.](#) The comfort of the training venue received the lowest scores averaging 3.7 [while the](#) management of service breaks and use of technology to facilitate learning were both rated highly, averaging at 4.3 (see Figure 3).



Figure

3: Overall Program and Facilities

5.4 Aspects of the Training Most and Least Appreciated

Asked what they liked most about the training, nine of the 10 respondents [to this question](#) answered they most appreciated the training content and relevancy as well as the trainer's professionalism in providing clarity to the course. [Six trainees enjoyed](#) the training group work exercises which stimulated discussions while [two respondents](#) valued the opportunity to interact in Kinyarwanda.

Of the 9 participants who responded to the question of what they did not like about the training, [two](#) participants felt that the first two days of the training were destructing due to the construction works near the venue. One respondent each disliked: lack of opening remarks from RNRA, inconsistency of groups for group exercises, and poor management of housekeeping issues.

5.5 Suggestions for Improvement in Future Trainings

Asked about what could be improved in similar future trainings, of the 10 respondents [who responded to this question](#), 4 suggested holding the trainings outside of Kigali, allowing trainees to fully focus on the workshop. Other participants recommended:

- convening participants with nearly the same level of understanding and knowledge of the subject into the same group,
- using thought-provoking communications techniques to allow the development of interesting communications campaigns/messages,
- including more training on monitoring and evaluation of communications campaigns,
- more involvement of RNRA in the trainings,
- clarity on housekeeping issues and provision of transport and per-diem for in-town trainees, and
- [Translation](#) of training materials into Kinyarwanda or French.

5.6 Communications Capacity Assessment Results

In revising the LAND Project scope that lays now greater emphasis on building capacities of Government of Rwanda and civil society in different domains, the Monitoring and Evaluation Plan was also adjusted to accommodate indicators that would effectively assess the project's impacts of capacity building, including an indicator on communications and awareness raising. As part of this effort, land project developed and administered a capacity assessment questionnaire to participants of the communications skills building workshop before and after delivery of the training to track the number of civil society organizations, research institutions and government of Rwanda institutions demonstrating increased capacity in communications and/or evidence-based advocacy on land issues and policy¹. The results show that **eight institutions** that took both the pre and [post-tests](#) mounted their knowledge on communication skills at the outset of the workshop. Referring to the target of this outcome indicator, which is 5 for year 3, land project majorly advanced on this indicator.

¹ [In the project M&E Plan, this is Indicator 11](#)

ANNEX 1: TRAINING AGENDA

Strengthening Communications and Public Outreach on Land Issues

14 to 17 October 2014

Working Agenda (as of 23 September)

Day 1: Investing in communications and outreach

08h30 – 09h00	Welcome, Introductions, Review of Agenda	Organizers and participants
09h00 – 9h30	<p>Why Do Land Communications Matter?</p> <p><i>At this stage in Rwanda's development, why is it priority to educate and raise public awareness on land issues? Two leaders share their views.</i></p>	RNA and NGO Working Group representative (tentative)
9h30 – 10h00	<p>Current Vision of Land Communications</p> <p><i>A member of the Working Group on Land Communications and Public Awareness provides a quick overview of the communication strategy: "Securing the Public's Investment: A Communications Strategy for Promoting Understanding and Confidence in Land Reform in Rwanda."</i></p>	Presentation by Working Group representative
10h00 – 10h30	Discussion	Group discussion
10h30 – 10h45	BREAK	
10h45 – 12h30	<p>The Power and Possibility of Communications</p> <p><i>How can a communications and outreach campaign be used to build bridges between people and policy? How can a campaign help your organization? What are the benefits for your specific stakeholders and for the public as a whole?</i></p>	Consultant with group discussion
12h30 – 13h30	LUNCH	
13h30 – 14h15	<p>Key Elements of a Communications and Outreach Campaign</p> <p><i>This session connects the structural elements of a strategic communications campaign (research, messages, vehicles, audiences) to the practical aspects of implementation (planning, budgeting and executing).</i></p>	Consultant with group discussion
14h15 – 15h00	<p>The Role of Research in Communications</p> <p>Training Proceedings Report</p>	Consultant with group discussion

	<i>This session will explore approaches for using research as a tool in all stages of a communications campaign—even when the budget is tight.</i>	
15h00 – 15h30	BREAK	
15h30 – 16h30	Case Studies of Successful Campaigns <i>Participants will review and critique some recent public education campaigns, with particular attention to strategic choices made on audiences, vehicles, messages, etc.</i>	Group discussion

Day 2: What is the Campaign About?

08h30 – 09h15	Defining the Scope of Communications <i>This session looks at the process of translating land laws and policy to a series of communications that the average person understands, is interested in, and will act on.</i>	Consultant and group discussion
09h15 – 10h30	Putting Power in Key Messages <i>This session considers key messages as a tool for educating, persuading, inspiring, and catalyzing action, paying attention to strategies for ensuring the longevity of messages, monitoring their effectiveness, and adapting based on feedback.</i>	Discussion and group exercises
10h30 – 10h45	BREAK	
10h45 – 12h30	Making Key Messages Work <i>This session centers on practical skills-building in using key messages in various forms of media. How do the campaign managers maintain consistency across media, e.g., how do messages in a radio drama reinforce from those in a brochure, while still capturing attention?</i>	Consultant with group discussion and exercise
12h30 – 13h30	LUNCH	
13h30 – 15h00	Using Research to Inform Key Messages <i>You’ve got a small budget for research, now what do you do? Participants will discuss public opinion research to support communications and identify questions for future research.</i>	Exercises and group discussion
15h00 – 15h15	BREAK	
15h15 – 16h30	Elements of Style <i>Reviewing print and electronic materials from other campaigns, participants will critique the examples and identify best practice.</i>	Group work and exercise

Day 3: Executing the Plan

08h30 – 10h15	<p>The Role of the Campaign Manager</p> <p><i>At times, stakeholder buy-in is critical to the success of a communications effort. What is the role of the communications manager in driving the campaign and building support for it? What other key functions should the campaign manager oversee?</i></p>	Consultant with exercise and group discussion
10h15 – 10h30	BREAK	
10h30 – 12h30	<p>Choosing the Right Vehicles</p> <p><i>Participants map the pros and cons of a range of vehicles that might be used in a campaign, from public meetings to social media.</i></p>	Group discussion and exercise
12h30 – 13h30	LUNCH	
13h30 – 15h00	<p>...And What About Delivery?</p> <p><i>So much has gone into developing the substance of the campaign, has enough effort going into distribution? Considering the demographics of target audiences, participants are asked to develop the framework of a distribution plan, including delivery methods and rough budgets.</i></p>	Group exercise and discussion
15h00 – 15h15	BREAK	
15h15 – 16h30	<p>Practical Approaches to Maximizing Media</p> <p><i>Participants will work in groups to brainstorm and recommend approaches to engaging media throughout the life of the campaign.</i></p>	Group discussion

Day 4: Monitoring and Evaluating

08h30 – 09h00	<p>How Do You Know if You Are Succeeding?</p> <p><i>A quick look at using monitoring and evaluation over the life of a campaign to strengthen activities and refine messages.</i></p>	Consultant
09h00 – 10h00	<p>Presentation of Campaign M+E Framework</p> <p><i>A Land Project staff member will provide an overview of the framework for monitoring and evaluating the land communications campaign.</i></p>	Land Project and discussion

10h00 – 10h15	BREAK	
10h15 – 11h45	Rolling up Our Sleeves on M+E <i>Participants will contribute to a work plan for implementing the M+E framework, including advice on public opinion research and shared tools for coordinating monitoring across organizations.</i>	Consultant with group discussion and activities
11h45 – 12h15	Workshop Evaluations <i>All participants will complete a written evaluation of the workshop.</i>	Participant activity
12h15 – 12h30	Wrap up <i>Concluding remarks from the organizers and participant feedback</i>	Organizers

ANNEX 2: TRAINING PARTICIPANTS

Participants of Communications Skills Building Workshop-
October 14-17, 2014.
Venue: LEMIGO HOTEL

S/N	NAME	ORGANIZATION	GENDER	E-MAIL
01	Jean.B Ndabananiye	SFCG	M	indabananiye@sfcg.org
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16	UWAMBAYENEZ A Charlotte	CRAFT	F	uwacharlo@gmail.com
17	NIRERE Lucie	CRAFT	F	nirerelucie@gmail.com
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20	Aline Mukashema	INADES	F	

ANNEX 3: TRAINING EVALUATION FORMS

**EVALUATION OF THE SKILLS BUILDING WORKSHOP:
STRENGTHENING COMMUNICATIONS AND PUBLIC OUTREACH
ON LAND ISSUES**

14 TO 17 OCTOBER 2014, Lemigo Hotel, Kigali.

The purpose of this evaluation is to acquire immediate feedback on the extent you have appreciated the trainers' ability, the training content, the mode of delivery and facilities we have mobilized for this training. The information you share with us shall exclusively be used to better shape our future training programs to the needs of our trainees. Your sincere feedback is much appreciated and we thank you for taking a few minutes filling this form.

Please rate the following on a scale of 1 – 5: (1) poor, (2) fair, (3) good, (4) very good and (5) excellent.

No		Rank (1-5)
	Trainer	
1	Trainer’s clarification of the objective of the course	
2	Trainer’s level of interaction with the trainees	
3	Trainer’s ability to listen & satisfactorily answer to your questions	
4	Trainer ability to use activities/exercises to facilitate learning	
5	Trainer's ability to use an appropriate pace in conducting the session in a bid to facilitate learning	
6	Overall rate for the ability of the trainer	
	Content	
7	Relevancy of the training content to your job	
8	Possibility of applying what you have learned from this course	
9	Appropriateness of the training content to your individual professional needs	
10	Clarity & logical organization of the content	
11	Overall rate of the content and program flow	
	Over all program and facilities	
12	Comfort of training venue	
13	Use of technology to facilitate learning	
14	Management of service breaks	
15	Time management	
16	Overall rate of the session	

17. In your opinion, what have you liked most about this training? Please explain?

18. What did you not like about the training? Please explain?

19. What do you suggest can be done to improve future training?

Thank you very much for your contribution!

ANNEX 4: COMMUNICATIONS SKILLS CAPACITY ASSESSMENT QUESTIONNAIRE

Survey for October 2014 Communications Skills-Building Workshop

Please indicate by filling or ticking in the provided space/box.

1. Name:.....

2. Institution:.....

- e. Highly general so as to speak to all audiences
5. With respect to design, which of these statements are TRUE? (Check all that apply.)
- a. On a brochure, lots of text is good because it helps you present your case.
 - b. When designing print materials, you should use many different fonts and lots of different colors.
 - c. Photos, especially images of people, are an important component of any print piece.
 - d. If you are trying to educate people about government policy, you should always include images of government leaders.
6. When it comes to identifying the right communications vehicles to use with target audiences, which of these statements are TRUE? (Check all that apply.)
- a. In Rwanda, social media is new but it is the most important vehicle in any campaign.
 - b. Research on the preferred media of your target group(s) can help identify the most effective vehicles to use.
 - c. Across Rwanda, television is generally more important than radio.
 - d. A communications campaign has to include some work with media in order to succeed.
 - e. Community meetings are usually more effective in rural areas than urban areas.
7. Quantitative and qualitative research can be used to...(Check all that apply.)
- a. Test campaign messages
 - b. Assess a target audience's level of knowledge
 - c. Evaluate the progress and effectiveness of a campaign
 - d. Project the success of a communications campaign
8. When trying to raise funds to support a communications campaign, it is better not to incorporate a component to monitor the effectiveness of the campaign because it will detract from the core work and donors will not want to spend resources on monitoring. TRUE or FALSE?
9. If you don't have a large budget for research, you won't be able to incorporate research in a communications campaign. TRUE or FALSE?
10. A communications campaign manager should do the following...(Check all that apply.)
- a. Monitor media everyday
 - b. Keep organization management and colleagues informed about the campaign

- c. Play a major role in identifying target audiences, developing key messages, and determining appropriate communications vehicles.
- d. Spend a lot of the budget early in the campaign and then try to raise more
- e. Delegate monitoring and evaluation to a junior colleague
- f. Take a low-key, passive approach to running the campaign