



PEER-TO-PEER PROGRAMME

MANAGING THE DIGITAL TRANSITION:

A TRAINING CHALLENGE FOR NATIONAL BROADCASTERS IN THE MENA REGION



FINAL RESULTS

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INTRODUCTION

MedMedia is an European Union-funded project which aims at facilitating the progress of media reforms in the MENA region by offering policy-makers, regulators, broadcasters and union leaders access to relevant experience and know-how from both sides of the Mediterranean. Launched in January 2014, MedMedia is implemented by a consortium led by BBC Media Action and comprising the International Federation of Journalists, IREX Europe, the Blanquerna School of Communications and the Jordan Media Institute.

REGIONAL PEER-TO-PEER EXCHANGE “MANAGING THE DIGITAL TRANSITION: A TRAINING CHALLENGE FOR THE MEDIA ORGANISATIONS”

Working in partnership, COPEAM and MedMedia implemented in 2017 a nine-month regional peer-to-peer exchange programme on **in-house training for public service broadcasters in the Southern Mediterranean Region**. The programme aimed at developing training policies and resources with a particular focus on ways in which internal training strategies can address the **digital transition**. The exchanges also raised awareness on the pivotal role of the Arab States Broadcasting Union’s Media Training Academy in supporting training initiatives at the public service broadcasters, through Menos, a dedicated distance learning system.



BROADCASTERS

- Egyptian National Media Authority (EMNA)
- Soread-2M/Morocco
- Jordan Radio and Television (JRTV)
- Al Mamlaka TV/Jordan
- Palestine Broadcasting Corporation (PBC)
- Radio Liban and Télélban
- Radio Tunisienne and Télévision Tunisienne
- Entreprise nationale de radiodiffusion sonore (ENRS)/Algeria



METHODOLOGY

- Peer mentoring by Rachida Taame (consultant), Gilles Trenel (France Télévisions) and Hala Zureiqat (Royal TV)
- Three workshops (Kick-off in Amman, February 2017; Mid-term in Beirut, May 2017; and Final in Tunis, November 2017)
- Remote monitoring
- Duration: 9 months



OBJECTIVES

- Improving management and governance within public service media;
- Creating/enhancing continuous internal training strategies and policies;
- Raising awareness of the role of a joined-up training strategy in improving performance and competitiveness;
- Promoting collaborations and partnerships between broadcasters in the region;
- Promoting exchange of experience and good practice between broadcasters' HR and training executives.

FINAL RESULTS

SOREAD – 2M

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- The HR department raised awareness amongst senior executives on the need to support the technological and editorial change caused by the digital transition through proper in-house training strategy and policy. As a result of this effort, the current year's in-house training plan was updated to include sessions on mobile journalism, while that for 2018 has established digital skills enhancement as a priority.

- Professional synergies between editorial teams of the group's TV, radio and web-based operations have been established with a view to facilitating improved knowledge management, cross-media production,

RADIO LIBAN

LEBANON



- An awareness meeting for senior management which focused on the need to address the digital transition was conducted, and resulted in a draft action plan aimed at upgrading the digital skills of the editorial staff over the next three years.

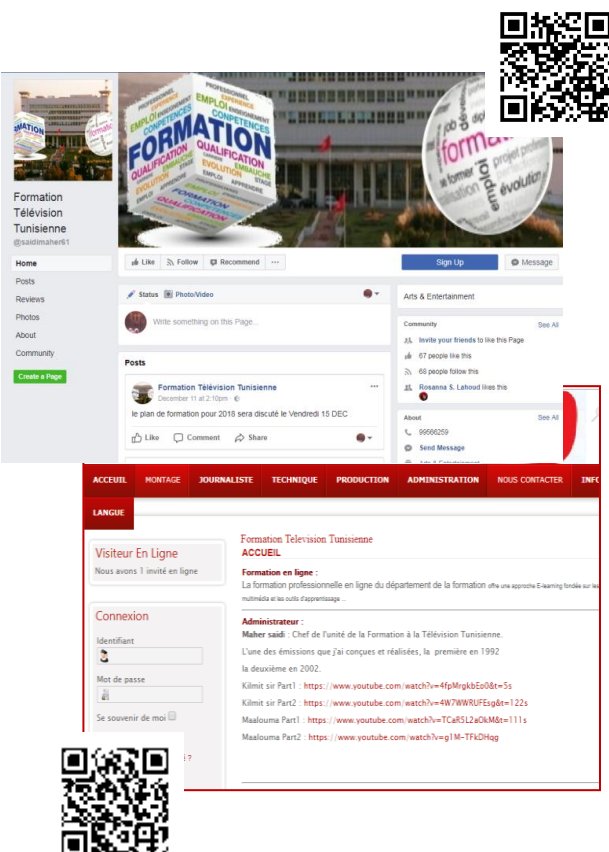
- A direct streaming system to broadcast programmes on the Internet has been introduced and now publishes teasers for upcoming broadcasts on Twitter, Instagram and Facebook.

- The skeleton of a new programming schedule which includes the use of social media and other web channels has been developed with a view to reaching a younger audience and to giving young people a stronger public voice.

- Editorial staff participated in training sessions on mobile journalism delivered by the EU-funded OPEN Media Hub project (<https://openmediahub.com/>)



- A revised template for job descriptions including a requirement for digital skills has been approved.
- The senior management team agreed to include a digital dimension in annual staff appraisals. The aim is to better identify digital training needs as well as to encourage all collaborators to upgrade their skills. This approach is likely to be highly effective since the appraisal system is also used to determine performance-related bonuses for ENRS staff.
- ENRS's servers and network devices have been reset in order to make content available simultaneously for all the group's radio stations and web-based operations.
- ENRS organised training sessions on mobile journalism for editorial staff at its regional stations and pioneered an internal mentoring mechanism aimed at facilitating knowledge sharing and management across the group.



- An online application designed to facilitate the evaluation of digital training needs within the workforce was developed as part of a new strategy aimed at building e-HR tools and capacities. The application will be available on the channel's intranet and will include a questionnaire and self-evaluation tools.

- The in-house training center of the television group has developed a digital training syllabus and organized four workshops on mobile journalism which helped to increase the level of awareness amongst senior executives on the editorial and cultural transformation required by the digital environment.

- The in-house training center organized a training-of-trainers workshop which focused on e-learning and the ways in which ASBU's online learning system (MENOS) can complement in-house training initiatives.

- The in-house training center launched a Facebook page targeted at specifically fostering communication on training activities and boosting staff engagement

- A rationale for urging senior management to allocate proper resources for the in-house training centre which is under construction has been developed.
- As part of the development of internal training policies, a selection committee was established to identify the professional requirements and recruitment process needed for the in-house trainers.
- A strategy aimed at securing long-term partnerships with regional and international training institutions has been drafted.
- Discussion with senior executives of ASBU's Media Training Academy were held to devise effective ways in which the MENOS online learning system could help to overcome PBC's in-house training challenges in the Gaza Strip.



- The senior management agreed to establish a training department to accompany the digital transition as part of Télé Liban's current restructuring efforts to introduce new public service programming; embrace new technology; and improve the productivity of its editorial teams.
- An online unit which includes web producers and community managers has been established within the news department with a view to operating on a multimedia basis and increasing the presence of Télé Liban on social networks.



- The group's senior management has approved a training plan specifically targeted at ensuring a smooth transition towards a fully digitised working environment. This decision has already produced important, measurable impacts with an increased number of trainings devoted to digital skills enhancement in 2017 (784 hours of training involving 365 editorial staffs)
- A draft digital training plan has been developed to support and strengthen the ongoing project for the preservation and digitalization of EMNA's audiovisual archives.
- A single web portal has been launched for all the ENMA departments with a view to reshaping workflows and facilitating professional synergies between the editorial teams working for the group's TV, radio and web-based operations.

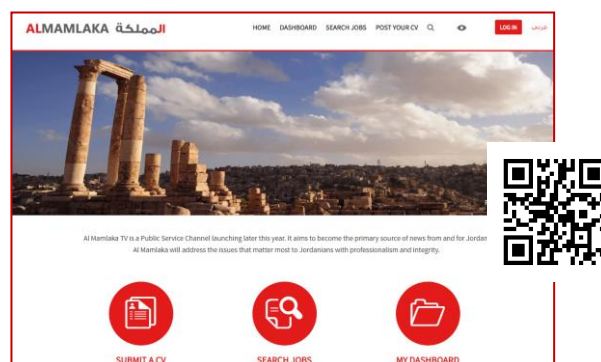
JRTV - JORDAN RADIO TELEVISION JORDAN



- As part of a new strategic plan aimed at enhancing JRTV's internal training resources and capacities, the senior management agreed to equip the in-house training centre with a state-of-the-art digital studio.
- The digital management of the training process was set up. Also in line with new e-HR global approach, a social media account for the in-house training centre has been created to foster communication on training activities and boost staff's engagement.
- A new training schedule has been launched in 2017 which included sessions on mobile journalism, non-linear editing, and digital shooting, as well as on ASBU's distance training system MENOS's assets and capacities.



Peer-to-peer exchanges for Al Mamlaka TV – a channel which will be launched in 2018 –, helped to define guidelines and procedures that should be in place in order to develop in-house training policy and resources able to support the vision of the television to operate as a multimedia editorial platform.



- A rationale for urging senior management to allocate proper resources for the in-house training centre has been developed in particular with regard to potential opportunities offered in the context of the EU-Tunisian bilateral project (Programme d'appui aux médias en Tunisie) which was launched at the beginning of 2017.



- The skeleton of a training needs assessment questionnaire and a preliminary analysis, which will both serve as a basis for developing a strategic in-house training plan, have been produced.

- Training needs aimed at improving the digital applications of the Radio National's website, including the online streaming system and the connected social networks, have been identified.

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