

REPUBLIQUE RWANDAISE

John

11

20p

Letter

5 Mars, 2004

MINISTÈRE DE LA JEUNESSE
DE LA CULTURE ET DES SPORTS
B.P. 1044 - KIGALI
Tél : 583527
Fax : (250) 583518
E-mail : minicult@rwanda 1.com
Cabinet du Ministre

REMARQUES

FICHE DE TRANSMISSION

A/ To :

De / From :

Date : / / 2004

Pour signature
For signature

☐☐

Pourrions-nous en parler?
Can we discuss this ?

Pour approbation
For approval

☐☐

Suite à votre demande
As requested

Comme convenu
As discussed

☐☐

Pour suite à donner
For action

Pour votre information
For your information

☐☐

Classer
To file

A votre attention
For your attention

☐

MIJESPOC

From: <john@indigolightwave.com>
To: <minicult@rwanda1.com>
Sent: 5 mars, 2004 15:07
Attach: A Time for Everything.doc
Subject: A Time For Everything...

RECU PAR
SECAB
LE 05/03/04

...a time for everything, but no time for anything which doesn't help! All the best, John

PS Also in my list of things to mention:

Chantal for the messaging workshop

An anglophone PA

Ensuring everyone - including R10 coms people - know what's going on, how, and who.

'A Time for Everything'

Ecclesiastes 3

National Genocide Commemoration: 7th - 13th April 2004

Rwanda 10 Communications Strategy

One in a Million Fundraising

100 Days: Gukura Ikiyoyi

There is always something new from Africa.

Pliny the Elder (A.D. 77)

Ecclesiastes 3:1-8

There is a time for everything, and
a season for every activity under heaven:

a time to be born and a time to die,
time to plant and a time to uproot,

a time to kill and a time to heal,
a time to tear down and a time to build,

a time to weep and a time to laugh,
a time to mourn and a time to dance,

a time to scatter stones and a time
to gather them, a time to embrace and
a time to refrain,

a time to search and a time to give up,
a time to keep and a time to throw away,

a time to tear and a time to mend,
a time to be silent and a time to speak,

a time to love and a time to hate,
a time for war and a time for peace.

Legend has it that 'Ecclesiastes' was King Solomon

'A Time for Silence'

National Commemoration

7th April 2004

Summary

A moving, dignified commemoration, which meets the necessity to remember in solemnity; a day to bring the nation together in a joint act of mourning. To be delivered through a series of moving and well-organised activities that will empower survivors with the dignity of remembrance, recognition and voice. It will be a day in which international visitors pay their respects to the dead, and reflect on the consequences of genocide.

It is a day for humility in the face of the devastating reality of genocide.

Issues

Survivors: need to lead the reflection. They need to have the space and time to remember and reflect in silence. They should be able to speak and know that they are being heard.

Young People: need to feel that the genocide is not a past to be feared but to be confronted and its issues accommodated into their lives.

Visitors: need to be able to join the reflection with humility.

Civil Society: needs to be represented in an inclusive way

Events

- Burial takes place at Kigali Memorial Centre with survivors, local representatives and 'country representatives'.
- Visiting delegations taken on personal visits to Kigali Memorial Centre
- National silence.
- Amahoro stadium event in two parts:
 - Vigil and speeches through day
 - Commemorative event in evening

Work to date

- Appointment of event manager and artistic director
- Identification of key artists and technical staff

- Draft running order and set design
- Implementation plan
- Logistics planning
- Training plan

Outcomes

- Survivors able to reflect with dignity
- Meaningful national reflection
- International visitors contributed meaningfully
- Serious message of reflection shared around the world
- Genocide made an international commemorative event

Key Issues

Time: Less than one month preparation to go – 34 days.

People: Identified but not yet formally commissioned - Artistic Director (Thomas), Event Manager (Martin Hutchinson), Technical teams and artists.

Money: No identified budget

Strategy: We know what is required and have capacity issues for delivery - require funding

Consequence of failure: Disrespect for the dead, not a clear indication to the world that Rwanda is serious about its reflection of the past.

Recommendations

Time: Large well-defined team.

People: Commission with immediate effect.

Money: Formally underwrite costs of at least \$200,000. Now. Then fundraise against it.

Strategy: Delivery teams of only seasoned professionals.

Reducing Risk of Failure: Reduce committee structure drastically. Delegate responsibility for delivery team to professionals taking direct orders from Minister and President of IBUKA. Committees called upon by professional team for support.

'And a Time to Speak'

Communications Strategy

April 2004

Summary

Then: In 1994, Rwanda was the worst place on earth.

Now: Today, it's one of the best.

Progress on memorializing *then* is substantial and on time (see over). Progress on *now* is near minimal, yet Rwanda 10's international communications strategy offers a unique chance to redefine Rwanda – and Africa – in the eyes of the world. 100 days of events, activities and announcements, followed by *gukura ichiryo*. A rare moment when 'the last shall be first'. To leverage full value (economically, educationally, internationally) from Rwanda 10 will require substantial new resources (financial and human), removal of any interference with the programme, and highly innovative solutions to compensate for the lack of time. It can be done, but only on the move – not by committee. As the world's attention shifts to Rwanda, they will see a world-class memorial and communications process. The potential benefits are – literally – incalculable. The combination of vision and technology allows Rwanda 'a time to speak' to the world, on its own terms, and to get heard.

Key Issues

Time: Less than 34 days or 600 hours per person (assuming 18 hour days). Anything costing time that is not exactly fitted to purpose is too expensive. Meetings can only occur where real work is continuing to be achieved.

People: Two or three key international personnel (R10 'CEO' and 'Director of Communications') have yet to be identified, contacted, briefed or resourced.

Money: The existing budget is entirely inadequate.

Fundraising Opportunities: One in a Million scheme needs to be a powerful fundraising tool – currently not being exploited.

Strategy/Tactics/Signals Corps: Speeding up, but not captured, agreed or disseminated.

Success: Total success will bring new problems – many hundreds of media instead of dozens, diplomatic handling of global leaders etc. etc. Imaginative solutions will be offered (e.g. "Heads of State, survivors, Nobel Peace Prize Winners or children only as representatives of your country please – this is business as unusual – sorry, but that's how we're doing it"). Rwanda will undoubtedly rise to success, however.

Recommendations

Time: Create time for the teams driving the work by running interference from the highest level.

People: Pull the trigger on R10 communications here, now, so key personnel can be secured without delay. Request assistance of Canadian media team.

Money: Formally underwrite costs of at least \$225,000 – here, now. (Possibly to be recovered from selected donors in due course). Make available a fighting fund beyond this – or secure donor funds – in agreed cases of urgent and appropriate need.
Fundraising

Strategy/Tactics/Signals Corps: Bring together top-tier and junior advisors or representatives at earliest opportunity to ensure all are “singing from the same hymn sheet”. Expect briefings and daily updates to be read, and acted upon.

Success: Plan for it.

Work to date:

1. ‘The Vision Thing’ – constant development, but strong and advancing.
2. Shifted focus of R10 coms team from existing location to Intercontinental Hotels.
3. Begun planning and identification of needs.
4. Pencilled date (6 July) for Wembley Arena, London, and senior meeting to secure top-flight international music artists, for *gukura ichiryo* fund-raising concerts in London and Kigali.
5. Identified ideas for around a dozen of 100 x days activities, projects, announcements etc. E.g.:
 - a. Peace Process/Regional Centre for Peace and Reconciliation. Initial contacts at senior levels in Israel begun.
 - b. Elders gathering of 3 Nobel Peace Prize Winners (Norman Borlaug, President Jimmy Carter and Elie Wiesel), hopefully Nelson Mandela, David Rockefeller and Rwandan elders. Only elders or children to be at this breakout conference in new Kivu Intercontinental. Declaration to emerge.
 - c. Global webcast from Kibuye
 - d. 10x country ‘world chef teams’ project (sponsored; 6 countries in place)
 - e. Taking Rwanda to South Africa for Nelson Mandela in order to raise shortfall funds for Kigali Public Library
 - f. High-end high-value Rwandan products for sale.
 - g. Tourism (really travel) & national park-related activities meetings.
 - h. Sporting Initiative with children [tbc] led by Thierry Henri and Rio Ferdinand

- i. Global writers programme to donate a million books to Kigali Library/Rwandan schools.
- j. Rwanda-UK/rest of world schools twinning project
- k. A million portraits of living Rwandans – by living Rwandans (using disposable cameras etc) to be taken during 100 days; large selection to be displayed online (refreshed at a rate of 7 per minute, to average a million in 100 days); all to be archived; exhibition; competition for best; calendar; book; postcards; film.
- l. 'Ring Change' project *directly* linking women (i.e. cutting out the 'middle men' of international aid agencies, NGOs, etc.) in Rwanda, South Africa and UK (then rest of the world) via websites, weblogs and email.
- m. Environmental initiatives like planting a million memorial trees.
- n. Drumming up support – Africa's leading drummers (and possibly Ringo Starr, ex-Beatles drummer)
- o. One In A Million. Making everything sustainable and financially effective. Big Picture elements – which would require total 'buy in' from President down - being refined. Suggestions already in thinking. Paper to come.

And the last shall be first...

A few rare countries – like Rwanda and Germany after World War II – have been forced to confront their history, and to walk through the past into the future. Others (notably France, Italy, Lithuania, Guatemala, Armenia, Kurdistan-border countries etc.) have put the past behind them, but the past still follows them. Two countries in the world are small, populated principally by genocide survivors, relatives or descendants, and yet full of life and energy and dynamism. The same two countries have border and security issues unparalleled elsewhere in the world – and much misplaced criticism as a result. Rwanda and Israel are capable of being "a light unto the nations". But communication will be critical to this achievement. It's time to start now.

I have wanted to be original about my own thinking, especially in regard to my own situation here... If I could have some original way of thinking, that would be OK with me.

H.E. Paul Kagame (1999)