

RNTC

A panorama
of our activities
in 2009



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Surinam, Tibet, Ukraine, and the Netherlands.**





The years since 1998 may have been tough on Indonesian newspapers, with falling sales and declining ad revenues, but if the predictions of Indonesian media mogul Dahlan Iskan come true, things are going to get much worse in just a few years from now. Dahlan notes that by 2014, the Indonesian government will have deployed some 3,000 kilometres of optical fibre cable in the major Indonesian cities. This will increase the speed and availability of internet significantly. Bad news if you are a newspaper publisher – or simply a newspaper journalist.

As elsewhere, Indonesian newspapers are struggling to find ways to combine internet and print so they reinforce each other. Media convergence. But journalists in Indonesia, as in many other developing countries, have little experience of working in a multimedia world, or its demands.

Preparing for a new world

In 2009, RNTC gave a helping hand by offering a tailor-made “From print to online media” course for journalists from across Indonesia. “Indonesian media don’t have much experience with multimedia as internet connections here are still slow, and multimedia newsrooms are a new phenomenon,” says A’an Suryana, of The Jakarta Post, who helped set up the course as well as taking part in it.

Indonesian newspapers want to combine internet and print

Participants and course staff of the international course Internet for Journalists

“Internet threatens the existence of the newspaper industry, and media organizations have seen that media convergence may be the correct answer to prevent them from going extinct. The problem is that we are not yet ready to confront the challenges because we lack expertise in running media convergence platforms.”

The two week course, financed by StuNed Indonesia, proved an eye-opener for the 16 regional and national newspaper journalists. They learned the principles of on-

“The problem is that we lack expertise in running media convergence platforms.”



A’an Suryana

line and multimedia journalism, produced their own multimedia content and visited a number of multimedia news rooms in the Netherlands.

Barriers breaking down

The problems facing print journalists were also explored in the International Course Internet for Journalists, also in the Netherlands. In this case, the six-week programme, trained 23 radio, television, online and print journalists from 19 countries in Eastern Europe, Asia, South-East Asia and Africa.

Nurturing the emergence of a new breed of journalists

New media courses help journalists and their organisations make the leap to a multimedia world.

Like the Indonesian programme, the international course was set up to strengthen the ability of broadcast and print journalists and their organisations to use internet for research, publication and distribution.

“The traditional, clear-cut divisions between text, graphics, audio and video are blurred,” notes Tony Wilkinson, of RNTC. “Journalists are turning into a new species, ‘content providers’, able to generate material for each of the different media. Then there are the practicalities of multimedia journalism – packaging and presenting information differently requires new organisational structures for production, publication and distribution. “As of yet, there is no universal business model for a content provider or a multimedia organisation,” Tony says. Or as one participant put it afterwards: “I came here purely as a print journalist – now I am going back a multimedia journalist”.

Partners: Nuffic-Neso Indonesia, The Jakarta Post and Free Voice.

Please contact RNTC if you want to discuss options for a tailor-made course for your organisation. We will work closely with you to design, develop and implement a course tailor-made to meet your needs and the needs of your organisation. RNTC has no funding of its own but we can advise on potential sources of third-party funding. info@rntc.nl

EDITORIAL | Personal touch

Attentive, professional, qualified, flexible, open and friendly. These are the highly complimentary characteristics that partners and clients associate with RNTC and its staff. It was one of the outcomes of the client satisfac-

tion survey we conducted early last year. Partners appreciate the ‘personal touch’ in their collaboration with RNTC and see this as an important quality. The personal approach is central in all RNTC’s learning activities. Those of you who have

participated in our courses know this by heart. We at RNTC share the deep conviction that there are many approaches to solving a problem or answering a professional dilemma. In exchanges with our partners, clients and students, we identify which approach would be the most suitable, both at the

individual learning level as well as for the organisation. This is our quality, but at the same time there is a drawback to it. We don’t have any ‘off-the-shelf’ courses to offer, no ready-made project outlines that partners can buy into. What we do have, however, is our 42 years of practical ex-

COSTA RICA: If you live in the countryside, the hard reality is that your views on problems and solutions will probably be overlooked, and your knowledge, experience and analysis neglected. Many rural development projects are planned far away from the areas concerned, and many stakeholders are not asked for their opinions. On the other hand, projects that are developed with the input of the intended beneficiaries have a far bigger chance of success. It's an issue that the Tropical

related to information technologies and agriculture, and to develop a plan that takes account of all the stakeholders.

Intellectual framework

The methodology of pedagogical mediation came out of distance-education projects in the Universities of Rafael Landívar and San Carlos in Guatemala, between 1987 and 1993. It was subsequently picked up and developed by RNTC-LA.

"Rural development efforts used to fail for many reasons," explains Carlos Cortés, of

Open source learning creates a buzz in Tbilisi



GEORGIA: A journalism training course developed in Georgia attracted more than expected interest thanks to a small but attention-grabbing detail – it was delivered online, using the open source Moodle platform. Moodle is a free web application that educators can use to create online learning sites. And it is available in Georgian, which made it ideal for the introduction of e-learning. The train the e-trainer course was part of a larger RNTC programme, aimed to strengthen the broadcast training capacity in Georgia, which also included training Georgian trainers in coaching skills so they could go on to coach national and regional journalists. To date, over 60 journalists from national and regional media in Georgia have benefited from the project, carried out with MDC and Internews Georgia. In addition to the design and delivery of the e-learning course on news and current

Radio course in Batumi, Georgia

affairs, in 2009, the programme covered coaching, the provision of a second, face-to-face training course on news and current affairs in Batumi (radio) and Tbilisi (television), and the design and delivery of a training course on how to produce tropical programmes about human rights.

"The online training course produced in this project created quite a buzz and attracted the interest of other actors in the field in Georgia, such as the Tbilisi State University, who see the possibilities and opportunities it has to offer," says RNTC's Esther Obdam. The RNTC programme in Georgia is financed under the MATRA programme of the Netherlands Ministry of Foreign Affairs.

Partners: Internews, Georgia and Media Development Centre, Bulgaria.

Making people a name, not a number



Amable Rosario in a workshop for public servants and rural producers

Agricultural Research and Higher Education Centre and the Costa Rican National Institute for Innovation and Transfer of Agricultural Technology are acutely aware of, something that led them to ask RNTC-LA (Latin America) to organise train-the-trainers courses for them. The Latin American branch of RNTC is an acknowledged leader in training people in Rural Communication Planning and Pedagogical Mediation. The courses it runs instruct organisations on how to identify all the initiatives

RNTC-LA, "but the lack of people's participation and inadequate communication between projects and the people have often been cited as root causes. Target beneficiaries frequently refuse to participate in the implementation of programmes because they are not perceived as relevant to their felt needs."

Partners: Tropical Agricultural Research and Higher Education Centre and National Institute for Innovation and Transfer of Agricultural Technology.

perience in the field of media, education and development. With this experience and our vast network we can help you to develop projects and plans that are designed to meet your specific needs. We hope that this overview of some of our work in 2009 will give you an idea of the scope of

RNTC's activities, and inspires you to discuss with us the options for collaboration. Do give us a call and let's explore what we could do together.

*Lem van Eupen
Bernadette van Dijk
General management RNTC*



Learning to manage creative people

NETHERLANDS: How do you get the most out of broadcast talent – or the least? That was one of the topics covered during RNTC's 2009 international course in broadcast management.

The course focused on the knowledge, skills and attitudes needed by today's senior broadcast managers, including the leadership and management styles that are best suited to working with journalistic and creative staff in a multimedia environment.

Please contact RNTC if you want to discuss options for a training course for your senior managers. We will work closely with you to design, develop and implement a course tailor-made to meet your needs and the needs of your organisation. RNTC has no funding of its own but we can advise on potential sources of third-party funding. info@rntc.nl

A strong concept that needs to be promoted better

NETHERLANDS: RNTC is highly valued by its partners, especially for the high quality of the international courses in Hilversum, the hands-on approach and the tailor-made way of working in projects. But the RNTC concept deserves better marketing. These are the main conclusions of the client satisfaction survey. The survey examined RNTC's name recognition, role and strengths and weaknesses in the field of international media training and development and resulted in a set of recommendations.

Praise

All the respondents the researchers spoke to were overwhelmingly positive about RNTC.

Partners cited RNTC for employing local personnel rather than flying people in, for responding to local needs rather than teaching an off-the-shelf syllabus, for offering practical teaching rather than theoretical, for being a good fit – not too big – with

the size of the recipient organisations, and for employing methodologies that generate many spin-off benefits. Suggestions included running more courses in the native language rather than English, going deeper into journalistic issues, and serving more countries in Eastern Europe and Africa.

More to do

One area for RNTC to improve is its marketing, especially its marketing of the diverse opportunities RNTC has to offer. The survey found that alumni are unfamiliar with the project possibilities offered by RNTC, and project partners are unaware of its open and tailor-made courses. The respondents marked these as missed opportunities.

RNTC has taken this advice on board and renewed and revitalised its communication strategy. Visible examples are www.facebook.com/fanpagerntc and a new website, which will go online in 2010.

RNTC APPROACH

Telling stories to tackle taboos

One of the points to emerge from the RNTC Future Search Conference in 2008 was the need for journalists to play an active role in enabling everybody in a society to be heard. Often it is quicker, easier and sometimes safer to follow the official line and interview the same figures over and over – but this does little to serve ordinary people and communities, or encourage their participation in civil society.

Techniques, technology and more Storytelling is a way to break this pattern. In 2009 RNTC and the Ethiopian Radio and Television Agency organised a storytelling refresher course in Addis Ababa, Ethiopia. "In Africa, the existing oral tradition

makes their societies ideally suited to storytelling as an approach," says Tony Wilkinson, of RNTC. "Storytelling can build on an oral tradition which some African journalists see as being under threat from the rise of the written word in the new media."

Revealing deep-seated truths

For Aloys de Gonzague Niyoyita, a Burundian journalist who trains community radio journalists in the Democratic Republic of Congo, the storytelling course was an inspiration: "I was very much inspired by the fact that a story that can seem a bit routine and not worth looking into can be so revealing of deep and macro

"I hope that in a country like DRC, where many women are victims of rape and children used as child soldiers, telling untold stories can bring key players to stop such behaviour."

truths that affect real individual, community and national lives. I discovered why it is important to try to disclose and tell such stories to inspire and engage key players to take action."

Partner: Ethiopian Radio and Television Agency.

E-course for e-trainers

PERU: Sixteen communication professors have benefited from an RNTC-LA (Latin America) e-training course for FELAFACS, a Latin American federation of more than 1,000 schools of communication and journalism in 22 Latin American countries. The goal of

the programme, from February to August 2009, was to design and develop an e-course for FELAFACS university professors and members that would pave the way for the creation of an e-trainers network.

Partner: Latin American Federation of Communication Faculties (FELAFACS).



Training our own

NETHERLANDS: Trainers working for RNTC are trained on a regular basis, to refresh their

Abi Daruvalla trains new RNTC trainers

training and teaching skills and to share experiences. The training in 2009 focussed amongst other things, on team work: how to train course participants in team work, during the courses as well after they return home.

Making more of what they've got

A beacon for better broadcasting standards in a cut-throat media market.



You can't question their commitment. Surinam, population 500,000, number of TV stations: 20. That's one TV station for every 25,000 people. And this drive and enthusiasm becomes even more apparent when you realise that only a few camera crews, editors, lighting people, reporters and presenters were actually trained to do what they do. Instead, people learn the trade on the job, from colleagues who usually haven't been formally trained either. This is reflected in the programmes, in the production process, the logistics and the quality of what is broadcast.

With a new training twinning project between RNTC and STVS, the public broadcaster in Surinam wants to improve know how and professional standards.

Cascade effect

The partnership follows the successful conclusion to years of lobbying by STVS for money to set up a training facility in technical television production. With the funds now there, STVS and RNTC have begun work on a training facility. The first courses will be conducted this year and the centre will be fully operational in 2011. This is good news not just for STVS, but for all the TV stations in the country. "Besides improving the quality of its own output, STVS wants to contribute to raising the level of TV production in Surinam in general by providing an example, and by giving people with production talent in Surinam the chance to develop themselves," says Esther Obdam, of RNTC. Indeed, RNTC can not only contribute the expertise it has gained in other projects in other countries, it already has direct experience in Surinam to call on thanks to a separate, tailor-made training course it ran with STVS, also in 2009.

STVS studios, Surinam

The two-week "Basic Skills of Making TV" course, with a one-week follow-up later in the year, sought to strengthen STVS's ability to fulfil its public service role by increasing the capacity of its staff so they could produce a professional, bi-weekly

"STVS wants to contribute to raising the level of TV production in Surinam"

magazine programme. The training covered visual storytelling techniques and broadcast formats, as well as providing technical training for camera crews, producers, editors and directors. Together, the 23 staff members who took part, developed and produced a new half-hour programme, *Dichtbij Suriname*, a light current affairs programme that mixes studio presentation and interviews with pre-produced reports.

Partner: Surinam Television Foundation (STVS).

TWINNING PROGRAMME FOR SURINAM RADIO STATIONS

TV isn't the only broadcast medium in Surinam to benefit. RNTC set up a twinning project between three local radio stations and three local stations in the Netherlands,

The aim of the programme, which will run until 2011 and is funded by UTSN, the Twinning facility for civil organisations in the Netherlands and Surinam, is to work with the Surinam stations to become participative communication platforms that give ordinary people more of a voice.

The regions where the stations are situated are remote, isolated, and receive little attention from the country's Paramaribo-based media.



Stanley Wasiba of Radio Maifé, Surinam

This has meant small, private initiatives have had to fill the gap. Two of the three stations taking part in the project are the only source of information in their region, while the third is the only one in its area providing access to objective news.

The twinning project aims to increase the journalistic knowledge and skills of BOB Radio, Mohari Broadcasting and Radio Maife as well as help them to use mobile phones to create more participative radio-making that enables ordinary listeners to get involved.

Partners: Radio Maifé, Barron Omroep Bedrijf (BoB), Mohari Broadcasting and OLON (Organisatie van Lokale Omroepen Nederland).

International Courses. Open for applications

In 2010 you can apply for the following international courses:

January 31 – April 22, 2011: BROADCAST JOURNALISM.

Deadline for applications: 15 August 2010

May 16 – June 24, 2011: INTERNET FOR JOURNALISTS.

Deadline for applications: 1 October 2010

May 30 – June 10, 2011: BROADCAST MANAGEMENT.

Deadline for applications: 1 October 2010

September 12 – December 2, 2011: SOAPS AND SOCIETY.

Deadline for applications: 1 December 2010

All international courses are held in Hilversum, the Netherlands
More info: www.rntc.nl



Major jump in audience appeal at Voice of Tibet

INDIA: Voice of Tibet editor-in-chief Karma Yeshe had plenty of experience to share when he visited fellow station in exile Radio Darfur, last year. The visit was one of a number of activities undertaken by RNTC and Press Now in their ongoing work with Voice of Tibet, whose mission includes providing unbiased news and information to Tibetans living in Tibet and preserving Tibetan culture.

ming improved by using more jingles and switching to less formal speech; compiling news in blocks instead of as single items; improving the balance between male and female presenters; and introducing a greater variety of formats. VoT editorial meetings also became a regular feature. Old formats improved as well. The introduction of a manual by RNTC trainer Jacqueline Maris helped VoT's

programme-makers turn the station's previously dull panel discussions into livelier programming, with more focus on the listener.

And the individual and technical skill

of the staff was improved by working on practical skills, including interview brainstorming, preparing for and conducting interviews, selecting and presenting news and creative feedback sessions on the programme format.

Partners: Press Now and Voice of Tibet.



Digital recorders enlarge the possibilities for Voice of Tibet

Projects in 2009 included further courses aimed at improving the quality and appeal of its programming and changing over to more advanced flash-card digital recorders, courtesy of Press Now. The latter cut the time it takes to transfer recordings for editing. The variety of VoT's program-

Twitcam helps delegates to walk the talk

PERU: RNTC's ICT platform helped turn a Latin American conference on investigative journalism into a global event by allowing registered journalists around the world to watch what was happening via Twitter.



The conference, in Lima, in August last year, aimed to promote the development of investigative journalism in Latin America and included presentations on investigative journalism best practices in the region. Some 140 journalists, media owners, editors, directors, researchers and civil organisations took part.

Investigative journalism

Besides highlighting best practices, the conference sought to promote the creation of a professional network of journalists, university lecturers, producers and researchers involved in investigative journalism. It also looked at new technologies and their implications, and journalistic training needs.

The three-day meeting included a roundtable format and panel discussions on specific topics, plus a discussion of journalistic techniques, the reliability of sources and the

implications for investigative journalism.

Partners: Instituto Prensa y Sociedad, Transparency International, Open Society Institute, Trust for the Americas and the United States of America Embassy in Peru.

RNTC used Twitcam streaming media technology

– unveiled just the month before – to extend the reach of the conference by allowing registered journalists to see the event via Twitter. Online followers were encouraged to participate to help define future activities and training programmes for the region's journalists.



In memoriam

John Russell, one of RNTC's best loved trainers, died of heart failure on October 6, 2009. John had known he was seriously ill since last summer, but his death still came as a huge and unexpected shock. John had been a regular contributor – both as a guest lecturer and as a course leader – to RNTC's international courses in Hilversum, the Netherlands, over many years, including the International Course Broadcast Management, in May and June last year.

Drama masterclass for Sudanese producers

NETHERLANDS: During a visit to the Netherlands, last year, radio producers from southern Sudan took part in a two-day tailor-made RNTC workshop on writing and producing radio soap operas. The producers specialise in making radio serials and plays for refugees who have fled to southern Sudan. Common topics include discrimination, education, and HIV and Aids.

Partner: Free Voice.

Dialogue training in Ukraine

UKRAINE: RNTC helped train facilitators for a series of public dialogues in Ukraine, last year. The course was part of a programme to promote European standards in the Ukrainian media. The RNTC workshop helped the Ukrainian team to think about how to monitor and evaluate the project, which indicators to use for media development, and how to plan the form of the dialogues.

Partner: Council of Europe.

RNTC APPROACH

One size can never fit everyone

Unlike other media training organisations, RNTC doesn't teach 'standard' theories or practices of how things should be done or what it means to be, say, an 'independent' journalist.

RNTC course, return to that real-world environment," says Bernadette van Dijck, of RNTC. "They have individual professional questions and problems for which they want an answer. Participants see the



Instead, the RNTC approach rests on a very simple question: 'What will you need – knowledge, skills, insights, ideas – to improve your work? In other words, RNTC courses emphasize relevance and the practical application of theory in the individual working context.

"We take the challenges facing course participants as the starting point."

Participants are encouraged to think about the challenges they face at work and then look for ideas and answers during the RNTC course. "RNTC participants are professionals who come out of a real-world environment and, after an

relevance of a course because we take their questions and challenges as the starting point."

Real life, real issues

In practice, this means that before starting a course, participants are asked to think about what they want to learn and about real-life cases. This in turn provides the basis for the creation of individual development plans, during the course itself. "And we don't just ask people what they want to learn, we also ask them to think about what their organisation requires, what would benefit it, and what they, in their role, could contribute," says Bernadette.

Alumni in 2009

In 2009 over eighty people participated in an international course in Hilversum. Another 1800 people received training via projects, tailor-made courses and refresher courses worldwide.

For many alumni, an RNTC course certificate is a marker for a career boost. If you want to share your successes with RNTC and other alumni, you can do this on Facebook or send an email to alumni@rntc.nl.



Carren Otieno from Kenya (Educational Programme Production Course 2009) won the UNICEF International Children's Day of Broadcasting Award.



Daniel Bekele Yigzaw from Ethiopia (Training the Trainers Course 2002) became Director of DG's office for the Ethiopian Radio and Television Agency.



Veena Krishna from India (Broadcast Journalism Course 2003) won the RNW-competition with her photo about girls' rights in India. She won an internship at RNW in Hilversum.



Ademola Aremu from Nigeria (Soaps and Society Course 2008) won the Best Documentary Feature at the Africa Film Academy Awards, in London, with his documentary about Fuji music.

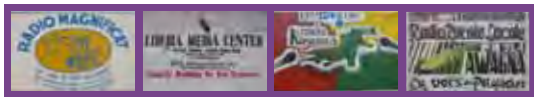
NUMBER OF PEOPLE INVOLVED IN RNTC TRAINING IN 2009



Making **tough topics** appealing by getting **up close** and **personal**

Training and capacity strengthening programmes advance community radio in 2009.

Community radio stations in Liberia have been experimenting with a new way to attract local listeners to tune into 'difficult' subjects; a new form of journalism for community radio stations in Liberia. The 2009 course teaches local community radio stations how to explore difficult issues by focusing on the personal rather than just the hard news. This also makes it a good concept for breathing new life into the treatment of other subjects, such as ethical questions in society. To date, 16 participants from 10 community radio stations have completed the course, which teaches practical, hands-on skills and production tech-



"The radio station plays an important role by informing former rebels about the disarmament, demobilisation and reintegration programme."

niques. The reaction has been positive, says Lamii Kpargo, the Liberia Media Centre's Informatrac coordinator: "There is a challenge in gathering the contents for the programme, but the community stations appreciate the programme and concept, and are using it in practice. The reaction I get is that the programme is good for the stations' target audiences, that listeners are positive, and that it should continue because it relaxes them after a hard day of work."

Restoring peace

It was not only via this course that Informatrac made an impact. In 2009, a total of 770 journalists, presenters, technicians and managers of 32 local radio stations in the Democratic Republic of Congo, Liberia and Guinea Conakry benefited from one of 84 trainings sessions.



Exploring difficult issues by focusing on the personal

One of these local community radio stations is the River Cess Broadcasting Service, in one of the most inaccessible parts of Liberia. After several training courses and infrastructural and management support, the station now has a regular newscast and a host of programmes on community health and legal issues, says RNTC's Leon van den Boogerd. "In the tropical forest lands just outside River Cess, former armed rebel factions are still active and the radio station plays an important role by informing them about the disarmament, demobilisation and reintegration programme, and helps considerably in restoring peace." The capacity strengthening programme is realised within the framework of Strengthening Media, Empowering People (MFS).

Better management, a better radio station

In the Democratic Republic of Congo, RNTC has started another project which is aimed at strengthening the management of 25 community radio stations. The 25 stations are located in the very remote provinces of Maniema, Equateur, Bandundu, Kasai Oriental and the war-affected province of Nord Kivu. Ten Congolese trainers will be trained and coached. "A strong management and the ability to generate sufficient income for these local radio stations are vital to their sustainability and their editorial autonomy. The stations' financial administration will be strengthened and their marketing strategy further developed," says Leon. The management programme is supported by France Coopération Internationale.

Partners: Liberia Media Center Liberia REMACOB and Fédération des Radios de Proximité du Congo (Democratic Republic of Congo), 4RGUI (Guinea Conakry) and Réseau National des Radios Locales du Congo (Congo-Brazzaville).

Phone-in competitions fund **journalistic freedom**

Financially struggling local radio stations in the DRC have little choice – whether or not an item makes the news depends on whether someone is willing to pay. With few sources of income, paid messages are the primary way radio stations make the money they need to stay on air – with all the negatives for editorial and journalistic independence and resources this implies.

Now RNTC is helping them increase their editorial freedom by organising courses that train them in new ways to pay for their programming, such as sponsorship, selling air-time, and, especially, phone-in competitions, which are hugely popular in the DRC. The financial management courses will cover 25 radio stations in five provinces in the DRC and the programme runs until 2011.

RNTC

RNTC is a centre of excellence in media, education and development. RNTC is attached to the Dutch international broadcaster Radio Netherlands Worldwide.

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If you're interested in following an open course at RNTC, please check www.rntc.nl for the latest information on upcoming courses.

If you're interested in working with RNTC to develop a tailor-made course or a project, send an email to: info@rntc.nl.

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