



CSML
Civil Society and Media Leadership Program



QUARTERLY REPORT
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Table of Contents

1. EXECUTIVE SUMMARY	3
2. PROGRAM PURPOSE	4
3. PROGRAM IMPACTS	4
3.1. Program Launching	4
3.2. World Press Freedom Day	4
4. PROGRAM ACTIVITY	5
4.1. Management Overview	5
4.1.1. Human Resources	5
4.1.2. Administration	5
4.2. Program Start Up.....	5
4.2.1. Workplan Session	5
4.2.2. Acquaintance and Information Gathering Meetings.....	6
5. PROGRAM ACTIVITY BY COMPONENT AND OBJECTIVE	6
5.1. Component One: Civil Society (Workplan 1.3).....	6
5.1.1. Start-up Assessment (Workplan 1.3.1).....	6
5.1.2. Objective One: (Workplan 1.3.2).....	8
5.1.3. Objective Three: (Workplan 1.3.4).....	9
5.2. Component Two: Media (Workplan 1.4).....	10
5.2.1. Start-up Assessment (Workplan 1.4.1)	10
5.2.2. Objective Four: (Workplan 1.4.2).....	11
5.2.3. Objective Five: (Workplan 1.4.3.).....	12
5.2.4. Objective Six: (Workplan 1.4.4).....	13
5.2.5. Objective Seven: (Workplan 1.4.5)	13
5.3. Grants	14
5.4. Monitoring and Evaluation.....	14
6. COLLABORATION AND SYNERGIES	15
7. LESSONS LEARNED.....	16
8. ATTACHMENTS.....	17

1. EXECUTIVE SUMMARY

The first quarter of the Liberia Civil Society and Media Leadership Program was extremely busy with setting up the office, hiring staff, registering the organization with the appropriate Liberian government agencies, purchasing and registering vehicles and obtaining duty free status. At the same time, we also introduced the program to various ministries, national and international organizations, media outlets and various USAID sectors and held a well attended Official Program Launch. Program implementation meetings with our partner organizations were organized and grant agreements were signed.

Both the civil society and media components conducted Start-up Assessments to guide our implementation efforts. The reports from the assessments will be finalized and distributed next quarter. To collect information for the civil society start-up assessment, IREX met with twelve government officials, held focus group meetings with sixty-four (64) representatives of forty-six (46) CSOs in four counties, and gathered information from USAID officers and recent assessment reports of civil society organizations in Liberia. The media component designed an interview assessment questionnaire and completed assessments with fifty one (51) media outlets in seven counties. The process included a Consultative Meeting with partners and media organizations that defined the breadth, scope and needs of the assessment. To assist in developing an effective strategy for the Women's Media Initiative, two women's media organizations, the Female Journalists Association of Liberia (FEJAL) and Liberia Women Media Action Committee (LIWOMAC), were evaluated during the Start-up Assessment.

The civil society component started the process of identifying the CSML Resource Partner organizations. IREX evaluated thirty-seven (37) organizations from 6 counties and shortlisted thirteen (13). These thirteen (13) submitted their applications at the end of this quarter, and the Selection Committee is scheduled to make decisions in the first week of the next quarter. Further to the identification process, IREX developed a twelve-component facilitated participatory assessment instrument, which will be utilized to determine the identified organizations' needs.

In addition to the Resource Partner identification process, the civil society component also started the process of identifying the twenty three (23) CSOs that will receive CSML assistance this year. IREX held interviews with USAID Officers and Implementing Partners to develop the list of CSOs that are currently, or have in the past, received USAID assistance, and that are in the target counties.

During the Quarter, the IREX Civil Society Team designed two surveys to establish baseline data: one will survey the perceptions of government officials toward civil society organizations, and the other will survey the perceptions of citizens toward civil society organizations and government officials. The survey questionnaires were field tested, and staff were trained to administer them to a total of 750 citizens and 154 county officials in the seven target counties.

The Media Team finalized all preparations for a Media Development Partners Forum to be held in the first week of the new Quarter. The first Partners Forum was planned using preliminary

outcomes from the pre-assessment of media outlets and accordingly will focus on media sustainability and efforts toward the 2011 elections.

The Media Team developed an RFA for media outlets wishing to participate in the Specialized Consulting Initiative, set the criteria for selection of five media outlets, and developed a consulting plan through training and grants. The process for identifying the primary partner radio stations was laid out for the month of July. The Team has also met with women's media organizations to discuss holding a Summit on Advancing Women in the Media.

In addition, the CSML Media Team made important contacts for the development of a strategy for use of SMS technology and has begun exploring possibilities for a Mobile Phone Innovation Conference.

CSML assisted in formalizing a civil society consortium to advance freedom of information in Liberia and assisted a CSO in submitting comments on the draft bill to the House Committee. A public hearing was held on the bill, followed by meetings to explore strategies to ensure its passage and implementation.

2. PROGRAM PURPOSE

To sustain peace in Liberia through greater inclusion, giving a voice to, informing and engaging Liberian citizens.

3. PROGRAM IMPACTS

3.1. Program Launching

The Civil Society and Media Leadership Program was formally launched at an event held on June 4. The event was successful in its goal of creating awareness about CSML as it was attended by more than 80 people, including five relevant government ministries, the Deputy Chief of Mission of the U.S. Embassy, the USAID Mission Director, the CSML AOTR, numerous international and local NGO representatives, and the media. During the ceremony, the IREX Chief of Party outlined the goal and objectives of CSML, while the component managers talked about the initiatives under each component. Performing the official launch, USAID Director Pamela White stated emphatically that CSML must ensure that women are involved at every level.

3.2. World Press Freedom Day

As part of celebrations marking World Press Freedom Day, IREX Senior Media Specialist Bill Burke was invited to participate on a panel discussion entitled "Freedom of Information: the Right to Know."

4. PROGRAM ACTIVITY

4.1. *Management Overview*

4.1.1. Human Resources

Early in the First Quarter, David Aasen, Senior Civil Society Specialist, resigned his position and was replaced by Lyn Gray in mid-May.

IREX/Liberia filled all local hire positions, which include the Civil Society Program Officer, Media Program Officer, Finance and Administration Manager, Finance and Administration Assistant, Grants Officer, Program Assistant, Office Assistant, 3 Drivers, and 2 County Coordinators for Grand Bassa and Bong counties. They were all given one year initial contracts with a three month probation period. Each employee received an IREX Human Resources Manual consistent with the laws of Liberia and attended a Human Resources orientation where they had an opportunity to ask questions, obtain information and further clarification.

During this period, the Carter Center hired a part-time senior consultant and full-time project coordinator for the Access to Information (ATI) Project. Efforts to hire an ATI Project lead are still underway. In May, the YMCA employed four County Coordinators for Montserrado, Nimba, Lofa and one that will service both Grand Geddeh and River Gee. Social Impact employed a Monitoring and Evaluation Manager who began on June 1.

4.1.2. Administration

IREX successfully worked with the requisite Government of Liberia institutions to ensure that the entity was registered to operate in the country. The Articles of Incorporation were obtained from the Ministry of Foreign Affairs, and the Certificate of Accreditation was obtained from the Planning Ministry. The staff worked diligently to obtain a duty free permit from the Ministry of Finance and, as the First Quarter ended, the process was in the final stages. IREX also procured three vehicles, which have been registered and insured. The program moved into office space on Payne Avenue in Sinkor and acquired all necessary equipment and furniture. IREX's partner the Carter Center played an important role during start up, providing briefings, assistance in recruitment of staff, securing of office space and other logistical advice.

4.2. *Program Start Up*

4.2.1. Workplan Session

Immediately upon arrival, the CSML management team planned and led a three-day workplan session attended by thirteen representatives of the partner organizations and USAID. The goal was to review the proposal and identify ways of translating the ideas contained in the document into practical actions that would form part of the first year activities. A plan of action was decided, and the CSML team prepared the draft workplan and presented it to USAID. Feedback was incorporated, and the final workplan was presented to the AOTR on April 28 and approved.

4.2.2. Acquaintance and Information Gathering Meetings

The CSML team quickly began reaching out to partner organizations, other civil society and media organizations, and relevant government ministries and agencies to introduce the program and get to know organizations and individuals with whom they would be working. Meetings were held with the Minister of Internal Affairs and Deputy Ministers of Planning and Economic Affairs, Information, Culture, and Tourism, Youth and Sports, and Internal Affairs. Meetings were held at USAID with members of the Program, Democracy and Governance, Health, and Education Offices, and a meeting with the Economic Growth Office is soon to be scheduled. Meetings with INGOs have included Humanity United, International Center for Transitional Justice, NDI, ARD, East West Management Institute, Winrock International, ABA, FORECAST, and EDC.

Also during the First Quarter, the Media Team had meetings with the Ministry of Information, the Press Union of Liberia, the Center for Media Studies and Peace Building, editors, media managers, Humanity United, Talking Drum Studio to explore possible synergies as CSML moves forward.

5. PROGRAM ACTIVITY BY COMPONENT AND OBJECTIVE

5.1. Component One: Civil Society (Workplan 1.3)

5.1.1. Start-up Assessment (Workplan 1.3.1)

To collect information for the start-up assessment, IREX met with twelve government officials, held focus group meetings with sixty-four (64) representatives of forty-six (46) CSOs in four counties, and gathered information from USAID officers and recent assessment reports of civil society organizations in Liberia.

The Senior Civil Society Specialist replacement and the Civil Society Program Officer did not take up their positions until mid-May, and therefore the Civil Society Team was challenged to work quickly to fulfill the First Quarter activities. To assess and understand the status of civil society organizations at the start of the program, they met with USAID representatives, national and local government representatives in the counties, and CSO representatives in their respective counties. Interviews were held with the Superintendents of two of the program counties, one Development Superintendent, and county coordinators of two line Ministries. At the national level, they met with Ministers and Deputy Ministers of Internal Affairs, Planning and Economic Affairs, and Youth and Sports. They met with sixty-four (64) representatives of forty-six (46) CSOs in Montserrado, Grand Bassa, Bong, and Nimba Counties. The team also assembled data from recent assessments performed by Women's NGO Secretariat of Liberia (WONGOSOL) and Actions for Genuine Democratic Alternatives (AGENDA) and information collected by IREX in March, 2009. The final Start-up Assessment Report will be completed and distributed in July.

Government Officials Interviewed

National	<ul style="list-style-type: none"> • Minister of Internal Affairs • Dep. Minister for Planning, Research & Development, MIA • Dep. Minister for Economic Affairs and Policy, Ministry of Planning and Economic Affairs • Principal Director, NGO Coordination & Aid Registry Unit, MPEA
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	• Deputy Minister for Youth, Ministry of Youth and Sports
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Grand Bassa	<ul style="list-style-type: none"> • Superintendent • Development Superintendent • County Information Officer • Administrative Assistant • County Coordinator, Youth & Sports • County Coordinator, Gender & Development
Bong County	<ul style="list-style-type: none"> • Superintendent

CSO Focus Group Participants

	CSOs	Representatives
Montserrado County	18	22
Grand Bassa County	13	13
Bong County	7	16
Nimba County	8	13

5.1.2. Objective One: (Workplan 1.3.2)

CSOs have measurably increased organizational capacity to serve as a vehicle for representing members’ interests and influencing the policy process.

5.1.2.1. Selection of Resource Partners (Workplan 1.3.2.1)

IREX evaluated thirty-seven (37) organizations from 6 counties and shortlisted thirteen (13). These thirteen (13) submitted their applications at the end of the quarter, and the Selection Committee is scheduled to make decisions in the first week of the next quarter.

The selection process for Resource Partners (RP) is being carried out in three phases—Expressions of Interest, applications from a short-listed group, and on-site verifications. IREX used the print media and radio in the seven counties to inform organizations of the opportunity to send Expressions of Interest with specified information, and thirty-seven (37) organizations applied from 6 counties. The Civil Society Team and the Grants Officer designed an evaluation scoring instrument for short listed organizations expressing interest, and the team sent application packets to the short list of thirteen (13) organizations (See Attachment 1). The application for this second phase requested information and documents on registration; governance; bank accounts; financial management; goals; beneficiaries, activities, and donors over the last three years; all sources of revenue; partnerships; and contact information of donors and beneficiaries. All thirteen organizations submitted applications by the June 30 deadline. An RP Selection Evaluation form was developed and the date was set for the CSML Selection Committee Meeting — composed of representatives of the four CSML partners and the USAID/Democracy and Governance team — to meet the first week of the new quarter (See Attachment 2). They will select seven organizations, to be verified immediately through the site visits, and two alternates. The criteria developed by the CSML partners for Resource Partner selection are attached (See Attachment 3).

The applications received at the end of the quarter give good indications that there will be a strong corps of Resource Partners with various areas of focus, including policy advocacy, CSO/NGO capacity building, media rights/free speech, youth development, grassroots

empowerment, human rights and equal opportunity, and strengthening of women's organizations.

5.1.2.2. Needs Assessments of Selected Resource Partners (Workplan 1.3.2.2)

CSML has prepared a twelve-component facilitated participatory assessment instrument, with assessments scheduled to begin July 6.

The Social Impact Monitoring and Evaluation Manager and IREX Civil Society Team designed an extensive organizational assessment tool broken into twelve components (See Attachment 4). The assessment will be administered through a participatory process involving key members of the organization and at least one board member. It is designed so that CSML facilitators meet first with the organization's key staff to explain the process and go over the instrument. Then staff members individually complete the instrument, and the facilitator comes back to lead a day-long session in which staff share their individual ratings and build group consensus on the ratings and hence agreement on components of the organization needing the most training and technical assistance. The entire process is well on track for completion before the target deadline at the end of July.

5.1.2.3. Grants for RPs (Workplan 1.3.2.5)

A grants management system has been developed.

During the quarter the IREX Grants Manager made preparations for the administration of grants to Resource Partners. A grants management system has been developed along with subgrant templates, and IREX is in a good position now for the administration of Resource Partner grants next quarter. See further details in 5.3 Grants.

5.1.2.4. Selection of CSO Partners (Workplan 1.3.2.6)

A partial list of CSOs has been prepared that includes thirty-eight (38) organizations representing all seven counties.

In the First Quarter, the Civil Society Team put together its plan for CSO selection for Year One and began its interviews of USAID Officers and Implementing Partners. From this start a partial list has been assembled of CSOs that have experience with USAID IPs along with information about their performance, strengths, and weaknesses. With thirty-eight CSOs already identified at the close of Quarter One, obtaining enough information to knowledgeably preselect twenty-three (23) will be one of next quarter's challenges.

5.1.3. Objective Three: (Workplan 1.3.4)

Enhance perceptions of CSOs by government and of the government and CSOs by the citizens

5.1.3.1. Survey (Workplan 1.3.4.1)

Two survey questionnaires were developed and field tested, and staff were trained to administer them to a total of 750 citizens and 154 county officials in the seven target counties.

During the Quarter, the Social Impact Monitoring and Evaluation Manager and IREX Civil Society Team designed two surveys to establish baseline data: one will survey the perceptions of government officials toward civil society organizations, and the other will survey the perceptions of citizens toward civil society organizations and government officials (See Attachments 5a & 5b). The survey respondents will represent county officials and citizens in at least one district in each of the seven counties where CSML operates. Further detail about the sample size and distribution appears in 5.4 Monitoring and Evaluation below.

All plans were completed for survey implementation beginning July 6, 2010. A letter from Harrison Karnwea, Minister of Internal Affairs, supporting the exercise was sent to the superintendents of the seven counties.

The survey team consists of the Monitoring and Evaluation Manager, the six CSML County Coordinators, one YMCA youth volunteer from each county, and two staff members from the IREX office. The M & E Manager introduced the surveys to the team and trained them in survey administration methodology from June 30, 2010 to July 1, 2010. The team gained supervised experience by field testing the instruments in Montserrado County.

5.2. Component Two: Media (Workplan 1.4)

5.2.1. Start-up Assessment (Workplan 1.4.1)

CSML designed an interview assessment questionnaire and completed assessments with fifty one (51) media outlets in seven counties.

5.2.1.1. Consultative Meeting

The Start-up Assessment strategy was developed during a Consultative Meeting held at the end of May. The meeting brought together IREX and its partners - The Carter Center, the Liberia Media Center, and the Liberia Women Media Action Committee. The Association of Community Radios in Liberia (ALICOR) was also invited to participate. The meeting reviewed existing documents and findings of recent media research. The LMC made two presentations on its 2007 and 2010 assessments done on the community radio sector. They also reported on recent studies on women in the media and the media business environment.

The initial start up assessment plan was to review and analyze existing research findings, identified gaps and advance methodology for the assessment. During the Consultative Meeting, however, it was recommended that data on commercial media, Monrovia-based outlets and community radios in CSML targeted counties were inadequate and not current and that more research was needed. On community radio, it was agreed to focus on stations that did not form a part of the two previous assessments. There was also agreement on the need to visit River Gee, a county that has not been a part of any recent study.

5.2.1.2. Implementation of the Start-up Assessment

The IREX Media Team and its implementing partner the Liberia Media Center conducted the media Start-up Assessment from June 7-21. The team was technically assisted by Dr. Maureen Taylor of Social Impact. The results will help inform the process of developing plans for the various initiatives of the media component. A total of fifty one (51) media outlets were assessed

including: commercial outlets, consisting of newspapers, radio and television stations; community radio stations; and three non profit radio stations in Monrovia (Liberia Women Democracy Radio, Star Radio and Radio VERITAS). The assessment instrument focused on technical capacities, systems and policies, sustainability and business strategy, programming, content, and training needs (See Attachment 6). The entities mentioned were assessed through visitation and telephone interviews.

The SI consultant, IREX Media Program Officer, SI Monitoring and Evaluation Manager, and an LMC representative visited the Monrovia outlets. Next, the Media Program Officer interviewed stations by phone that could not be visited because of time constraints and road conditions, while the Senior Media Specialist led a team consisting of the SI consultant and two LMC program members to five program counties—River Gee, Grand Gedeh, Nimba, Bong, and Lofa—to evaluate eight community radio stations. Another IREX staff team interviewed a community radio station in Grand Bassa County, and on the last day of the assessment, the Media Team visited Cuttington University College in Suacoco, Bong County to evaluate the new radio and TV stations which recently started there. The Association of Community Radios in Liberia helped with preparations for the community radio assessment by coordinating with partner stations and arranging lodging and other logistics.

The assessment report is currently being finalized and will be complete in early July. Preliminary results show that many outlets rely solely on advertisement and contracts from the UN and international non-governmental organizations and fear that the departure of these groups may leave a vacuum in the advertising industry.

5.2.2. Objective Four: (Workplan1.4.2)

Independent media operates more professionally.

5.2.2.1. Media Development Forum (Workplan 1.4.2.1)

All preparations were finalized for a Media Development Partners Forum to be held in the first week of the new Quarter.

It was agreed in the workplan meeting that CSML would organize a quarterly Media Development Forum, bringing together media professionals to discuss problems facing the sector and explore collaborative efforts to tackle them. Two kinds of forum were specified—one involving international media development organizations and editors, publishers and managers; the other involving just editors, publishers and managers. The former is called the Media Development Partners Forum (MDPF).

The first Partners Forum was planned using preliminary outcomes from the pre-assessment of media outlets and accordingly will focus on media sustainability and efforts toward the 2011 elections. The goal of the forum is to identify programs and activities that international media development organizations have planned for the media in preparation for the elections. The discussion will also focus on ways of collaborating on media development projects. The forum was originally scheduled for June 29, but due to major activities of the CSO component and several other high profile media events, it was rescheduled for next quarter, July 6. The MDPF

will bring together more than 20 international and local organizations, media managers, editors and publishers.

5.2.2.2. Specialized Consulting for Targeted Media Outlets (Workplan 1.4.2.2)

The Media Team developed an RFA, set the criteria for selection of five media outlets, and developed a consulting plan through training and grants.

Working with the Liberia Media Center, the Media Team developed criteria for selecting media outlets to participate in the Specialized Consulting Initiative. An RFA has been prepared and will be published in newspapers and broadcast on radio at the beginning of the next quarter. Five commercial outlets—three newspapers, one radio and one television—will be selected as partners. The Investigative Journalism Grant and the Business Initiative Grant will be worked into this, making it possible for each outlet to have designated reporters trained in several specialized reporting areas, such as Investigative Journalism or Gender Sensitivity Reporting. Each specialized training will be organized over a one year period, and reporters will have the opportunity to use part of these grants to pursue stories under specialized themes. Broadcast outlets will have the opportunity to work on developing a commercial driven news program.

5.2.2.3. Women’s Media Initiative (Workplan 1.4.2.4)

Consultations with the key players in women’s media issues have led to plans for a Summit on Advancing Women in the Media.

To assist in developing an effective strategy for the Women’s Media Initiative, two women’s media organizations, the Female Journalists Association of Liberia (FEJAL) and Liberia Women Media Action Committee, were evaluated during the Start-up Assessment.

The Media Team also held a number of meetings with LIWOMAC Executive Director Estella Nelson and LWDR Radio Station Manager Tetee Karneh to begin developing plans for the Women’s Media Initiative. It was agreed that consultation will continue with various groups including the Female Journalists Association, The Angie Brooks International Women’s Center, the Press Union of Liberia, and the Christian Media Center, among others. A schedule will be drawn up and a team of IREX and LIWOMAC staff will meet each group. This will be followed by preparations for a summit (one or two days) on Advancing Women in the Media. The Summit will bring together various women’s media groups, advocacy organizations, the Press Union of Liberia, the Liberia Media Center, female journalists, and other interested constituencies.

5.2.3. Objective Five: (Workplan 1.4.3.)

Community radio stations in seven target counties engage with the community and work to include diverse audiences, and improve reach.

5.2.3.1. Model Station Selection (Workplan 1.4.3.1)

The process for identifying the primary partner radio stations has been laid out for the month of July.

With the assessment complete, the Media Team started the process of selecting primary partner radio stations. The stations will be selected by IREX and LMC with input from USAID. Fifteen stations will initially be identified in early July based on the assessment. Additional information will then be requested from each, and IREX, the LMC and USAID will meet to make the final selection of seven primary partner outlets for the first year of the initiative.

5.2.4. Objective Six: (Workplan 1.4.4)

SMS Technology is utilized as a link between people and their Political Leaders.

5.2.4.1. Mobile Phone Based Technology Innovation Conference – MICO (Workplan 1.4.4.1)

CSML has made important contacts for the development of a strategy for use of SMS technology and has begun exploring possibilities for a Mobile Phone Innovation Conference.

The Media Team held discussions in the First Quarter with several different stakeholders on the SMS technology initiative to learn the extent of its use and explore interest in CSML's proposed Mobile Phone Innovation Conference. A meeting was held with Ushahidi, which expressed interest in the conference. Further discussions will be held in July.

A meeting was also held with Leland Smith of Development Practitioners Forum, who provided information on the Frontline SMS technology and put the team in touch with Frontline. Discussions with Frontline are ongoing. In late June in a meeting with Tom Crick of The Carter Center, Mr. Crick agreed to introduce the conference idea to Microsoft and Georgia Tech and explore possibilities of support from them.

5.2.5. Objective Seven: (Workplan 1.4.5)

Engaging civil society and the media to advance the establishment of the right to access to information.

5.2.5.1. Civil Society Consortium (Workplan 1.4.5.1)

A civil society consortium to advance freedom of information in Liberia was formalized.

The Carter Center Access to Information (ATI) Project Manager led efforts to formalize a civil society consortium to advance freedom of information in Liberia. Thus far the consortium consists of more than 10 civil society organizations and two government agencies including the Center for Transparency and Accountability in Liberia, AGENDA, Press Union of Liberia, Center for Media Studies and Peace Building, Liberia Democracy Watch, Search for Common Ground, Liberia Women Media Action Committee, Liberia Media Initiative, the Liberia Media Center, the Government of Liberia's (GOL) Ministry of Information, Culture and Tourism, and the GOL's Center for Records and Documentation. The consortium has since started lobby engagements for the Freedom of Information (FOI) bill, meeting with the Joint Committee on Information and Broadcasting and Judiciary as well as key members of the House of Representatives, including the Deputy Speaker.

5.2.5.2. Technical Assistance and Training (Workplan 1.4.5.2)

A CSO was assisted in submitting comments on the draft bill to the House Committee.

The Carter Center met with key civil society actors and discussed ideas for fine tuning the draft FOI Act and promoting its passage. The ATI Team provided comments on the latest draft FOI Bill and submitted them to the civil society group that has been at the forefront of reviewing the draft law and providing edits to strengthen the law. The civil society recommendations were then submitted to the House Committee on Information and Broadcasting.

5.2.5.3. Awareness Raising (Workplan 1.4.5.3)

A public hearing was held on the bill, followed by meetings to explore strategies to ensure its passage and implementation.

On May 19, 2010, the Carter Center ATI Team supported the House Committee on Information and Media in holding a public hearing to discuss the latest draft of the FOI Bill. Participants included leaders from civil society, media, and government. Following the well attended and successful public hearing, the Carter Center convened a series of meetings for the broader access to information and media community in Liberia to discuss the hearing and to explore a collaborative framework and strategy to advance on the passage of the bill and ensure its successful implementation.

5.3. Grants

In preparation for awarding multiple small grants in the next quarter, the Grants Officer began the development of the grants management system with the assistance of IREX Moldova. Development of a grants management manual was not required, as IREX's small grants manual covers all areas of small grants that CSML will be awarding. In collaboration with the IREX Finance and Administration Manager, subgrant forms or templates were developed to be used as working tools for grants processes, and a User's Guide is near completion.

During the quarter, IREX signed two subgrant agreements with its partners, the Liberia Media Center (LMC) and the YMCA. Through these grants, LMC will work with IREX to implement activities including aspects of initial media sector assessment, training and mentoring to build professional capacity, support to community radio stations and development of media training capacity in Liberia, and the YMCA will work with IREX to mentor and monitor partner CSOs that receive training and small grants through the program.

A Selection Committee with representatives of IREX, USAID, YMCA, LMC, and The Carter Center was formed to jointly evaluate subgrant applications.

5.4. Monitoring and Evaluation

As discussed above, the Social Impact Monitoring and Evaluation Manager designed a survey and survey plan approved by USAID for measuring the perceptions of government officials toward civil society organizations and of government officials and civil society organizations by citizens in the seven target counties. The following table shows the target numbers of survey respondents. The results will be used to inform the Civil Society Team in its planning of program

activities to make government officials, CSO representatives, and the general public more aware of one another's activities and challenges.

Data Sources-Citizens	Sample Size
Citizens Gbarnga	100
Citizens Buchanan	100
Citizens Zwedru	100
Citizens Voinjama & Zorzor	100
Citizens Bentol & Monrovia	200
Citizens Sanniquellie & Ganta	100
Citizens Fish Town	50
Total Sample Size	750

Data Sources-County Officials	Sample Size
Parliamentary (Senator/Rep.)	1/ county = 7
Superintendent, Dev. Sup, Admin Asst.	1/county = 7
Representatives of Line Ministries	9/county = 63
Immigration, Police, Fire Service, LISGIS, DEA, EPA, LRRRC	7/county = 49
District Commissioners & others	1/county = 7
Chiefs	3/county = 21
Total Sample Size	154

The surveys utilize primarily quantitative approaches, either Yes, Don't Know, or No questions or the Likert scale (Strongly Agree, Agree, Uncertain, Disagree, and Strongly Disagree). These are complemented with qualitative data collected through a few open ended questions. Survey data will be analyzed and reported in aggregate form.

The Monitoring and Evaluation Manager worked with the Civil Society Team on the Resource Partner assessment tool aimed at determining strengths, weaknesses, and baseline information of selected Resource Partners. Findings from the assessment will allow IREX to tailor technical assistance packages for each Resource Partner.

During the First Quarter, the M & E Manager also worked with the Media Team to develop the questionnaire used in the start-up assessment of media outlets in all seven target counties. The tool is geared towards determining the needs and capacity of the Liberian media and further assisting with the development of selection criteria for media outlet partners. The M & E Manager also assisted in conducting on-site interviews and summarizing that data for use in the report.

6. COLLABORATION AND SYNERGIES

During the Quarter the IREX Media Team worked with the Carter Center (TCC) on its Peace Initiative. TCC has been involved in mediation efforts following the ethnic violence (with a religious undertone) that took place in Lofa County in February of this year. At TCC's request, the IREX Media Team brought together the Press Union of Liberia, the Liberia Media Center, the Liberia Women Media Action Committee, Talking Drum Studio, the Center for Media Studies and Peace Building, Open Society Initiative for West Africa, TCC, and the Peace Building Office at the Ministry of Internal Affairs to talk about the handling of the incident by the news media. As a result, the team is organizing a one-day forum on the news coverage of the Lofa violence with the goal of developing a plan for capacity building of media practitioners for conflict sensitive reporting.

IREX also met with the Deputy Director General of UNESCO, Mogens Schmidt, to discuss plans for election training. UNESCO is interested in collaborating with IREX.

7. LESSONS LEARNED

CSML acquired useful knowledge in the challenges of work in Liberia, both through road trips and efforts to announce job positions or opportunities for CSOs on community radio stations and receive the applications. The experience is leading to careful consideration of how to carry out certain elements of the workplan, such as the Round Tables scheduled in August. For example, we will have to schedule the meeting in River Gee—which has the worst road access of our seven county capitals—first because we know the roads get worse as the rainy season progresses. We must also consider whether we can invite CSOs from outside the county capital since the costs for travel, meals and accommodations would be higher. In all of the counties, a trip to the county capital that could be done all in one day in dry season could require two overnights and higher transportation fares in August.

8. ATTACHMENTS

- Attachment 1: Expression of Interest Evaluation Form
- Attachment 2: Resource Partner Selection Evaluation Form
- Attachment 3: Resource Partner Selection Criteria
- Attachment 4: Resource Partner Organizational Assessment Tool
- Attachments 5a & 5b: Survey of Perceptions
- Attachment 6: Media Start-up Assessment Plan

Attachment 1

EXPRESSION OF INTEREST EVALUATION FORM

Reviewer's Name:
Applicant Name:
Date of Review:

Basic Requirements	Yes	No
Accreditation (or at minimum registered with For'n Affairs)		
Contact Address or information provided		
Organization's profile: <i>answers the points in the solicitation:</i>		

Selection Criteria Score

1. Experience adhering to mission and providing services to a target constituency and demonstrated impact in a given sector as indicated by activities in the last three years (40pts)
 - a. Mission is clear and activities agree with mission (10) _____
 - b. Activities are strong and appear to benefit target group (20) _____
 - c. Appears to have continuity of staff for sustained period (10) _____
2. Outreach in our target counties (*sub offices, branches, member groups, etc. that could facilitate their working with our upcountry CSOs*) (15pts) _____
3. Donor Partners in last three years (15pts.) _____
4. Other partners (*for networking, institutional strengthening etc*) (10pts) _____
5. Sector (10pts.) *Score higher for women and youth, or sector where we may need representation* _____
 - _____ Women
 - _____ Youth
 - _____ Democracy
 - _____ Health
 - _____ Education
 - _____ Natural Resources
 - _____ Agriculture
 - _____ Others

6. County/Countries of operations (10pts.) (Score higher for upcountry, esp if they are likely to be the only one in that county)

- _____ Monsterrado
- _____ Bong
- _____ Nimba
- _____ Lofa
- _____ River Gee
- _____ Grand Bassa
- _____ Grand Gedeh

Total Score:
Selection Points for short listing

Category	Score
Excellent	90 - 100
Good	80 – 89
Fair	70 – 79
Poor	60 - 69
Unacceptable	Below 59

I. OVERALL ASSESSMENT OF APPLICANT:

II. Evaluation View:

Applicant successfully meets initial proposal criteria and will be asked to submit full proposal?

Yes

No

Final comment (s)

Signed: _____

Reviewer

Attachment 2

RP SELECTION EVALUATION FORM

Applicant Name:
Reviewer's Name:
Date of Review:

Selection Criteria

Score each category on scale of 1-10, with 10 as the highest:

Score

<p>1. <u>Experience adhering to a mission and providing services to a target constituency</u> Mission, goals, services, activities are appropriately aligned Clear identification of primary beneficiary groups Experience working with local communities to assist them in identifying and solving local issues</p>	
<p>2. <u>Demonstrated impact in a given sector or issue, including concrete benefits to client groups.</u> Activities are strong and appear to benefit target group Success in attracting donor assistance</p>	
<p>3. <u>Relationship of the organization's activities to the mission, principles and approaches of the CSML.</u> Role the organization has played in the development of civil society in that county, district, or sector. Networking and partnerships</p>	
<p>4. <u>Governance, administrative and finance systems</u> Decision making structure is participatory to an appropriate level Organizational structure shows appropriate level of authority between Board and Staff and c Organizational structure shows clear lines of communication, supervision Appears to have continuity of staff for sustained period (annual report, balance sheet) Appears to have strong financial system</p>	
<p>5. <u>Skills of leadership and staff</u> Skill levels of top 3 staff</p>	
<p>6. <u>Financial sustainability and long-term planning</u> Revenue sources are diversified Revenue flows over the last 3 years appear adequate Evidence of long-term planning (in annual report and elsewhere)</p>	
<p>7. <u>Local image and links within the community</u> (can be based on role in local civil society development, experience working with local communities to assist them in identifying and solving local issues, and other)</p>	
<p>8. <u>Level of interest and desire/commitment to be a RP</u> (application summary, cover letter, other)</p>	

Add 5 if organization’s activities focus in women or youth empowerment _____

Add 5 if organization is women-led _____

Add 5 if organization works at strengthening and supporting other CSOs, media organizations, etc.; _____

Add 5 if organization reaches out to remote areas or neglected urban areas where the development of civil society is still nascent _____

Check the appropriate category:

Category	Score
Excellent	90 - 100
Good	80 – 89
Fair	70 – 79
Poor	60 - 69
Unacceptable	Below 59

Check as appropriate:

<p>Major sector(s) of operation:</p> <p>_____ Women</p> <p>_____ Youth</p> <p>_____ Democracy</p> <p>_____ Health</p> <p>_____ Education</p> <p>_____ Natural Resources</p> <p>_____ Agriculture</p> <p>_____ Other, list: _____</p>	<p>County/Counties where organization has office(s)</p> <p>_____ Monsterrado</p> <p>_____ Bong</p> <p>_____ Nimba</p> <p>_____ Lofa</p> <p>_____ River Gee</p> <p>_____ Grand Bassa</p> <p>_____ Grand Gedeh</p>
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OVERALL ASSESSMENT OF APPLICANT, COMMENTS:

Signed: _____
 Reviewer

Attachment 3

Resource Partner Selection Criteria

Partner NGOs will be chosen according to the following criteria:

1. Experience adhering to a mission and providing services to a target constituency.
2. Demonstrated impact in a given sector or issue, including concrete benefits to client groups.
3. Relationship of the organization's activities to the mission, principles and approaches of the CSML.
4. Governance, administrative and finance systems
5. Skills of leadership and staff
6. Financial sustainability and long-term planning
7. Local image and links within the community
8. Level of interest and desire/commitment to be a RP.

In addition, preference will be given to CSOs that are woman-led or that concentrate their activities in one of the two following sectors:

1. Organizations working on strengthening and supporting other CSOs, media organizations, etc.; organizations that reach out to remote areas and neglected urban areas where the development of civil society is still nascent.
2. Women's and Youth's Empowerment: Organizations that work toward protecting and promoting the human rights of women and youth, women and youth income generation, education projects, and women's and youth's participation in the community and politics, and women's healthcare delivery.

Attachment 4



CSML
Civil Society and Media Leadership Program



RESOURCE PARTNER ORGANIZATIONAL CAPACITY ASSESSMENT TOOL

An Organizational Capacity Self-Assessment Tool

INSTRUCTIONS ON THE USE OF THE TOOL

Please read the following instructions carefully before attempting to use the Capacity Self-Assessment Tool.

SECTION A: STANDARD SHEETS FOR SCORING AND CONSENSUS BUILDING

Photocopy the following pages:

FORM A: Individual Scoring Sheet

Form A will be used by each individual participating in the assessment for individual scoring. The facilitator will need to prepare one blank copy for each of the 11 components in Section B for each individual conducting the assessment.

Example: 7 participants (assessors) x 12 components = 84 copies

Have each member complete the individual checklist, working alone. Be sure to provide each member with 1 copy of Form A for each assessment component, totalling 12 copies for the 12 components per member.

FORM B: Group Consensus Sheet

Form B will be used to aggregate the individual assessments into a group consensus rating. This section will also include agreed upon indicators of organizational strength and the main areas to be improved (areas of capacity building) for each component assessed.

The facilitator will need one blank copy for each of the eleven components in Section B.

Working with a facilitator, develop consensus ratings for each component using Form B. Be sure to discuss the existing capacities/strengths and improvements/capacity building needs for each component

FORM A: INDIVIDUAL SCORING SHEET

Component _____

Directions for Percentage Ranking

1. In **each component** tick the column 0-3 where you think the organization is depending on your experience with the organization.
2. Add the number of ticks in each column. Multiply the number of ‘yes’ answers by 3. Multiply the number of ‘mostly’ answers by 2. Multiply the number of ‘in part’ by 1. Any ‘No’ answer receives 0 points.
3. Add the total points earned.
4. Now calculate the total points earned using the following:

Total points earned (based on total ranking) = _____

Total Possible points = _____

(Total number of questions in each component x 3)

Percentage of Total = _____

(Total points earned divided by total possible points x 100)

Directions for Summary Ranking

You are now ready to give a summary ranking for each component on a 1-4 scale. This ranking is an indicator of the extent to which the organization has achieved a model system for this component. The summary ranking roughly corresponds with the percentage you have just calculated. These are expressed in the following table showing the overall interpretation of each ranking.

Individual Summary Ranking (circle one number after completing checklist on a component).

1	2	3	4
At the beginning steps of establishing the system (0-25%)	Showing signs of improvement towards establishing the system (26-50%)	Systematically achieving results of an established system (51-75%)	Model system in place (76-100%)

Please indicate below the specific reasons or evidence for this ranking.

These reasons should be in the form of observations that are specific and concrete. They should provide evidence that justifies the ranking.

FORM B: CONSENSUS RANKING AND GROUP DISCUSSIONS

Component _____

Directions

This form will be used for consensus ranking of each component. Conduct group consensus building sessions only with those people who have participated in filling form A. Ask them to have their individual scoring sheets

Each team member should give their summary ranking and to briefly state the principal reasons for the ranking. They should be as specific as possible. Identify areas of convergence and divergence in the group based on the evidence. Reach a group consensus ranking (Section B) and identify 2-3 main reasons for the group consensus ranking (Section C). Reach consensus on what seems to be working/existing capacity (Indicators of Strength- Section D) and what are the main areas to be improved in the near future/capacity building needs (Indicators of Improvement- Section E).

A. Team Members 1-4 Rankings:

1	2	3	4	5	6	7	8	9	10
<input type="text"/>									

B. Group Consensus 1-4 Ranking

C. Reasons for Consensus Group Ranking: (Specific, concrete observations that provide evidence):

D. Summary Indicators of Strength: (Specific, concrete observations of what seems to be working well at present):

E. Summary Indicators of Improvement/Capacity Building Needs: (Specific, concrete observations of the desired results needed to improve ranking in the near future):

SECTION B: CHECKLISTS FOR ASSESSMENT

1) ORGANIZATIONAL PROFILE

a) Name of the Organization _____

b) When it was established _____

c) Type of organization _____
(Club, CBO, National NGO, International NGO, Private-for-non Profit, umbrella organization, private for profit, self -Help Group)

d) Contact details

- *Contact details* _____

- *Contact person and title* _____

- *Mailing address* _____

- *Telephone/fax* _____

- *Email* _____

- *Preferred way of getting mail* _____

e) Location of Home Office _____

f) Location of all other offices _____

g) Is the NGO/CBO legally registered? Yes No

h) If legally registered, give registration detail

- Year of registration _____

- Registration body _____

- Registration number _____

i) Is it accredited by ministry of Planning and Economics Affairs (MPEA)?

Yes

No

j) If so, what is the latest accreditation year? _____

k) What activities does your organization undertake?

Activity	Where activities are undertaken	Target population	Population size

l) What is the number of paid staff? _____

m) Give the names and titles of three (3) top staff members (executive, program, finance/administration) at your organization.

2) ORGANIZATIONAL MANAGEMENT

a) Constitution

Description of a Model Constitution: Contains a clear vision and well articulated mission statement that is adopted by an organization's board of directors explaining and popularizing the organization's purpose, serves as a guide to the organization's work. A well-written mission statement shows why the charity exists, what it hopes to accomplish, and what activities it will undertake, where, and for whom. Constitution has clauses on staff policy, gender, governance bodies roles and responsibilities.

	Points	0	1	2	3
		No/NA	Partly	Mostly	Yes
1	There is a written constitution.				
2	The constitution has been accepted and approved by all members (Board and staff) of the organization.				
3	The organization has a Vision statement				
4	The organization has a mission statement.				
5	The organization has a value statement				
6	Members (board & staff) have approved/accepted the mission, vision and value statements				
7	The Vision statement is known by the members				
8	The mission statement is known by all members				
9	The value statement is known by all members				
10	All members of staff and new ones get orientation on the constitution				
11	Board members and new board members are given orientation on the constitution				
12	The vision, mission and values statements are displayed in the organization's office				
	Total ranking				

b) Governance and Leadership

Description of a Model Governance and Leadership System

The organization is properly registered according to local regulations and adheres to its constitution. The Board, composed of members elected according to Board procedures, represents the interest of the organization's stakeholders and provides the legal and policy framework and direction for the organization to function. With a solid understanding of the staff and their own roles, they have the technical skills in providing strategic/policy direction, financial oversight, advocacy and fundraising expertise.

	Points	0	1	2	3
		No/NA	In Part	Mostly	Yes
1	The organization submits re-accreditation application yearly.				
2	Organization adheres to its constitution.				
3	The organization operates according to its vision/mission/values.				
4	The organization is not dependent on one source of funding.				
5	Board members are elected or appointed in accordance with the constitution of the organization.				
6	Board members are involved in policy formulation.				
7	Board members are involved in fundraising.				
8	Board members are involved in public relations.				
9	Board members are involved in advocacy work of the organization.				
10	Board members are familiar with organization's finances, and consulted when there are finance issues.				
11	A current strategic plan developed by staff, board, beneficiaries and stakeholders is in place.				
12	Board members do not interfere in daily management of operations.				
13	Board members and senior management have a clear understanding of their roles and responsibilities as providers of overall direction.				
14	Board has the necessary technical skills for providing strategic/policy direction, financial oversight, advocacy and fund raising.				
15	The board meets regularly and minutes of meetings are sent to all members in a timely fashion.				
16	Senior management promotes ongoing dialogue on how to improve programs and functioning of the organization.				
17	Leadership makes strategic decisions that balance the mission with internal and external realities.				
18	Organization is not hampered from addressing its mission/vision by limited funding sources.				
19	Staff members are comfortable sharing their views on the organization's activities and the way it operates.				
	Total ranking				

c) Human Resource Management

Description of a Model Human Resource Management System

The organization is adequately staffed. Personnel policies include job classification, compensation, benefits, hiring/promotion, grievances, and work hours. Systems have been established for performance planning and review, training, and maintenance of employee data. New staff members are effectively oriented. A training plan exists and is linked to the organizational goals and mission, and it responds to staff development needs. A personnel policy manual is available to all staff and supports management practice and decision-making.

	Points	0	1	2	3
		No/NA	In Part	Mostly	Yes
1	The organization is adequately staffed.				
2	Personnel policy addresses recruitment/hiring procedures: severance, remuneration, working hours, benefits, leave; annual, maternity, sick off, grievances, conflict resolution.				
3	Code of Conduct included in personnel policy and employees sign acknowledgement.				
4	Liberian labor, social security and tax laws are adhered to.				
5	Job descriptions available for all employees.				
6	Selection or hiring done by committee with consistent format.				
7	Staff members have appropriate skills to perform their work.				
8	Regular, ongoing supervisory support, guidance and suggestions are provided to all staff.				
9	Staffs feel supported and encouraged.				
10	Staff motivation, retention is high and turnover is low				
11	Systems have been established for staff training.				
12	A training plan exists and is linked to the organization's mission and staff development needs				
13	A personnel policy manual is available to all staff.				
	Total ranking				

d) Staff Roles and Responsibilities

Description of a Model Staff Roles and Responsibilities System

Staff roles and performance expectations are clearly articulated to and understood by staff. The leadership encourages staff members to work as a team to meet the goals of the organization rather than as isolated individuals working independently from one another.

	Points	0	1	2	3
		No/NA	In Part	Mostly	Yes
1	Roles and responsibilities of different staff levels are clearly defined and understood.				
2	Those who are designated to fill those roles have the background, training, and capabilities required.				
3	Job descriptions exist for all key positions and volunteers.				
4	Each staff/volunteer has a copy of his/her job description.				
5	Job descriptions are regularly used and regularly reviewed in assigning and organizing work.				
6	Internal communication channels are well defined.				
7	External communication channels are well defined.				
8	The leadership encourages staff members to work as a team to meet the goals of the organization.				
9	Regular, ongoing, supportive supervision is provided to staff members and is designed to enhance the staff's capacity, confidence and commitment to the work.				
10	Important decision making by staff leadership is done after consultation with appropriate stakeholders (e.g. finance, program, board, beneficiaries).				
11	There are mechanisms in place for regular internal information sharing (meetings, bulletin board, etc).				
12	Information/data used is analyzed regularly and incorporated into planning.				
	Total ranking				

e) Financial Management System

Description of a Model Financial Management System

The financial and purchasing systems in use enable the organization to allocate resources and achieve financial balance for its operations. Financial reports are linked to budgets and are consistently used for making decisions. Expenditures are tracked by budget line items, recorded as they occur, and variances are properly followed up and explained. Costs are allocated by cost centers and financial reports are used to analyze costs. There are links between annual and long term budget planning.

All funds received are properly recorded and banked. All payments are properly controlled, authorized and supported by full documentation; and bank balances are properly reconciled with bank statements. All checks are signed by two or more senior officials. All expenditure is supported by properly authorized documentation/vouchers and properly coded. A trial balance is extracted and balanced every month.

	Points	0	1	2	3
		No/NA	In Part	Mostly	Yes
1	Financial and purchasing system is managed by financial staff separately from program staff, but in close consultation and coordination with program and management staff.				
2	Financial system enables organization to accurately forecast, budget, implement activities and provide reports to Board & funders.				
3	Expenditures are tracked by budget line items, recorded as they occur, and variances are properly followed up and explained.				
4	All funds received are properly recorded and banked.				
5	Bank balances are properly reconciled with bank statements.				
6	All checks are signed by two or more senior officials.				
7	All expenditure is supported by properly authorized documentation /vouchers and properly coded.				
8	A trial balance is extracted and balanced every month.				
9	Procurement system is in place and adhered to and conforms to prevailing laws.				
10	Procurement is made only from reputable suppliers.				
11	Payment is withheld where substandard goods/services are provided.				
12	Financial information is publicly available.				
13	Regular audit of financial systems are done and audit reports are available.				
14	Financial documents are filed properly and not accessible to unauthorized personnel.				
	Total ranking				

3) PLANNING AND MANAGEMENT

a) Strategic Planning

Description of a Model Planning and Management System

Tracking of activities, benchmarks and indicators is well-organized, dynamic and sensitive to changes in the environment. Assumptions behind the original monitoring plan are periodically reviewed and updated. Standardized monitoring instruments are used and the process identifies planned to actual activities, as well as periodic evaluation of the success of the various strategic initiatives. Corrective actions are taken based on ample information and discussion. Lessons are documented to facilitate future planning.

	Points	0	1	2	3
		No/NA	In Part	Satis- factory	Yes
1	Strategic Plan exists, is in line with organizational mission statement and clearly indicates specific areas of focus.				
2	Strategic Plan is revised annually in broad consultations with staff, volunteers and key stakeholders.				
3	Stakeholder/community involvement in strategic planning exists.				
4	Stakeholder meetings are held regularly to report on progress and solicit feedback.				
5	Organizational SWOT analysis is carried out including areas of staff capabilities, quality of programs, management information and financial system, critical issues etc.				
	Total ranking				

b) Operational Planning and Implementation

Description of a Model Operational Planning and Implementation System

An annual work plan exists as a result of an organized process that establishes goals, activities, and budgets for the upcoming year. Each planning exercise begins with a careful analysis of successes and failures in adhering to the prior plan. The activities in the work plan include who is responsible for their execution. The activities include estimates of labor projections (level of effort) and a timeline for completion. The work plan is used as a monitoring tool by program managers who have been assigned responsibility for implementing it. The annual work plan reflects a long-term, strategic plan. The activities of the work plan are budgeted and reflected in the annual budget.

	Points	0	1	2	3
		No/NA	In Part	Mostly	Yes
1	An annual project work plan exists as the result of an organized participatory process.				
2	The plan establishes goals, activities, budgets for the upcoming year and timeline and M & E indicators.				
3	Each planning exercise begins with a careful analysis of successes and failures in implementing the prior plan				
4	The work plan is used as a monitoring tool by program managers who have been assigned responsibility for implementing it.				
5	The annual work plan reflects priorities in a long-term, strategic plan.				
6	The activities of the work plan are budgeted and reflected in the annual budget.				
7	The organization is able to produce clear and simple reports in a timely fashion.				
	Total ranking				

c) Gender and Gender Mainstreaming

Description of a Model Gender and Gender Mainstreaming System:

Staff define gender as the socially defined roles of male and female that can vary from one culture to another, appreciate that gender is important in their activities, there is gender equality/considerations in work allocation, remuneration and gender equality is well articulated in the organization's policy, all members of the organization have had training in gender and can competently, the organization promotes and encourages equal participation of men and women in management and project activities, gender issues are reflected in organizational policy, mission, vision and values as well as work plans.

	Points	1	2	3	4
		No/NA	In Part	Mostly	Yes
1	All members of staff understand what gender is (see above) and its implications in their work.				
2	Organization respects, encourages and promotes equal participation of men and women in management and program planning and implementation.				
3	Organization encourages equal participation of men and women in implementation of activities.				
4	Gender issues are a considered in all planning documents.				
5	All members of staff understand the relationship between gender and HIV/AIDS, Family Planning/Reproductive Health and Gender Based Violence.				
	Total ranking				

d) Outreach to Constituencies

Description of a Model Constituency Outreach System:

Local citizens know the organization/project and feel their interests are being represented. Regular public meetings are held within the communities of implementation, public updates are communicated regularly. Citizens know how to give input to project staff between public meetings.

	Points	0	1	2	3
		No/NA	In Part	Mostly	Yes
1	Regular public meetings are held within the communities of implementation or with member organizations, and local citizens/member organizations know the organization/project				
2	Affected citizens/organizations know where and how to provide input to the project.				
3	Public updates are communicated regularly through radio or other media.				
4	Planning exercises are based on needs assessment involving stakeholders.				
	Total ranking				

4) PARTNERING, ADVOCACY AND NETWORKING

Description of a Model Partnering, Advocacy and Networking System

The organization associates with service delivery points/networks characterized by coordinated action plans that are jointly monitored by the partners. The service delivery points/networks strive to increase linkages, interconnectivity, scale, comprehensive services, as well as quality of services. Referral systems within most service delivery points are operational and the partners actively use them. Network members enjoy high quality services such as resource and information sharing, capacity building, and research and evaluation activities. High quality network/partnership coordination is institutionalized and support systems exist to maintain the network or partnership. Partnership networks effectively reduce cost, duplication of services and overlap of target beneficiaries.

	Points	0	1	2	3
		No/NA	In Part	Mostly	Yes
1	The organization is transparent and accountable to its constituency and involves them in decision making and planning.				
2	The organization associates and builds coalitions with other CSOs by sharing ideas, best practices and resources and by planning and working together to achieve similar goals.				
3	Organization is in contact with and is well known by the public and policy makers.				
4	Referral systems within most CSOs networks are operational and the partners actively use them.				
5	Network members enjoy high quality network services such as resource and information sharing, capacity building, and research and evaluation activities.				
6	High quality network/partnership coordination is institutionalized and support systems exist to maintain the network or partnership.				
7	Partnerships and networks effectively reduce overlap of services or target beneficiaries.				
8	The organization regularly interacts with decision makers to share best practices, lessons learned and to influence policy and development plans. The government sees the organization as a partner and seeks their input for planning and policy development.				
9	The organization is able to tap into local and national resources by successfully advocating for what it believes in and needs to accomplish its goals at the government and private sector levels.				
10	The organization has a media strategy that results in positive publicity about what they are doing and issues emerging from their work.				
	Total ranking				

5) MONITORING AND EVALUATION

Description of a Model Monitoring and Evaluation System

Monitoring and evaluation are tied to strategic planning and included in the work plan. Monitoring and evaluation are planned at or before the onset of a technical intervention and provision is made to obtain input from the community, as well as the clients and stakeholders on a regular basis to ensure that the services delivered are available, accessible, and necessary, follow standards of practice, and maintain acceptable level of quality. The use of services is tracked, recorded/documented. Monitoring and evaluation data feeds into the strategic and operational planning processes and provides the basis for making adjustments in plans.

	Points	0	1	2	3
		No/NA	In Part	Mostly	Yes
1	Monitoring and evaluation are tied to strategic planning and included in the work plan.				
2	Monitoring and evaluation are planned at or before the onset of a technical intervention.				
3	Provision is made to obtain input from the community, as well as the clients and stakeholders.				
4	Information obtained through M&E is analyzed and given back to clients and other stakeholders to assure them that they have an active role in shaping service delivery.				
5	Staff motivation, retention is high and turnover is low.				
6	Monitoring and evaluation data feeds into the strategic and operational planning processes and provides the basis for making adjustments in plans.				
7	Systems for regularly collecting, storing, analyzing and reporting routine data exist and are effective.				
8	Senior staff members are trained in the use of information to guide decisions and operational processes.				
	Total ranking				

6) PROGRAM SUSTAINABILITY

Description of a Model Program Sustainability System

Organization uses resources (money, time, effort) to make management and organizational improvements in high priority areas. There is less reliance on key individuals to perform key functions. Documentation of best practices for replication or showcasing is an ongoing activity. Organization implements a staff development plan and program. Funding sources are increasingly diversified and efforts are made to rely more on local sources and local donations. A long term financial strategy is being implemented. Proposal and resource development is done routinely. Marketing and promotional materials regularly distributed to targeted potential funders locally and externally.

	Points	0	1	2	3
		No/NA	In Part	Mostly	Yes
1	Adequate resources (money, time, effort) are used to make improvements in high priority areas.				
2	Less reliance on key individuals to perform key functions.				
3	Documentation of best practices for replication or showcasing is an ongoing activity.				
4	Staff development plan and program being implemented.				
5	Increasing diversification of funding sources, with evidence of increasing efforts to rely on local sources and local donations.				
6	A long term financial strategy or business plan is being implemented.				
7	Proposal and resource development are done routinely.				
8	Marketing and promotional materials regularly distributed to targeted potential funders locally and externally.				
9	Exit strategies for handing over project to community mainstreamed in the project strategic plan.				
10	Community being capacity built/prepared to take over project activities.				
	Total ranking				



CSML
Civil Society and Media Leadership Program



Attachment 5a

COUNTY OR GOVERNMENT OFFICIALS ATTITUDES TOWARD CIVIL SOCIETY ORGANIZATIONS SURVEY

INTRODUCTION

This is a survey for County Officials in the seven (7) targeted counties where the Civil Society & Media Leadership (CSML) Program is operating. The information that you provide will help us learn about county officials perceptions towards civil society organizations (which includes NGOs, CBOs, Trade & Labor Unions, etc.) in your county. The survey will also help us to identify both strengths and weaknesses in the relationships between county officials and civil society organizations. Please help us by taking a few minutes to complete the survey.

The survey results will not be used in any way to evaluate individual participants. All individual responses will be kept confidential. No individual names will be reported, and only the Monitoring and Evaluation Manager of CSML will see the surveys. All data will be reported in aggregate form.

We appreciate your cooperation and support in this and other survey activities, and we wish you well in your work.

SECTION A

PLEASE ANSWER THESE QUESTIONS ABOUT YOURSELF

- 1 Today's Date:
2. Female Male
3. Name of County?
- 4 Name of City/Town/Village?
5. Are a resident of this community? Yes/No
6. If yes, for how long have you lived here? (Note for facilitator: If less than six months, discontinue survey)._____

SECTION B

AWARENESS/ATTITUDE/BEHAVIOR

This section contains some questions about Awareness, Attitudes & Behavior of county officials toward civil society organizations. FIRST, read each question carefully, NEXT provide your perception about the question being asked and place a tick in the relevant box.

	Points	3	2	1
		Yes	Not Sure	No
1	Do civil society organizations exist in your county?			
2	Are civil society organizations successful in encouraging greater use of democratic practices amongst citizens?			
3	Do civil society organizations represent their citizens well in the county?			
4	Are most civil society organizations legally registered to operate in the county?			
5	Is the political climate free to allow civil society organizations to freely operate in the county?			
	Total ranking			

6. I have an idea of what a CSO/NGO is. **(Tick/check one)**

- Strongly agree
- Agree
- Uncertain
- Disagree
- Strongly Disagree

6b. If you do agree or strongly agree, can you please explain briefly what you think a CSO/NGO is?

7. I have worked directly with CSOs/NGOs on projects in my county. **(Tick/check one)**

- Strongly agree
- Agree
- Uncertain
- Disagree
- Strongly Disagree

8. In my county, civil society organizations play a check and balance role in monitoring the actions of government. **(Tick/check one)**

- Strongly agree
- Agree
- Uncertain
- Disagree
- Strongly Disagree

9. I believe the communities in my county benefit from civil society organizations. **(Tick/check one)**

- Strongly agree
- Agree
- Uncertain
- Disagree
- Strongly Disagree

10. I believe civil society organizations are helpful to me in doing my work. **(Tick/check one)**

- Strongly agree
- Agree
- Uncertain
- Disagree
- Strongly Disagree

11. NGOs that focus on developmental work (in education, agriculture, health, women/youth/children, natural resources, etc) are helpful to this county. **(Tick/check one)**

- Strongly agree
- Agree
- Uncertain
- Disagree
- Strongly Disagree

12. I am satisfied with the way civil society organizations go about changing public policy in my county. **(Tick/check one)**

- Strongly agree
- Agree
- Uncertain
- Disagree
- Strongly Disagree

12b. If you strongly disagree or disagree, what changes would you suggest in the way they go about it?

13. In my county, civil society organizations are interested in reporting on issues that they receive donor funding or get paid to talk about. **(Tick/check one)**

- Strongly agree
- Agree
- Uncertain
- Disagree
- Strongly Disagree

Thank you for completing the survey!



CSML
Civil Society and Media Leadership Program



Attachment 5b

CITIZENS ATTITUDES TOWARD CIVIL SOCIETY ORGANIZATIONS AND COUNTY OR GOVERNMENT OFFICIALS SURVEY

INTRODUCTION

This is a survey for Citizens in the seven (7) targeted counties where the Civil Society & Media Leadership (CSML) Program is operating. The information that you provide will help us learn about your perceptions toward civil society organizations (which includes NGOs, CBOs, Trade & Labor Unions, etc.) and government in your county. The survey will also help us to identify both strengths and weaknesses in the relationship between citizens, civil society organizations and county officials. Please help us by taking a few minutes to complete the survey.

The survey results will not be used in any way to evaluate individual participants. All individual responses will be kept confidential. No individual names will be reported, and only the Monitoring and Evaluation Manager of CSML will see the surveys. All data will be reported in aggregate form.

We appreciate your cooperation and support in this and other survey activities, and we wish you well in your work.

SECTION A

PLEASE ANSWER THESE QUESTIONS

- 1 Today's Date:
2. Female Male
3. Name of County?
- 4 Name of City/Town/Village?
5. Are a resident of this community? Yes/No
6. If yes, for how long have you lived here? (Note for facilitator: If less than six months, discontinue survey)._____

SECTION B

AWARENESS/ATTITUDE/BEHAVIOR

I. This section contains some questions about Awareness, Attitudes & Behavior of citizens toward civil society organizations. FIRST, read each question carefully, NEXT provide your perception about the question being asked and place a tick in the relevant box.

		Points	3	2	1
	Description	Yes	Not Sure	No	
1	Do you belong to a civil society organization?				
2	Have you ever been engaged in civil society activities?				
3	Have you attended a community or palava hut meeting within the last year?				
4	Have you participated in a community-organized event to solve a community problem in the last year?				
5	Have you contributed to community-level activities such as organizing meetings, undertaken voluntary work, etc?				
6	Have you personally been empowered to participate and take ownership of decision-making and development in your county?				
7	In your county, has civil society been engaged to ensure full participation of citizens in local governance processes?				
8	In your county, has civil society been engaged at the district administrative level to ensure full participation of citizens in local governance processes?				
9	Do people in your county have good about their government and its activities?				
	Total ranking				

10. I feel confident about my knowledge of civil society/NGOs. **(Tick/check one)**

- Strongly agree
- Agree
- Uncertain
- Disagree
- Strongly Disagree

11. The citizens of my county are fully involved in civil society activities (such as advocacy). **(Tick/check one)**

- Strongly agree
- Agree
- Uncertain
- Disagree
- Strongly Disagree

12. I feel confident that civil society is playing an important role in promoting democratic development within my county? **(Tick/check one)**

- Strongly agree
- Agree
- Uncertain
- Disagree
- Strongly Disagree

13. I am sure that citizens of my county are aware of their role to participate in the democratic development of the county. **(Tick/check one)**

- Strongly agree
- Agree
- Uncertain
- Disagree
- Strongly Disagree

14. I feel confident that civil society is promoting non-violence and peace in my county. **(Tick/check one)**

- Strongly agree
- Agree
- Uncertain
- Disagree
- Strongly Disagree

15. In my county, civil society is having impact when it comes to serving as an independent watchdog to monitor the status of democracy for the government and citizens. **(Tick/check one)**

- Strongly agree
- Agree
- Uncertain
- Disagree
- Strongly Disagree

If Yes, Give examples:

16. In the last 1 year, civil society in this county has pushed for new legislations to be approved in the county. **(Tick/check one)**

- Strongly agree
- Agree
- Uncertain
- Disagree
- Strongly Disagree

16b. If you do agree, name three areas that they have influenced:

Policy 1: _____

Policy 2: _____

Policy 3: _____

17. Are civil society organizations influencing the process of policy formulation in this county? Yes

No

If so, how?

18. In my county, civil society organizations are interested in reporting on issues that they receive donor funding or get paid to talk about. **(Tick/check one)**

- Strongly agree
- Agree
- Uncertain
- Disagree
- Strongly Disagree

II. This section contains some statements about Awareness, Attitudes & Behavior of citizens toward government or county officials. FIRST, read each question carefully, NEXT provide your perception about the question being asked and place a tick in the relevant box.

		Points	3	2	1
		Yes	Not Sure	No	
1	Are you aware of the government structures in your county?				
2	Has the government established institutions and policies in the county to allow equal opportunity for all?				
3	Have you participated in government processes in the county such as government policy formulation and implementation?				
4	Are the county government decisions and actions transparent and accountable?				
5	Are rules fully and impartially applied to all citizens in the county?				
6	Are citizens given voice and representation in the county government?				
7	Do citizens' voices in the county influence national policy making?				
Total ranking					

8. Do you have faith in your county local governing institutions? Yes No Why?

9. Are your local government officials trustworthy, transparent and tolerant in carrying out their duties/responsibilities? Yes No Please explain?

10. Has the county government been responsive to the concerns expressed by its citizens? Yes No If so how?

11. Local government leaders in this county listen to citizens and try to work with them.
(Tick/check one)

- Strongly agree
- Agree
- Uncertain
- Disagree
- Strongly Disagree

Thank you for completing the survey!

Attachment 6



CSML
Civil Society and Media Leadership Program



MEDIA COMPONENT START UP ASSESSMENT PLAN

ASSESSMENT

1. Introduction

The technical proposal presented to USAID calls for a start-up assessment to inform the work of the CSML team as it begins the implementation of the program. At our workplan meeting held in April 2010, it was agreed that the media component would undertake the assessment beginning in May with a Consultative Meeting involving our partners, the Carter Center and Social Impact, as well as our local implementing partners, the Liberia Media Center and the Liberia Women Media Action Committee.

We convened the Consultative Meeting on Monday, May 31. In addition to our partners, we invited the Association of Liberian Community Radios (ALICOR). Their participation was crucial in helping us understand current conditions at stations in our seven target counties.

This document, which outlines plans for the start-up assessment, is a result of the day long Consultative Meeting and a subsequent planning meeting with the Liberia Media Center. It outlines the methodologies, various focus areas of the planned assessment, the media outlets in the seven counties to be assessed, and questions to be asked during the assessment.

Under each focus area, you will find results of the Consultative Meeting and recommendations and decisions on how to move forward with the assessment. This will be followed by the target outlets of the assessment and the proposed questionnaires.

2. Methodology

On site interviews using prepared questions; review of existing research documents from the LMC and International Alert; listening to stations during assessment visits; site inspection of equipment; and telephone interviews. The assessment team is unable to visit every station in the seven counties, thus the need for telephone interviews.

3. Assessment Focus Areas

3.1. *Specialized Consulting for Targeted Media Outlets*

Findings of the Consultative Meeting

Monrovia Media Outlets

- Available data on ranking of commercial and semi-commercial radio stations based on audience survey (World Bank 2009/2010)
- Content of commercial radio saturated with music, relay programs and advertisement
- UNMIL Radio still remains the farthest reaching network and currently dominates

Limitations

- Very limited data on Monrovia radio outlets to include news room culture, radio programs, news sources and skill levels of staff;
- Need for comprehensive review and research
- The absence of data on newspapers – newsroom culture, business model, news sources, skill levels, etc.

Conclusion

The participants of the Consultative Meeting agreed to do a full assessment on the Monrovia Media. LMC and IREX are reaching out to outlets. Assessment will determine existing conditions at various outlets: newsroom culture, radio programs, news, news sources, skill levels of staff, etc.

3.2. Business Development and Sustainability Training

The outlets above and community radio stations in the seven target counties will be the focus of this portion of the assessment.

To be assessed:

Business models/plans, management structure, pay scale (average salary of a reporter), accounting and budgeting policies (practices), advertising and promotion strategy, etc. For non commercial outlets, we will review income generating activities and how effective they are.

3.2.1. Community Radio Stations in Seven Target Counties Engage with the Community and Work to Include Diverse Audiences and Improve Reach**Findings of the Consultative Meeting**

- The community radio industry grew at an alarming rate in the years following the war in Liberia. Today, there are about 50 plus community stations around the country. Lately, there's been a slight decline in the explosive growth.
- Sustainability modules not working very well, as stations depend heavily on individual managers and out-sourced power from GSM companies;
- Attrition of Staff has made training and re-training a recurring problem;
- LMC has conducted two major studies of community radio stations – 2007 and 2010. As a result, it has a comprehensive listing and ratings of close to 35 community radio stations in fourteen of Liberia's fifteen counties to include all but one of the CSML's seven target counties.
- The findings from those studies could help inform IREX's own assessment.

Limitations

- The most current research was conducted in 2010 but covered only nine stations, making the need for current review. 2007 study was more extensive, but a lot has changed since then.
- Research focused largely on assessing the state of the stations than other external conditions, including the participation of citizens in its operation, ownership issues and local commitment to sustainability
- Research did not account for risk factors, including the impact of attrition, political interference and the passive involvement of residents in the running of the station
- Research criteria focused mainly on stations with capacity, than those serving marginalized communities. As a result smaller stations in smaller communities with limited sustainability prospects were easily disregarded as opposed to stations serving larger communities and having better sustainability outlook

Comments /Suggestions/Inputs/recommendations

- In dealing with attrition, community dwellers must be trained to produce programs by the CR
- Management must be trained to take a leading motivational approach and decentralize decision-making structures
- Community radio must established a feudal news to widen content generation and development
- Community management teams must be established with the involvement with CSO to ensure independence , freedom of expression

Conclusion

In conclusion there is a need to ensure that the following are done with respect to the assessment:

- The structure of IREX's assessment should take into consideration the relevant works done in the 2 previous LMC assessments – 2007 & 2010. In other words, stations that were assessed, especially those that formed part of the 2010 assessment, should not necessarily form part of the upcoming assessment. IREX must make an effort to reach out to those stations and areas not previously visited or studied.
- The upcoming assessment should basically be concentrated on areas and stations in the seven target counties that were not adequately covered in LMC's two previous assessments.

The assessment will determine conditions at community radio stations in the seven target counties. Focus will be on newsroom culture, news and program contents, skill levels, conditions of equipment (studio, field and transmitters), access to technical and editorial training, impact of

training, reach of the stations, business models/plans, management structure, community involvement with station, audience awareness and responsiveness to programs on stations, sources of news, etc.

3.2.2. Women's Media Initiative

Findings of Consultative Meeting

- Current data on women media situations comes from the study, Mapping The Absent Voices- 2010
- Data on Skill level, experience, education, working environment etc
- Women account for less than 5% of what we term clout positions in the media sector
- Far lower experience and skill levels compared to male counterparts
- Most women in the media work in non-editorial positions (close to 60%)

Limitations

- Person to person interviews were only conducted in Monrovia, while mobile interviews were conducted in the rural areas
- Full report still in progress

Conclusion

Each focus area of the assessment should include questions on women in the media – male – female ratio in each entity, skill level of female journalists, number of women in managerial positions, etc.

The assessment should also get the perspective of women's advocacy and media groups on how women are portrayed in the media, what is needed in a comprehensive strategy on advancing women in the media, etc.

4. Groups to Outreach

- FEJAL – Female Journalists Association of Liberia
- MEWOCED
- LWDR- Liberia Women Democracy Radio
- ABI – Angie Brooks International Center for Women
- WONGOSOL – Women's NGO Secretariat of Liberia

5. Monrovia Outlets to be Assessed



5.1. Newspapers

5.1.1. Leading Dailies

1. New Democrat
2. Daily Observer
3. Inquirer
4. News
5. Frontpage Africa
6. Heritage
7. Analyst
8. The Informer

5.1.2. Irregulars

1. Public Agenda
2. Plain Truth
3. The Renaissance
4. National Chronicle
5. New Dawn
6. The Monitor

5.1.3. Occasional Papers

1. New Vision
2. Liberia Journal
3. Telegraph
4. The Independent
5. The Informer



5.2. Radios (Monrovia)

1. Crystal FM 95.5 (Commercial)
2. Truth FM 96.1 (Commercial)
3. Power FM 93.3

4. SKY FM 107.0
5. Radio Veritas 97.6 (Non Profit)
6. Star Radio 104.0(Non profit)
7. LOVE FM 105 (Commercial)
LWDR (Non profit)



5.3. Television Stations

Commercial TV

1. Power TV
2. Real TV
3. Love 105
4. Royal TV
5. SKY

Non Commercial TV

1. Cuttington TV

5.4. Community Radio Stations

1. Radio Gee – River Gee County - visit
2. Peace Radio – Toe Town, Grand Gedeh County – visit
3. Voice of Tappita – Tappita, Nimba County - visit
4. Radio Saclapea – Saclapea, Nimba County - visit
5. Radio Jorwah – Jorwah, Bong County - visit
6. Radio Life – Zorzor, Lofa County - visit
7. Radio Kintoma – Voinjama, Lofa County - visit
8. Radio Totota – Totota, Bong County – visit
9. Radio Dugba – Buchanan, Grand Bassa County - telephone
10. Y-Echo - visit
11. Cuttington Radio- visit
12. Radio Khegheamah – Nimba County - telephone
13. Radio Helingee – Lofa County - telephone
14. Radio Sahnwen – Nimba County - telephone
15. Magic FM – Grand Bassa County - telephone
16. Radio Bensonville – Montserrado County - telephone
17. Radio Salala – Bong County - telephone
18. Radio Gbarnga – Stop Over

START-UP ASSESMENT RADIO/NEWSPAPERS

June 2009

1. General information	
Date of Visit:	Name consultant(s) :
Country : Liberia	Name of Radio/Newspaper:
Place of establishment:	Language of broadcasting : English and local vernaculars
Year of foundation:	No. of listeners (estimation) :
Name Managing Editor/Station Manager :	
Composition of management :	
Frequency/Publication's Name:	
E-mail/website :	Telephone :

A. Specialized Consulting for Targeted Media Outlets**Questionnaire for Newspapers:**

1. What are your usual sources of news for the paper?
2. Is there a policy in place that establishes number of sources for a particular or developing story before it is published?
3. How critically do you analyze government's press releases and other speeches before printing?
4. What % of the population do you reach by way of this outlet?
5. If chosen as one of the outlets for our specialized consultancy, what would you recommend that we focus on for your outlet?

Staff:

1. How many staff work for the institution?
2. How many full time employees?
3. How many part time staff?
4. How many freelancers?
5. What are the skill/education levels of the staff?

Secondary School	University Degree	Graduate Degree
------------------	-------------------	-----------------

6. Is there a staff manual/employment policy?
7. If yes, are there gender sensitive provisions?
8. How many people comprise top management?

B. *Business Development and Sustainability*

1. How would you describe the consumer market for articles or stories you carry?
2. What is the management or organizational structure of your media outlet?
3. How is the organization financed?
4. Do you have external sources of funding?
5. What is your key income generating activity?
6. Is there a written financial policy?
7. Is there a separate department that deals with finance/business?
8. Do you have financial reports? Monthly, bi-monthly or quarterly/annually?
9. What is the fiscal year of the institution?
10. Do you have budgets/ how is it planned and generated?
11. Are there other means through which the entity is sustained?
12. Do you have a bank account?
13. Has there been an audit of the institution's finances over the past 3 years? Or when was the last audit?
14. Amount of advertising and additional fee revenue generated by outlet (if applicable)
15. Do you (media outlet) have a 3-5 year financial plan in place?
16. From your perspective, what is needed to help outlets like you and others develop sustainable business plan? (Ask if necessary).

Questionnaire for Radio (Community & Monrovia)

1. Is the current infrastructure owned by the CR/rented /leased?
2. If rented and leased, Have you been able to adequately pay its cost?
3. How long has the station been operating?
4. What is the current height of tower/antenna?
5. What is the current transmission coverage? Are there any technical problems in reception of the programs broadcast?
6. Are there any risks - climate/poor infrastructure?
7. Is the studio fully equipped? List of equipment?
8. Is there adequate space?

Staff

1. What is the leadership structure of your station?
2. What is the total number of staff?
3. What is the ratio of males to females?
4. What professional development trainings, workshops or seminars have the staff benefitted from? If any training was attended, what was the main topic/focus of some of the trainings?

5. What impact have these trainings had on your staff performance? Why do you think this is?
6. Were job descriptions provided for staff positions?
7. How many permanent staff do you have?
8. How many volunteers and temporary staff do you have?
9. Can you list the tools and equipment that the station has?

Service of third parties

1. Are there any services of third parties such as electricity, insurance, accountancy?
2. If none exists, would you like to have a third party to provide service? How do you think it would work?
3. If it already exists, what has been the impact of such co-existence? Do you need additional help, and in what area(s)?

Programming

1. What is the total number of programs being produced?
2. What % of airtime is devoted to community information, dialogues, or engagement?
3. How do you measure programming quality
4. How many public affairs-call-in, live talk shows or roundtables?
5. Does your audience participate in any programs? How?
6. What issues are talked about in these programs and how are they different from those in mainstream media? Are there avenues to give feedback?
7. What do they find are the uses of such a project (the station) and its program-information, education, entertainment, etc?
8. How many programs do you have that focus on entertainment and sports?
9. How many of your programs are targeted to youths?
10. How many for women advocacy and development?
11. How many religious?
12. How much time is devoted to news and information?
13. Are programs in local languages?

14. How is the content for programs developed and generated/
15. What are the sources of information?
16. Are the audiences pleased with the programming content, quality and schedule?
17. Do you research with your audience before program ideas are developed?
18. Is your programming based on the choice of your audience?
19. Is there any external control (political or otherwise) on what goes on the air?
20. Do you conduct live broadcasts?
21. Is the station accessible to all regardless of sex, creed, religion or sect? Do you think the station is well located?
22. Does the community have a sense of ownership to the entity?
23. Do they visit the facility? Would they like to be on the programs?

Questionnaire for Television Stations

1. What is the television coverage? What % of the population do you reach by way of television?
2. What is the total number of programs being produced?
3. What is the quality of the broadcast? How do you currently measure the quality of broadcasts?
4. How often are new programs, shows developed?

Miscellaneous

1. Do you have access to readily available information necessary for performance such as statistics, access to internet and other resources?
2. To what degree/extent are the people (audience) exposed to this media outlet?
3. How did they come to know of it?
4. How reliable is your power supply?
5. How are newspapers distributed in and outside of the city?
6. How are reports or stories filed in by correspondents from the field?
7. Can the correspondent hear the radio broadcast from where he reports? Is he able to receive quick feedback?

C. Questionnaire for Women's Media Initiative

1. How many female staff are there?
2. How many women are in senior editorial or management position here?
3. What role do other women play at this station?
4. What are the skill/education levels of the female staff?

Secondary School	University Degree	Graduate Degree
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D. Questionnaire for Outreached Groups (FEJAL, etc.)

1. What's responsible for the low number of women in newsrooms across the country?
2. How can this be addressed?
3. What are some of the issues facing female journalists in the country today?
4. How would you describe the way you are treated in newsrooms and while on assignments? Is the treatment different from that of your male colleagues'?
5. If there is gender imbalance in the media, how can we address that?
6. We are supposed to be developing a comprehensive strategy on advancing women in the media. From your perspective, what should that strategy entail?
7. How would you describe the coverage of women's issues by media organizations?
8. If women's issues are under-covered or poorly covered, how do we address that?