



**CSML**

***Civil Society and Media Leadership Program***



**QUARTERLY REPORT**  
**October to December 2012**  
**Submitted to USAID/Liberia**

**Award Number:** 669-A-00-10-00074-00  
**Grantee:** IREX

**Contacts:**

**IREX Washington**

Kevin Rubio  
2121 K Street, NW, Suite 700  
Washington, DC 20037  
U.S.A.  
1 202-628-8188

**IREX Liberia**

Tilly Reed  
Payne Avenue & 15<sup>th</sup> Street  
Sinkor, Monrovia  
Liberia  
231(0)88-060-1859

# Table of Contents

1. EXECUTIVE SUMMARY .....	4
2. PROGRAM PURPOSE.....	4
3. PROGRAM RESULTS.....	5
4. PROGRAM ACTIVITIES .....	5
4.1. MANAGEMENT OVERVIEW.....	5
4.2. FINANCE, ADMINISTRATION AND IT.....	6
4.2.1. FINANCE .....	6
4.2.2. ADMINISTRATION .....	6
4.2.3. INFORMATION TECHNOLOGY .....	6
5. TECHNICAL ASSISTANCE AND CAPACITY BUILDING FOR CSOs AND FOR INDEPENDENT MEDIA (Workplan 1.).....	6
5.1. GENERAL (WORKPLAN 1.1.) .....	6
5.1.1. FULLY INTEGRATE CSML PARTNERS AND ENHANCE COLLABORATION (WORKPLAN 1.1.3.).....	6
5.2. OBJECTIVE ONE: CSOs HAVE MEASURABLY INCREASED ORGANIZATIONAL CAPACITY AND CULTURE TO SERVE AS A VEHICLE FOR REPRESENTING THEIR MEMBERS’ INTERESTS (WORKPLAN 1.2.) .....	8
5.2.1. IMPROVE RP’S/CSOs’/CRSS’ SERVICES TO THEIR MEMBERS AND BENEFICIARIES (WORKPLAN 1.2.1.) .....	8
5.2.2. PROMOTE RECONCILIATION AMONG CITIZENS AT THE COMMUNITY LEVEL THROUGH CSO-LED ACTIVITIES (WORKPLAN 1.2.2.) .....	9
5.3. OBJECTIVE TWO: ADVOCACY CSOs HAVE CAPACITY TO MONITOR GOVERNMENT POLICY, PERFORMANCE AND EXPENDITURES (WORKPLAN 1.3.).....	9
5.3.1. PROMOTE ADVOCACY THROUGH CSO-LED ACTIVITIES (WORKPLAN 1.3.1.) .....	9
5.4. OBJECTIVE THREE: ENHANCE PERCEPTIONS OF CSOs BY GOVERNMENT AND OF THE GOVERNMENT AND CSOs BY CITIZENS (WORKPLAN 1.4.) .....	10
5.4.1. IMPROVE CITIZENS’ DIALOGUE WITH THEIR LEADERS THROUGH CSO-LED ACTIVITIES (WORKPLAN 1.4.1.).....	10
5.4.2. TCC SUPPORT TO THE NATIONAL TRADITIONAL COUNCIL (NTC) (WORKPLAN 1.4.2.).....	11
5.5. OBJECTIVE FOUR: INDEPENDENT MEDIA OPERATES MORE PROFESSIONALLY (WORKPLAN 1.5.).....	12
5.5.1. ENHANCE MENTORING AND MONITORING OF IMPLEMENTING PARTNERS (WORKPLAN 1.5.1.).....	12
5.5.2. ENHANCE MEDIA CONTENT ANALYSIS SYSTEM (WORKPLAN 1.5.2.) .....	12
5.5.3. SPECIALIZED CONSULTING AND BUSINESS DEVELOPMENT INITIATIVE (WORKPLAN 1.5.3.).....	12
5.5.4. SOL PLAATJE MEDIA LEADERSHIP TRAINING PROGRAM (WORKPLAN 1.5.4.).....	14
5.5.5. PILOT SUBSCRIPTION AND DISTRIBUTION SERVICE (WORKPLAN 1.5.5.) .....	14
5.5.6. WOMEN’S MEDIA INITIATIVE (WORKPLAN 1.5.6.).....	15
5.5.7. HIGH SCHOOL TO JOURNALISM (WORKPLAN 1.5.7.) .....	17
5.5.8. ONLINE RESOURCES CLEARING HOUSE (WORKPLAN 1.5.9.) .....	17
5.6. OBJECTIVE FIVE: CRSS ENGAGE WITH COMMUNITIES, DIVERSIFY LISTENING AUDIENCES AND IMPROVE REACH (WORKPLAN 1.6.) .....	17
5.6.1. INCREASE MENTORING AND MONITORING OF CRS PARTNERS (WORKPLAN 1.6.2.) .....	17

5.6.2.	ENHANCE CRSS CAPACITY TO ADDRESS RECURRING TECHNICAL PROBLEMS (WORKPLAN 1.6.3.) .....	18
5.6.3.	ESTABLISH EQUIPMENT RESOURCE POOL (WORKPLAN 1.6.4.) .....	18
5.6.4.	STRENGTHEN COMMUNITY RADIO STATIONS BOARDS (WORKPLAN 1.6.6.) .....	18
5.6.5.	BUILD CRSS FINANCIAL SUSTAINABILITY (WORKPLAN 1.6.7.) .....	19
5.7.	OBJECTIVE SIX: SMS TECHNOLOGY IS UTILIZED AS A LINK BETWEEN PEOPLE AND THEIR LEADERS (WORKPLAN 1.7.) ..	19
5.7.1.	EXPAND SMS INITIATIVE TO LINK CITIZENS AND THEIR LEADERS (WORKPLAN 1.7.1.) .....	19
5.8.	OBJECTIVE SEVEN: ENGAGE CIVIL SOCIETY AND THE MEDIA TO ADVANCE THE ESTABLISHMENT OF THE RIGHT TO ACCESS TO INFORMATION(WORKPLAN 1.8.) .....	19
5.8.1.	BUILD CAPACITY OF CIVIL SOCIETY (WORKPLAN 1.8.1.) .....	19
5.8.2.	INCREASE AWARENESS AND USE OF FOI (WORKPLAN 1.8.2.) .....	22
5.8.3.	MATERIALS DEVELOPMENT (WORKPLAN 1.8.3.).....	22
6.	GENDER AND YOUTH (WORKPLAN 2.) .....	23
6.1.	ENSURE EFFECTIVE IMPLEMENTATION OF THE GENDER AND YOUTH MAINSTREAMING STRATEGIES (WORKPLAN 2.1.) .....	23
6.1.1.	ENSURE GENDER AND YOUTH MAINSTREAMING IN ALL CSML PROGRAM ACTIVITIES (WORKPLAN 2.1.3.) .....	23
6.1.2.	STRENGTHEN RELATIONS WITH RELEVANT STAKEHOLDERS (WORKPLAN 2.2.).....	23
7.	GRANTS (WORKPLAN 3.) .....	23
7.1.	STRENGTHEN SUPPORT TO GRANTEEES (WORKPLAN 3.3.) .....	23
7.2.	ADMINISTER GRANTS (WORKPLAN 3.4.) .....	23
7.2.1.	RP GRANTS (WORKPLAN 3.4.1.) .....	23
7.2.2.	ADVOCACY GRANTS (WORKPLAN 3.4.3.) .....	23
7.2.3.	PARTICIPATORY GOVERNANCE GRANTS (WORKPLAN 3.4.4.).....	24
7.2.4.	SPECIALIZED CONSULTING & BUSINESS DEVELOPMENT GRANTS (WORKPLAN 3.4.6.).....	24
8.	MONITORING AND EVALUATION (WORKPLAN 4.).....	24
8.1.	PERFORMANCE MANAGEMENT PLAN (WORKPLAN 4.1.).....	24
8.2.	TRAINING AND TOOLS (WORKPLAN 4.3.).....	25
8.3.	SUPPORT MPS' M&E DEVELOPMENT (WORKPLAN 4.4.).....	25
8.3.1.	ESTABLISH M&E SYSTEMS FOR MPS (WORKPLAN 4.4.1.).....	25
8.4.	TRAIN M&E ASSISTANT (WORKPLAN 4.5.) .....	25
9.	ATTACHMENTS .....	25

## 1. EXECUTIVE SUMMARY

During this quarter of programming, CSML continued to collaborate with program partners to engage the civil society and media sectors in capacity building and awareness raising activities. Of particular note are the various roundtables and forums hosted in recognition of the 16 Days Against Gender Based Violence Campaign, training and awareness raising on the new Freedom of Information (FOI) law and its implications for civil society and media, and increasing opportunities for training and dialogue for media professionals on basic journalism, gender sensitive reporting, and other skills building initiatives.

A Quarterly Partners Meeting was held in November where the Main Partners focused on board development for Civil Society Organizations (CSOs) and Community Radio Stations (CRSs) as well as on the impact of the Freedom of Information (FOI) law on the opportunities for advocacy, outreach and government accountability within the civil society and media sectors. CSML's partners The Carter Center (TCC) and Liberia Media Center (LMC) expanded this awareness through community education trainings on the FOI and ongoing consultation with the Liberia Freedom of Information Coalition (LFIC). Local and national government officials were effectively engaged throughout this process to ensure positive interaction between government and civil society and to promote transparency and open dialogue. Several infrastructure projects recommenced during this quarter as a result of FOI requests from civil society actors, reaffirming the potential of the law to foster accountability and action.

November 25<sup>th</sup> through December 10<sup>th</sup> marked the international 16 Days Against Gender Based Violence Campaign, inspiring several CSML partners to host activities that engaged citizens and government in dialogue about the status and impacts of sexual and gender based violence (GBV) in Liberia. Aiding Disadvantaged and Traumatized Women and Girls (ADWANGA) held a county level roundtable in Tappita, Nimba County to bring together representatives of the police, healthcare workers, legal practitioners, and women's CSOs to brainstorm community solutions to prevent and respond to GBV. LIWOMAC invited national-level government officials from the Liberian National Police and the Ministries of Gender and Development and of Internal Affairs to engage with a delegation of rural women seeking to raise awareness and find solutions targeted to their particular vulnerabilities. The Community Empowerment and Sustainable Program (CESP) researched the prevalence of GBV in Monrovia schools and prevented their findings to school administrators, PTAs, and students and later facilitated a student-led drama highlighting the rights of young women and girls. The above initiatives highlight the valuable work that program partners are doing locally and nationally to draw attention to some of the most marginalized citizens.

Trainings on Basic Journalism, Gender-Sensitive Reporting, and Gender Awareness for reporters collectively contributed to the professionalism and capacity of CSML's media partners. These skills were further enriched through participation in CSML facilitated Media, Business, Sustainability Exchange forums and specialized consulting opportunities. As was highlighted in the previous report, lack of gender integration continues to be a barrier to inclusive media, and the CSML teams continue to develop training and mentorship opportunities to understand and respond to this reality. As the Community Radio Stations continue to benefit from the RP mentors, more opportunities will arise to encourage collaboration among the CSOs and CRSs in the program.

## 2. PROGRAM PURPOSE

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

### 3. PROGRAM RESULTS

- *Thirty-five (35) MP staff persons took part in the third Quarterly Partners Meeting*
- *Sixteen (16) RP staff persons took part in the Quarterly Mentoring Workshop*
- *Three (3) CSOs implemented advocacy grants during the quarter*
- *CEMESP signed a new FOG to deliver participatory governance training*
- *One (1) CSO held a roundtable in Tappita, Nimba County attended by thirty-one (31) participants, and an additional four (4) Fixed Obligation Grants were finalized for roundtable activities in four (4) target counties*
- *One (1) national level roundtable was held involving thirty-one (31) participants*
- *CSML media team discussed Specialized Consulting progress with fifteen (15) media managers*
- *Fifty (50) reporters attended three (3) different training events*
- *Twenty-eight (28) reporters were mentored by Consultants*
- *Forty-seven (47) people attended two Media, Business and Sustainability Exchange forums*
- *Four (4) media professionals were trained in marketing and sales*
- *Eight (8) community radio stations received training and mentoring for their management and business teams by the three (3) Sol Plaatje Fellows*
- *Thirty-four (34) community radio leaders received gender awareness training*
- *Ten (10) women from three stations attended training and mentoring sessions with LIWOMAC*
- *Two (2) community forums were held in Bong County*
- *Twenty-six (26) people participated in Advancing Women in the Media Annual Review Meeting*
- *One (1) Women's Media Empowerment Club was established in Montserrado*
- *LIWOMAC received equipment to set up a training studio for aspiring female journalists*
- *An agreement was signed for implementation of the High School to Journalism Initiative*
- *Ninety (90) community radio journalists attended eight (8) different training events*
- *Three (3) people were selected for training as regional service technicians*
- *Eleven (11) community radio station technicians attended a one-week training in Gbarnga*
- *The Liberia Freedom of Information Coalition (LFIC) won two (2) grants with TCC/ATI support*
- *LFIC members filed forty-three (43) FOI requests*
- *A Voluntary Attorneys Panel is being established and will receive pro bono legal assistance*
- *An FOI Awareness raising meeting by Deputy Information Ministers and TCC/ATI engaged thirty (30) local government officials and civil society leaders*
- *FOI successes brought to light corrupt activities of a county official and led to resumption of halted construction in two (2) other counties*
- *FOI drama aired on radio stations and radio shows on FOI were held in six (6) counties*
- *County FOI networks engaged four hundred and forty-five (445) people directly*
- *One hundred (100) persons attended an FOI forum at the University of Liberia*
- *Forty (40) local officials and civil society members in Gbarnga and forty (40) news editors in Monrovia attended presentations on FOI*
- *Twenty-five (25) IREX mentors were briefed on FOI at the Quarterly Partners Meeting*
- *Thirty (30) university students of the District Seven University Students Association attended an FOI presentation*

### 4. PROGRAM ACTIVITIES

#### 4.1. MANAGEMENT OVERVIEW

The IREX office and CSML program continues to hold itself to a high standard with the intention of making it a model organization which Liberian organizations can emulate. To this end CSML continues to find creative ways to merge the civil society and media programs which the program believes should work hand-in-hand to achieve Liberia's development goals, and to gather input from its partners on the Program's direction.

During this quarter, IREX continued to build the capacity of its national staff and prepared to bring on two new staff members in the subsequent quarter, a Gender and Youth Officer and Program Coordinator. These individuals will enhance CSML's activities and ensure that we continue to fulfill our programmatic and organizational objectives.

## 4.2. FINANCE, ADMINISTRATION AND IT

### 4.2.1. FINANCE

During the quarter, Finance and Administration continued training of the Finance and Administration Assistant in financial management and reporting. This training is anticipated to be completed in March 2013. The Finance Department also worked with Grants and Program Departments to ensure all subgrants activities were carried out on a timely basis. All routine financial activities were carried out during the quarter in line with the finance department workplan.

The program increased its burn rate, as payments were made for several subgrant, contract, and training activities during the quarter. The burn rate will continue to be maintained at an acceptable level in line with CSML's annual workplan.

Total expenditure for the quarter amounted to US\$483,000.00. Expenditures, therefore, represent 12% of the annual budget of US\$3,776,000.00.

### 4.2.2. ADMINISTRATION

Several legal processes and agreements were completed during the quarter. Work permits were renewed for two expatriot staff members, CSML's Duty Free status was confirmed by the Ministry of Finance, and registration was completed for six vehicles, including two vehicles used at the IREX office, and four vehicles loaned to our partners (LMC, WANEP, LIWOMAC and YMCA). The hiring process for the new Gender and Youth Officer was also completed during this quarter.

### 4.2.3. INFORMATION TECHNOLOGY

During the quarter, the IT Officer worked with the Press Union of Liberia (PUL) to develop the Online Media Resources Clearing House, including an improved interface for posting new stories and content. As part of CSML's 6<sup>th</sup> goal, the IT Officer is still providing support to the Liberian Media Center (LMC) to develop an SMS Initiative Operational Plan. The first phase of the SMS platform is developed and is expected to be completed by January. Also during this quarter, the IT Officer and M & E Assistant completed the M & E indicator sheets and training evaluation forms.

The IT Officer continued to perform general maintenance on staff computers as needed, including the replacement of two damaged computer screens.

## 5. TECHNICAL ASSISTANCE AND CAPACITY BUILDING FOR CSOs AND FOR INDEPENDENT MEDIA (WORKPLAN 1.)

### 5.1. GENERAL (WORKPLAN 1.1.)

#### 5.1.1. FULLY INTEGRATE CSML PARTNERS AND ENHANCE COLLABORATION (WORKPLAN 1.1.3.)

##### 5.1.1.1. HOST QUARTERLY PARTNERS' MEETINGS (WORKPLAN 1.1.3.2.)

*Thirty-five (35) MP staff persons, including fourteen (14) women and seven (7) youth, took part in the two-day Quarterly Partners Meeting*

The Quarterly Partners' meeting was held with the six Main Partners (MPs) November 21-22. After a presentation from the LIWOMAC director on her participation in the planning process for the Post-MDG Agenda, much of the first

day was focused on board development. WONGOSOL and LIWOMAC made presentations on their recent activities for selecting and orienting new boards of directors. The Media Program Officer reported on progress in helping CRSs build up their boards, most of who had not turned over since the organizations were registered. (See section 5.6.4.)

The second day focused primarily on information and training related to the RPs' mentoring of CSOs and CRSs. The TCC/ATI Coordinator gave a briefing and led a discussion on the FOI Law. (See section 5.8.2.1.) A new CRS mentoring checklist was presented by the media team, and the RPs provided feedback. The MPs worked in groups and then in plenary to standardize the protocol for participatory organizational assessments, as recommended by the mid-term evaluators. In addition, a three-hour training on re-granting was conducted by the CS team, Grants Officer and Finance/Administration Manager. (See section 5.2.1.3.)

As discussed in section 5.2.1.1., three MPs were recognized at the meeting for their work in establishing centralized M&E databases.

#### 5.1.1.2. HOST MEDIA AND CIVIL SOCIETY FORUMS (WORKPLAN 1.1.3.3.)

*Fifty-four (54) individuals (42 men and 12 women) took part in the Voinjama media and civil society forum*

Lofa County CSML partners Village Development Fund (VDF) and Radio Kintoma organized a Media and Civil Society Forum in October, which included 35 CSO representatives from all seven districts. The goal was to develop a shared Lofa County Civil Society Advocacy Agenda. The Agenda included developing a joint vision statement, advocacy priority statement and action plan. The new County Superintendent attended the opening and encouraged civil society actors to dialogue with local government to further their mutual goals.

VDF has been working with CSOs in the seven districts for two years to assess and prioritize the county's needs and develop a network. It also hosts a weekly program on Radio Kintoma, which produced programs related to the forum prior to the event, including interviews with the Sr. Civil Society Specialist and the YMCA mentor the evening before the event.

A subgrant was awarded to a consortium of two CSOs and two community radio stations to host the next Media and Civil Society Forum in Sanniquellie, capital of Nimba County. The goal is to increase public knowledge on the administration of Nimba County's Social Development Funds and facilitate the free flow of information between the people of Nimba and county administrators on usage of the funds.

Another Nimba County consortium of CSOs and CRSs has submitted a proposal for two additional media-civil society forums, in Ganta and Saclepea. As the quarter closed they were making final revisions, and grant finalization and implementation are expected in the next quarter.

#### 5.1.1.3. ENHANCE LEADERSHIP OF MPs AND ALICOR (WORKPLAN 1.1.3.4.)

The YMCA developed a thorough manual on selection and development of Boards of Directors for use with all MPs, CSOs, CRSs and other media outlets as appropriate. (See attachments, "Board Development Manual for CSML Program" and "Appendices.") A ToT for RPs will be scheduled early in the new year to familiarize all trainers and mentors with the manual and illustrate its value as a training document for groups of organizations having weak or no boards, as a training document for members of a specific organization's board, and for use as a referral document for organizations whose boards are more developed and effective. This is a complement to the work the media team is doing on enhancing CRSs' Boards of Directors.

The media team held a meeting with the leadership of the Association of Liberia Community Radios (ALICOR) and presented a plan for reform, including eligibility for Board membership. (See section 5.6.3.)

## 5.2. OBJECTIVE ONE: CSOs HAVE MEASURABLY INCREASED ORGANIZATIONAL CAPACITY AND CULTURE TO SERVE AS A VEHICLE FOR REPRESENTING THEIR MEMBERS' INTERESTS (WORKPLAN 1.2.)

### 5.2.1. IMPROVE RP'S/CSOs'/CRSS' SERVICES TO THEIR MEMBERS AND BENEFICIARIES (WORKPLAN 1.2.1.)

#### 5.2.1.1. ENHANCE THE INSTITUTIONAL CAPACITY OF THE MPs (WORKPLAN 1.2.1.1.)

*Three (3) MPs each received an external drive to store M&E data after developing M&E systems for their organization*

Three of the MPs—LMC, WANEP and WONGOSOL—have reached an objective set by the SI M&E training consultant during her training last June toward establishing integrated M&E databases. The three M&E Coordinators have completed the development of their results frameworks, logframes and policy guides. In recognition they received the in-kind loan of new external hard drives, presented by the CoP at the Quarterly Partners' Meeting. They are to be used exclusively to store and back up M&E files.

Also at the Partners' Meeting the CS team distributed the schedule for the third annual participatory organizational self-assessment of the MPs to be conducted between January and February 2013. They are facilitated by the CS team and SI M&E Manager. This exercise contributes data for several PMP indicators and helps MPs to identify areas of weaknesses and develop plans for addressing them.

#### 5.2.1.2. ENHANCE THE INSTITUTIONAL CAPACITY OF THE CSOs AND CRSS

Much of the CSOs' capacity building work in the last quarter was focused on proposal preparation and grant implementation. These include roundtable meetings, civil society-media forums, and advocacy grants, as discussed in other sections.

Thirty-four community radio representatives received training in gender awareness, delivered jointly by the CS and media teams.

The RPs began setting the schedules for CSO organizational assessments, which are due to take place in January and February.

#### 5.2.1.3. IMPROVE RPs' MENTORING PROCESS (WORKPLAN 1.2.1.3.)

*Sixteen (16) RP staff persons, including five (5) females and four (5) youth, took part in the Quarterly Mentoring Workshop*

At the October Quarterly Mentoring Workshop, the RPs shared information on their CSOs' progress on their capacity building plans and discussed the new approach of grouping CSOs according to their level of commitment to the program and potential for improvement. It was agreed that Category C CSOs would not be eligible for grant funding and if they do not attend regular mentoring would not be invited to CSML trainings. The RPs will continue to offer mentoring, and if a Category C organization has three successful months of mentoring, they can move to Category B. Changes in categories can be recommended by the RPs each quarter in their quarterly reports. It was also proposed that Category A CSOs be used to mentor Category B CSOs.

In addition, they discussed strategies for tracking CSOs' progress and agreed to standardize the files kept for each mentee organization, including mentoring checklists, indicator sheets, training handouts, and assessment results, as recommended in the Mid-term Evaluation. There was also discussion on administering annual organizational assessments and the need to ensure that in each organization the same set of participants is involved every year. This will help to ensure greater consistency of assessment results as pointed out in the Mid-term Evaluation.

The October meeting also included discussion on strategies for promoting the CSML themes of advocacy and reconciliation and for advising mentee organizations in planning roundtables.

In the November Quarterly Partners' Meeting, the three-hour re-granting training sought to strengthen the role of the RPs in judging and providing feedback on CSOs' proposals instead of waiting for IREX feedback. Examples from actual proposals were used. It also emphasized that mentors should help CSOs see how the proposed project fits into the project management cycle, in which all CSOs and mentors have been trained, and how well the problem statement, proposed activities, and budget are aligned. As a result of the training, eight CSO grant proposals submitted by the RPs were satisfactorily completed and processed in the last month of the quarter.

The Sr. Civil Society Specialist visited Lofa County to observe a mentor working with a CSO and a CRS and provide feedback to the mentor, who had performed well. It was clear that the mentor engages the mentee staff members regularly, and the CSO staff were proud to show the filing system they had organized and the HR system they had set up with the mentor's help.

#### 5.2.2. PROMOTE RECONCILIATION AMONG CITIZENS AT THE COMMUNITY LEVEL THROUGH CSO-LED ACTIVITIES (WORKPLAN 1.2.2.)

The final copy of the Government of Liberia Roadmap for National Healing, Peacebuilding, and Reconciliation was published for distribution at the end of September. In October, the CS team met with the RPs to discuss possible activities to promote reconciliation and drafted a strategy for selecting CSML reconciliation interventions to support the Roadmap. The program team identified "alternative dispute resolution mechanisms" as a Roadmap output that would be appropriate for many CSML partners. A national consultant was hired to adopt and develop a training manual on reconciliation and dispute mechanism and conduct a five-day training of trainers for MTs and mentors, who will in turn serve as co-facilitators with him in providing a three-day training to the CSOs. The consultant was identified and contracted, and at the start of the next quarter he will submit a first draft and facilitate the ToT.

### 5.3. OBJECTIVE TWO: ADVOCACY CSOs HAVE CAPACITY TO MONITOR GOVERNMENT POLICY, PERFORMANCE AND EXPENDITURES (WORKPLAN 1.3.)

#### 5.3.1. PROMOTE ADVOCACY THROUGH CSO-LED ACTIVITIES (WORKPLAN 1.3.1.)

##### 5.3.1.1. IDENTIFY AND ADDRESS ADVOCACY ISSUES INCLUDING ANTI-CORRUPTION (WORKPLAN 1.3.1.1.)

*Three (3) CSOs implemented advocacy grants during the quarter, and two (2) additional CSOs had advocacy proposals under review during the quarter*

Community Empowerment and Sustainable Program (CESP) and Aiding Disadvantaged and Traumatized Women and Girls (ADWANGA) received grant awards to carry out advocacy activities during the quarter. CESP was researching GBV and SEA in Monrovia high schools and sharing its findings with school administrators, PTAs, and students to advocate for adherence to the National Policy on Girls Education. On December 6, CESP held a program for 150 high school students, teachers, and administrators, which included a student drama highlighting the denial of basic rights for women and girls. This was followed by a workshop on December 14-15 for the girls clubs of five high schools on SGBV/SEA and establishing reporting mechanisms.

Under its advocacy grant ADWANGA trained 35 PTA and school-going adolescent girls on sexual rights and reproductive health issues, early and forced marriages, violence in school and in the home, and sexual violence. The intended outcomes are to build their capacity to advocate against these practices and report abuses. The project was implemented in Tappita, Nimba County.

AGENDA continued to implement their advocacy grant to promote passage of the Decentralization Act throughout the period.

Community Safety Initiative Liberia Inc. (CSI) in Lofa County submitted an advocacy proposal to advocate for increased transparency and accountability in the Kolahun District's District Development Fund. The CS team and CSI's RP have provided feedback, and a revised proposal is anticipated soon. In addition, Community Development and Research Agency (CODRA) and the Bong Youth Association (BYA) jointly submitted a proposal to increase citizens', including students', knowledge of budget and spending processes and establish a monitoring system in two districts of Bong County. The grant was held while CODRA was implementing a roundtable grant and is expected to be finalized in the next quarter.

5.3.1.2. EVALUATE PILOT PARTICIPATORY GOVERNANCE TRAINING PROJECT AND ADJUST FOR EXPANSION  
(WORKPLAN 1.3.1.2.)

*CEMESP signed a new FOG to deliver participatory governance training*

The Center for Media Studies and Peacebuilding (CEMESP) submitted programmatic and financial reports on the Participatory Governance training project they implemented in Grand Gedeh and River Gee Counties in the July-August quarter. The CS team invited them to apply for a new grant to deliver the training in two districts of Lofa County. The proposal was approved, and after USAID concurrence a FOG was signed for work to begin in the new quarter. Lofa is the last of the six CSML upcountry counties to receive the training at the county level. The training brings together local government officials, CSO representatives and community radio stations and includes support to the CRSs to develop a weekly radio program entitled "Democracy Watch."

5.4. OBJECTIVE THREE: ENHANCE PERCEPTIONS OF CSOs BY GOVERNMENT AND OF THE GOVERNMENT AND CSOs BY CITIZENS (WORKPLAN 1.4.)

5.4.1. IMPROVE CITIZENS' DIALOGUE WITH THEIR LEADERS THROUGH CSO-LED ACTIVITIES (WORKPLAN 1.4.1.)

5.4.1.1. WORK THROUGH PARTNERS TO CONDUCT ROUNDTABLES IN 7 COUNTIES (WORKPLAN 1.4.1.1.)

*One (1) CSO held a roundtable in Tappita, Nimba County attended by thirty-one (31) participants, including twenty (20) women, eleven (11) men and eight (8) youth*

*Fixed obligation grants (FOGs) were finalized for four (4) roundtable activities in four (4) target counties*

Aiding Disadvantaged and Traumatized Women and Girls (ADWANGA) held a county level roundtable in Tappita, Nimba County on the last day of the 16 Days of Activism Against GBV. It brought together representatives of the police, healthcare workers, legal practitioners, and women's CSOs to clarify responsibilities and roles for preventing and treating GBV cases. The 31 participants included 20 women and eight youth, as well as three representatives of government. This roundtable complemented ADWANGA's advocacy grant discussed in 5.3.1.1.

Five additional CSO proposals to hold county level roundtables were considered during this quarter; four were signed, and one was turned down. One of those signed is a consortium of three CSOs and one CRS in Buchanan, Grand Bassa County, to hold a roundtable to resolve a serious land dispute between county officials and citizens that has led to threats of violence. The second one was awarded to CODRA to bring together local government and civil society representatives in Gbarnga, Bong County to discuss means of enhancing communication and collaboration. A third grant went to Amu-Wulu Forum to organize a roundtable for local leaders, CSO leaders, and citizens from the districts of Grand Gedeh to identify critical issues that affect the low participation of women in political leadership. The final grant was given to Southeastern Women Development Association (SEWODA) to organize a roundtable for local government officials and citizens to discuss the completion of the hospital, procurement of equipment and possible staffing of the hospital. The CSO that submitted the unsuccessful proposal is currently implementing other CSML grants.

The roundtable implemented this quarter and the four newly signed agreements represent five of the project counties.

The Media and CS teams are collaborating to ensure good quality recording of all roundtables for use in the preparation of the Voices of the People booklet.

#### 5.4.1.2. WORK THROUGH PARTNERS TO CONDUCT NATIONAL LEVEL ROUNDTABLES (WORKPLAN 1.4.1.2.)

*One (1) national level roundtable brought together seven (7) men and twenty-four (24) to discuss rural women's rights*

*One (1) grant was developed and signed for a national level roundtable in January*

Liberia Women Media Action Committee (LIWOMAC), Female Journalists Association of Liberia (FeJAL), and RP WONGOSOL developed a joint proposal during the period for a national level roundtable to occur during the 16 Days of Activism Against GBV. It was held in Zorzor district of Lofa County and brought national-level government officials from the Liberian National Police and the Ministries of Gender and Development and of Internal Affairs. This gave the local participants (24 women) the opportunity to share the problems of rural women with national leaders (seven men), while hearing from the leaders about steps they are taking to attack the problem. The activities of the roundtable were broadcast live by LWDR and further information was posted on the IREX website.

The Center for Media Studies & Peacebuilding (CEMESP) was awarded a grant to host a roundtable on Media Law Reform and publish the outcome to inform the advocacy work of CEMESP and partners. The three stalled media bills before the legislature are Public Service Broadcaster, Media Regulation, and Community Radio Sustainability. The grant has received USAID concurrence and implementation will take place January 17<sup>th</sup>–18<sup>th</sup>, 2013 bringing presenters from Ghana and Sierra Leone, and representatives of Liberian government, CRSs and CSOs. The event has funding from UNESCO as well.

#### 5.4.2. TCC SUPPORT TO THE NATIONAL TRADITIONAL COUNCIL (NTC) (WORKPLAN 1.4.2.)

##### 5.4.2.1. CONDUCT CAPACITY BUILDING TRAININGS FOR TRADITIONAL LEADERS (WORKPLAN 1.4.2.1.)

The TCC Access to Justice team worked with the National Dispute Resolution Monitor to facilitate a regional training for female traditional leaders in Zwedru from November 26 – 27. The team led sessions on leadership and representation skills, conflict resolution techniques, inheritance law, domestic violence law, and property law.

##### 5.4.2.2. PROVIDE LEGAL ADVICE TO COUNTY DISPUTE RESOLUTION MONITORS (CDRMs) (WORKPLAN 1.4.2.2.)

The TCC provided ongoing legal support to its County Dispute Resolution Monitors in Bong, Lofa and Nimba as they assisted traditional leaders in engaging community members and government institutions.

##### 5.4.2.3. PROVIDE ASSISTANCE TO THE MIA AND NTC (WORKPLAN 1.4.2.3.)

In support of the National Traditional Council, TTC facilitated a high level mediation between the National Legislature and Executive from November 22- 23, including a series of meetings with the Speaker of the House and President designed to reduce tension between the two branches of government. The outcome was promising, with both branches committing to work together.

##### 5.4.2.4. SUPPORT IREX'S WORK LINKING TRADITIONAL LEADERS, CITIZENS, AND THE GOVERNMENT (WORKPLAN 1.4.2.4.)

TCC planned and conducted a youth training entitled "Giving Youth Peace for Development, Not Guns for Wars" in Zwedru from October 9 – 10. Topics included leadership and representation skills, dispute resolution techniques, peace building, and social accountability.

## 5.5. OBJECTIVE FOUR: INDEPENDENT MEDIA OPERATES MORE PROFESSIONALLY (WORKPLAN 1.5.)

### 5.5.1. ENHANCE MENTORING AND MONITORING OF IMPLEMENTING PARTNERS (WORKPLAN 1.5.1.)

*CSML's media team conducted two (2) monthly meetings with Main Media Partners*

During the quarter, two monthly meetings were held with each of the two Media MPs, the Liberia Media Center (LMC) and the Liberia Women Media Action Committee (LIWOMAC), to review progress in program implementation and give advice on addressing challenges that arise. IREX's Chief of Party attended the October meeting with the LMC, which focused on improving coordination and performance on project activities. To help strengthen the institutional capacity of the LMC, IREX suggested conducting a financial review and an organizational development assessment and offered to provide additional training and mentoring. The LMC responded positively to the suggestion.

The December meeting with LIWOMAC focused on the importance of meeting the commitments made in the annual and monthly workplans and timely submission of reports. IREX and LIWOMAC agreed that a monthly update of LIWOMAC's activities will be submitted on the 20<sup>th</sup> of each month.

### 5.5.2. ENHANCE MEDIA CONTENT ANALYSIS SYSTEM (WORKPLAN 1.5.2.)

*Media Content Analysis results released to public in October*

The results of the April-June Media Content Analysis were released to the public in October at a meeting of media managers. The results showed a slight improvement in performance of IREX partners. However, it showed that partner outlets were performing poorly on gender related coverage. Women's voices were largely absent from the media in Liberia, with very few women being used as quoted sources in the news and very few performing as prime time radio talk show hosts. Several trainings have been held since then in an attempt to address some of these concerns. (Trainings discussed in sections 5.5.3 and 5.5.6)

The next Media Content Analysis report is due in January. Data for September-November was entered into the database during the quarter under review, and CSML's M&E Team began an analysis to inform the report. The MCAT Team is based at the LMC and works closely with CSML's M&E Department to provide analysis of news content to help measure the impact of CSML's intervention. It also provides needed data and information to help CSML shape its media training programs.

### 5.5.3. SPECIALIZED CONSULTING AND BUSINESS DEVELOPMENT INITIATIVE (WORKPLAN 1.5.3.)

*CSML media team discussed Specialized Consulting progress with fifteen (15) media managers*

A meeting for media managers and proprietors was held on October 17 to discuss progress made by and challenges remaining for the Specialized Consulting and Business Development Initiative. It was an opportunity to once again explain to the media managers the goals and objectives of the initiative. Managers were encouraged to take ownership of the Program, be more involved in monitoring the progress of the reporters and finance or business managers who participate in the Program, and meet the reporting expectations of IREX and CSML mentors.

The managers also heard from the Print and Broadcast Consultants/Mentors who urged them to ensure that their reporters and finance or business managers follow mentoring schedules and plans.

At the end of the meeting the following recommendations were made:

- IREX should take measures to hold mentees accountable.
- Media managers, editors and publishers must get involved with the program. They must follow the progress of staff and be informed about the mentoring process.
- Mentors must give progress reports on the mentees to their managers.

- Managers must inform mentees of milestones to be met per their subgrant agreement with IREX.

Fifteen media managers and proprietors and one board chairperson attended the meeting.

5.5.3.1. EVALUATE, DESIGN AND IMPLEMENT CUSTOMIZED TRAININGS FOR PARTNERS (WORKPLAN 1.5.3.1.)

*Fifty (50) reporters attended three different training events  
Twenty-eight (28) reporters were mentored by Consultants*

Fifty reporters attended three different training events organized by CSML under the Specialized Consulting and Business Development Initiative. The first was a broadcast specific training organized for designated reporters from CSML's Montserrado based radio partners. The training, with 13 participants, focused on writing skills and included exercises on story construction, using numbers in script, and timing scripts for broadcast. There were also exercises on various kinds of production, program development, program and news formats, and the packaging of comprehensive reports. An entire day was devoted to grammar and usage. Participants were from the Liberia Women Democracy Radio (LWDR), Lux FM, United Methodist Radio, Voice of Rural Montserrado, Sky FM, and Radio Veritas.

Twenty-seven reporters benefited from five days of training in Gender Sensitive Reporting in November. Reporters were introduced to the concept of gender and its importance in development and growth. Topics included the language and representation of women in the media, bringing a gender perspective to the media, gender and media advocacy, and gender as a sustainable media issue. Each trainee developed a number of story ideas to pursue in the coming months. The exercise is intended to help the journalists become more gender sensitive in their reporting and increase women's representation as quoted sources of news. The training was facilitated by a regional consultant from the Sierra Leone Office of the Canadian based Journalists for Human Rights (JHR).

In December, ten reporters benefitted from a five day training specifically designed to suit the needs of reporters at LUX FM. Topics included newsgathering, broadcast script writing, reporting, analyzing and presenting the news, editorial writing, grammar, producing and packaging advertisements, feature and editorial writing, producing radio documentaries, and hosting round tables. The training was organized and facilitated by CSML's Broadcast Consultant.

In addition to the trainings, the Print and Broadcast Consultants spent time mentoring the 28 reporters who are part of the CSML Training Program. During the quarter, the consultants met with each reporter for one-on-one mentoring sessions.

5.5.3.2. CONTINUE WORKING WITH UNESCO AND SPARK TO PROVIDE SUPPORT TO PARTNERS (WORKPLAN 1.5.3.3.)

*Forty-seven (47) people attended two Media, Business, Sustainability Exchange forums.  
Four (4) persons were trained in marketing and sales*

Two Media, Business, Sustainability Exchange Forums (MBS) were held during the quarter. The October forum was the first sponsored exclusively by IREX since support from UNESCO/ICFJ for the event ended in August. Thirty-five people attended the gathering, which focused on small and medium enterprises and their advertising preferences. The second forum was held in December and centered on the challenges and possibilities of piloting a newspaper subscription and distribution service to rural counties. It was organized as a focus group discussion of media managers in support of CSML's Pilot Subscription and Distribution Service (PSDS) because a previous attempt to hold a focus group discussion as part of a PSDS survey had only three managers attending. (See section 5.5.5.) Twenty-two managers were present at this event.

During the quarter, the Marketing Consultant spent time with each IREX and UNESCO partner outlet on a number of activities. She designed and delivered training for four members of the sales team of Sky Communications covering general marketing and sales concepts and tips, with a strong focus on customer service and presentation. She also held a training for the new sales team of UNESCO partner LBS with ten people attending. IREX-Liberia has an agreement with UNESCO under which each organization works with partner media outlets of the other.

A major highlight of the quarter was the Marketing Consultant's work with the Liberia Women Democracy Radio (LWDR) to enhance a marketing proposal to be presented to the Liberia Coca Cola Bottling Company. The proposal was presented at a meeting with the company's Marketing Manager in December. Coca Cola expressed great interest in the proposal and has asked for more information before making a final decision early next quarter. If accepted, the proposal should bring US\$60,000 to LWDR.

The Consultant also worked with the Heritage Newspaper to develop a marketing concept for the Christmas season. At the Daily Observer, she worked with the Marketing Manager to prepare him for his presentation at an international competition organized by the Dutch NGO Spark in the Netherlands. The Daily Observer became a finalist in the competition through the intervention of the previous Marketing Mentor. Though the paper did not win, the Marketing Manager described his participation and experience in the Netherlands as constructive.

#### 5.5.4. SOL PLAATJE MEDIA LEADERSHIP TRAINING PROGRAM (WORKPLAN 1.5.4.)

##### 5.5.4.1. ENHANCE SUSTAINABILITY AND PROFESSIONALISM OF LIBERIAN MEDIA THROUGH SOL PLAATJE (WORKPLAN 1.5.4.1.)

*Eight (8) community radio stations received training and mentoring for their management and business teams by the three (3) Sol Plaatje Fellows.*

##### 5.5.4.1.1. TRAINING AND MENTORING BY FIRST TEAM OF FELLOWS (WORKPLAN 1.5.4.1.2)

The three Sol Plaatje trained Fellows began training and mentoring community radio managers and business staff in October. They visited eight stations during the quarter, targeting the management team at each station, including the Station Manager, Directors of News and Programs, and Finance and Sales Managers. The process consisted of an assessment of the station's system, a SWOT analysis, and the development of a plan for enhancing or restructuring management systems. It also focused on financial systems and controls.

The Fellows are also working with each station to develop a business plan to inform a social enterprise proposal to be presented to IREX in early 2013. A selection committee will choose a number of proposals to be funded through CSML.

##### 5.5.4.1.2. SELECT SECOND TEAM OF FELLOWS FOR SOL PLAATJE (WORKPLAN 1.5.4.1.3)

The media team issued a request for expressions of interest (EOI) during the quarter for the second team of media professionals for participation in the Sol Plaatje Media Leadership Training Program (see Attachment). Three people will be selected to undergo six months of training in South Africa and Liberia. The selection is expected to be made early next quarter.

#### 5.5.5. PILOT SUBSCRIPTION AND DISTRIBUTION SERVICE (WORKPLAN 1.5.5.)

##### 5.5.5.1. INCREASE THE CIRCULATION OF PRINT MEDIA (WORKPLAN 1.5.5.1.)

*A focus group exercise provided more insights on PSDS possibilities and challenges*

During the quarter, CSML used one of the regular MBS forums for a focus group discussion on the Pilot Subscription and Distribution Service (PSDS) because a previous focus group discussion had attracted only three media managers. The discussion centered on the possibilities and challenges of implementing the PSDS in rural counties. Twenty-two (22) media managers attended the gathering. Many of them shared their experiences on previous attempts to

extend their circulation to rural counties, highlighting challenges such as the lack of financial control, dishonesty on the part of agents or sales persons in the rural counties and the impact of bad roads on timely delivery.

The decision to hold this focus group discussion was based on the report of a market survey conducted by the M&E Team, which provided insights on consumers' preferences regarding newspaper circulation. The final report will inform a business plan for attracting an investor to manage the PSDS. The M&E Department is working to include results from the focus group discussion in the survey report to be released in January.

#### 5.5.6. WOMEN'S MEDIA INITIATIVE (WORKPLAN 1.5.6.)

##### 5.5.6.1. PROMOTE GENDER BALANCE AT CRSs (WORKPLAN 1.5.6.1.)

###### 5.5.6.1.1. SUPPORT CRSs IN DEVELOPING GENDER FRIENDLY POLICIES (WORKPLAN 1.5.6.1.1)

During the quarter, discussions were held with LIWOMAC on the possibility of organizing a meeting of media managers and owners to review the draft "Gender Sensitive Policy for Media Outlets." LIWOMAC and IREX will consult the PUL and the Female Journalists Association (FeJAL) to organize the event. The policy was drafted by CSML's Media Women's Initiative Steering Committee.

###### 5.5.6.1.2. DELIVER GENDER AWARENESS TRAINING TO CRSs (WORKPLAN 1.5.6.1.2)

*Thirty-four (34) community radio leaders received gender awareness training*

Thirty-four (34) community radio managers and news directors/editors attended a one week gender awareness training in Gbarnga, Bong County organized by LIWOMAC with support from CSML. It was facilitated by the CS Program Officer and a master trainer from WANEP, one of CSML's Resource Partners. The objectives were to promote gender mainstreaming in community radio programs and policies and ensure career opportunities for females aspiring to work as journalists in rural communities. At the end of the exercise, each station developed a gender mainstreaming workplan which will be monitored by mentors from the Resource Partners.

##### 5.5.6.2. SUPPORT RURAL FEMALE JOURNALISTS (WORKPLAN 1.5.6.2.)

*Ten (10) women from three stations attended training and mentoring sessions with LIWOMAC*

*LIWOMAC held (2) community forums in Bong County focused on women's underrepresentation in media*

LIWOMAC visited Bong and Lofa Counties during the quarter to train and mentor female journalists at partner community radio stations (CRSs). The first was a one-week training in October for five female journalists at Radio Totota, Bong County. The training focused on writing and production with emphasis on producing women related programs. The team experienced difficulties because some of the trainees could not read and write English and needed special adjustments throughout the training to accommodate their learning needs. The team visited Lofa in November to work with five women from Radio Life in Zorzor and Radio Kintoma in Voinjama. They received training in radio production and Adobe editing. The LIWOMAC team maintains contact with the women from both counties to further mentor them as they develop and enhance their skills in radio programming.

In addition, LIWOMAC facilitated two community forums in Bong County. The first, a debate on the underrepresentation of women in the media, involved women of Super Bongese Radio on the one hand, and community radio managers and news editors on the other. The second forum was organized in partnership with the CSML Grassroots Women's Media Empowerment Club in Totota. It focused on women's role in local governance and women's access to the media at the community radio level. Women from Super Bongese Radio were also involved in the Totota forum.

##### 5.5.6.3. ENSURE EFFECTIVE IMPLEMENTATION OF THE ADVANCING WOMEN IN THE MEDIA STRATEGY (WORKPLAN 1.5.6.3.)

*Twenty-six (26) people participated in Advancing Women in the Media Annual Review Meeting*

*Women's Media Empowerment Club established in Montserrado  
Equipment received for training studio*

The first Annual Review Meeting of the Advancing Women in the Media Strategy was held in late October. Twenty-six persons, representing various stakeholders and partner community radio stations, participated. The meeting was designed to review progress made thus far in the implementation of the strategy. It also looked at challenges and advanced suggestions on how to deal with those challenges.

During the meeting, various stakeholders—including the PUL, the Female Journalists Association of Liberia (FeJAL), and the Media Women Center for Development and Democracy (MEWOCEDE) – gave an update on their efforts to implement the strategy. Later, LIWOMAC, the head of the Women's Media Initiative Steering Committee, gave an overview of accomplishments under the Advancing Women in the Media Strategy since it was launched in April, 2011. LIWOMAC outlined the following achievements:

- The development of FeJAL's five year strategic plan.
- The drafting of gender friendly policies for media outlets.
- The establishment of three media empowerment clubs for women in Grand Bassa and Bong Counties.
- The establishment of the Women's Media Scholarship Fund.
- The development of a training and mentoring plan for rural journalists.
- The hiring of a producer for a Liberian English program on women's rights.
- The procurement of equipment for a training studio for women in the media.

The Women's Media Initiative Steering Committee will revise the strategy implementation plan based on the result of the review meeting.

Also during the quarter LIWOMAC established the Grassroots Women's Media Empowerment Club in Montserrado County. Women from three communities – Kamara Town on Bomi Highway, Dwen Town and Congo Town – will make up the club. This is the third women's media empowerment club to be set up by LIWOMAC under the Advancing Women in the Media Strategy. They are intended to increase women's access to information in underprivileged communities.

5.5.6.3.1. SUPPORT LIWOMAC IN CREATING A PUL COMMITTEE TO INVESTIGATE ABUSE OF MEDIA WOMEN (WORKPLAN 1.5.6.3.1.)

A plan to support media women who face sexual abuse or harassment in the work place is being developed. The Press Union of Liberia (PUL) had earlier advised that its Grievance and Ethics Committee should be responsible for investigating abuse against media women rather than establishing another committee as suggested by CSML. LIWOMAC has now begun holding discussion with stakeholders like FeJAL, MEWOCEDE and the PUL to establish a system where FeJAL becomes the first point of contact for media women wishing to report sexual abuse or harassment. FeJAL will then hold a preliminary hearing before the case is forwarded to the PUL's Grievance and Ethics Committee.

5.5.6.3.2. BUILD THE CAPACITY OF LWDR TO PRODUCE LIBERIAN ENGLISH PROGRAMS ON HUMAN RIGHTS (WORKPLAN 1.5.6.3.2.)

LIWOMAC has concluded plans to launch the Liberian English radio program on women's rights. The program's producer will be trained in early January in preparation for a launch later that month. The program is a deliverable under the Advancing Women in the Media Strategy and is intended to educate primarily unlettered women on how to seek redress when their rights are violated.

5.5.6.3.3. WORK WITH LIWOMAC TO BUILD THE INSTITUTIONAL CAPACITY OF WOMEN'S MEDIA ORGANIZATIONS (WORKPLAN 1.5.6.3.3)

During the quarter LIWOMAC held discussion with FeJAL on the establishment of a secretariat for the association. This will be FeJAL's first secretariat and will serve as its administrative arm. LIWOMAC will provide initial support for the establishment of the secretariat through a re-grant as part of the Women's Media Initiative (WMI). In December, LIWOMAC requested a proposal from FeJAL with a plan for maintaining the secretariat beyond the WMI support. The proposal is expected to be submitted in January.

5.5.6.3.4. SUPPORT THE DEVELOPMENT OF MONROVIA BASED FEMALE JOURNALISTS (WORKPLAN 1.5.6.3.4)

Equipment for a CSML funded training studio arrived in the country in November. The studio, to be set up at LIWOMAC in Congo Town, will be used for the training of women interested in becoming radio producers and reporters. The equipment has already been cleared from the airport and will be set up early next quarter.

5.5.7. HIGH SCHOOL TO JOURNALISM (WORKPLAN 1.5.7.)

*Agreement signed for implementation of the Initiative*

A subgrant agreement on the High School to Journalism Initiative was completed and signed with the Mass Communications Department of the University of Liberia in December. The department plans to conduct an assessment to identify beneficiaries in four target counties. The High School to Journalism Initiative will give high school sophomores and juniors an opportunity to develop their journalistic skills and prepare them to enter the profession.

5.5.8. ONLINE RESOURCES CLEARING HOUSE (WORKPLAN 1.5.9.)

CSML's IT Officer continued to work with the PUL during the quarter to regularly update the Online Media Resources Clearing House. News stories and documents such as the FOI Law were uploaded to the site since its redesign last quarter.

5.6.OBJECTIVE FIVE: CRSs ENGAGE WITH COMMUNITIES, DIVERSIFY LISTENING AUDIENCES AND IMPROVE REACH (WORKPLAN 1.6.)

5.6.1. INCREASE MENTORING AND MONITORING OF CRS PARTNERS (WORKPLAN 1.6.2.)

*Ninety (90) community radio journalists, including 22 women, attended eight different training events*

The LMC trainer and a consultant visited a total of eight community radio stations during the quarter to hold basic journalism training. Trainings were held for Radio Totota and Radio Bong Mines in Bong County in October with a total of 24 participants. Forty-four journalists from Radio Sehnwai, Radio Kherghemahn and Voice of Saclepea in Nimba County, and Super Bongese in Bong County were trained in November. In December, the LMC was in Lofa to train 22 journalists at Radio Vahun and Radio Tamba Taikor. Topics covered during each training included news gathering and news writing, interview techniques and field production. There were also field activities and practical assignments in news writing and preparing program logs. The breakdown of participants was as follows:

Station	Participants	Males	Females
Radio Totota	12	8	4
Radio Bong Mines	12	10	2
Radio Sehnwai	10	8	2
Super Bongese	10	8	2
Radio Kherghemahn	12	11	1
Voice of Saclepea	12	8	4
Radio Vahun	12	7	5

Radio Tamba Taikor	10	8	2
--------------------	----	---	---

5.6.2. ENHANCE CRSS CAPACITY TO ADDRESS RECURRING TECHNICAL PROBLEMS (WORKPLAN 1.6.3.)

*Three (3) people selected for training as regional service technicians  
Eleven (11) technicians attended a one-week training in Gbarnga*

Three persons were selected during the quarter to undergo training to serve as regional service technicians for CSML partner stations. Five candidates from among 12 applicants were shortlisted, tested and interviewed by a panel from IREX, USAID and LMC before the final selection was done. The three will undergo a six month intensive training before being assigned to respond to recurring technical problems at partner community radio stations in CSML's seven targeted counties.

Also, a one week training was held in Gbarnga, Bong County for CRS technicians and service operators on addressing common technical problems at their stations. The 11 participants were from partner stations in Lofa, Bong and Nimba Counties. Training for the technicians from the remaining counties will be conducted during the coming quarter.

During the quarter, an LMC technician visited Buchanan to help reinstall Magic FM's equipment in order for the station to resume broadcasting. The station was shut down in September after it was evicted from the building it previously occupied. With the support of some prominent citizens of Grand Bassa County, Magic relocated to a new building. Magic FM also secured a piece of land and held a ground breaking ceremony in late October for the construction of a building to permanently house the station.

5.6.3. ESTABLISH EQUIPMENT RESOURCE POOL (WORKPLAN 1.6.4.)

During the quarter the media team held a meeting with the leadership of the Association of Liberia Community Radios (ALICOR) and presented a plan to reform ALICOR (see Attachment). The plan was embraced by the association's leadership, who promised to present it to their Board of Directors. A follow-up meeting will be held in mid-January. Two cardinal points were contained in the proposed plan. The first is to amend the leadership criteria of the association in order to enable CR producers and reporters to assume leadership roles such as serving on the board. The current statutes only allow CR managers to hold leadership positions. The second is the establishment of a secretariat to run the administrative affairs of the association. The proposed plan was in response to a draft plan of action presented to IREX by ALICOR leadership to help strengthen the association. IREX reached a decision earlier in the year not to move ahead with the establishment of the Equipment Resource Pool through ALICOR until the association agrees to undertake measures to restructure.

5.6.4. STRENGTHEN COMMUNITY RADIO STATIONS BOARDS (WORKPLAN 1.6.6.)

*Plan developed for board reorganization and strengthening  
One CRS installed new board members based on board review and reorganization*

A plan to help reorganize and strengthen boards of advisors of partner community radio stations has been developed. The plan is a result of an assessment that was conducted last quarter by the Media Program Officer during visits to partner stations in five counties. The plan will be released early next quarter and implementation will begin immediately.

Also during the quarter, Radio Kintoma in Voinjama had a program to install members of its new Board of Advisors. The station began a board review process earlier in the year following a visit by a CSML team. A selection committee set up during that visit developed new statutes for board operations and also revised its board selection process. The

station's Board of Advisors was inactive until the review, which led to the selection and installation of the new members.

#### 5.6.5. BUILD CRSs FINANCIAL SUSTAINABILITY (WORKPLAN 1.6.7.)

As discussed in section 5.5.4.1.1., the three Sol Plaatje Fellows worked during the quarter to identify and tap into possible sources of income in their different communities. The Fellows have conducted training and mentoring sessions at eight stations in Montserrado, Grand Bassa, Lofa and Nimba Counties. The Fellows are also working with each station to develop a business plan to inform a social enterprise proposal to be presented to IREX in early 2013. A selection committee will choose a number of proposals to be funded through CSML.

### 5.7. OBJECTIVE SIX: SMS TECHNOLOGY IS UTILIZED AS A LINK BETWEEN PEOPLE AND THEIR LEADERS (WORKPLAN 1.7.)

#### 5.7.1. EXPAND SMS INITIATIVE TO LINK CITIZENS AND THEIR LEADERS (WORKPLAN 1.7.1.)

MWETANA, the software company contracted to create an application for CSML's SMS Initiative, held a demonstration of the software during the quarter. Both IREX and the LMC recommended changes to the product, and MWETANA is now working to incorporate the changes and complete the software development early next quarter. It will include a three layer SMS messaging application system that will be used to:

1. Gather and distribute short news bites to journalists and citizens.
2. Track national development efforts and register complaints from citizens about development projects and needs nationally.
3. Facilitate public opinion polling on issues of interest.

Also during the quarter, the media team worked with the Grants Officer to prepare a subgrant agreement for the LMC for management of the SMS Initiative. The agreement is now being reviewed by headquarters and is expected to be signed in early January.

### 5.8. OBJECTIVE SEVEN: ENGAGE CIVIL SOCIETY AND THE MEDIA TO ADVANCE THE ESTABLISHMENT OF THE RIGHT TO ACCESS TO INFORMATION(WORKPLAN 1.8.)

#### 5.8.1. BUILD CAPACITY OF CIVIL SOCIETY (WORKPLAN 1.8.1.)

##### 5.8.1.1. PROVIDE ONGOING TECHNICAL ASSISTANCE TO THE LIBERIAN FREEDOM OF INFORMATION COALITION (LFIC) (WORKPLAN 1.8.1.1.)

*LFIC won two (2) grants with TCC/ATI support*

*LFIC members filed 43 FOI requests*

*Voluntary Attorneys Panel being established and will receive pro bono legal assistance*

Over this quarter, TCC/ATI continued to provide technical assistance to the Liberia Freedom of Information Coalition (LFIC). With TCC/ATI support, the LFIC recruited a coordinator for its secretariat, secured office space, and received grants from the Open Society Initiative for West Africa (OSIWA) and the Open Society Institute (OSI). TCC/ATI also provided capacity building for the new Secretariat Coordinator, including an overview of the FOI law, the role of CSOs in improving demand, the LFIC implementation plan, and the MOU between LFIC and TCC. Additionally, TCC/ATI encouraged the LFIC coordinator to deepen his own understanding of the role of CSOs by attending various coalition member events. To this end, the LFIC Secretariat Coordinator travelled to Gbarnga with TCC/ATI in November to attend the Liberia Media Center's (LMC) two-day training for local authorities and CSOs in Bong, Nimba, and Lofa Counties. TCC/ATI also provided technical assistance to the LFIC in finalizing the recruitment of program and finance officers, draft an action plan, and set up a help desk.

Also during this quarter, several LFIC members made requests for information. Actions for Genuine Democratic Alternatives (AGENDA) made 40 requests for information to several government agencies, but only received acknowledgement of receipt from the National Oil Company (NOCAL). The Center for Transparency and Accountability (CENTAL) also requested information from NOCAL, as well as the Elections Commission for campaign related expenses by political parties; responses have not yet been received. Additionally, the Liberia Women Action Committee filed a request to the Liberia Bank for Development and Investment for information on why the bank devalued the organization's transfer.

With regard to the Voluntary Attorneys Panel (VAP), the memorandum of understanding between the LFIC and VAP was prepared for signature. According to the MOU, the VAP will operate from the LFIC office. TCC/ATI sourced a legal consultant, Cllr Tiawon Gongloe, to provide *pro bono* support including updates on FOI cases eligible for appeal, mentoring, drafting, research, and court room representation.

#### 5.8.1.2. ENCOURAGE INTERACTION BETWEEN LFIC/CSOs AND GOL (WORKPLAN 1.8.1.2.)

*Awareness raising meeting by Deputy Information Ministers and TCC/ATI engaged thirty (30) local government officials and civil society leaders*

*LFIC members began discussions with Information Commissioner on collaboration*

In October, as part of TCC/ATI efforts to encourage interaction between government and civil society, the Deputy Information Ministers and TCC/ATI Project Coordinator travelled to Bentol, Rural Montserrado County to meet with 30 local county authorities and civil society leaders. Minister Tweah and the ATI Coordinator discussed specific FOI provisions and urged local authorities to read the law. Additionally, Minister Tweah called for regular consultations between local leaders and civil society and for citizens to broadly share information received via FOI requests. The local FOI network indicated that despite its efforts to raise awareness, file requests, and encourage others to use the law, few requests have been made and there exists a lack of information flow from the Superintendent's office to other local leaders and CSOs.

In November, TCC/ATI facilitated a meeting between the Information Commissioner, Mark Freeman, and the LFIC to discuss collaborative efforts for setting up the Commissioner's office. Cllr Freeman briefed representatives from the ten LFIC member institutions in attendance on the TCC/ATI-sponsored study tour and challenges, including a lack of budgetary support and office space. LFIC members expressed concerns over the Commissioner's slow progress and offered volunteers. Additionally, the LFIC will prepare a list of recommendations for the Commissioner, indicate what support they are able to provide, and update him on its activities.

#### 5.8.1.3. PROVIDE SUPPORT AND TECHNICAL ASSISTANCE TO COUNTY FOI NETWORKS (WORKPLAN 1.8.1.3.)

*FOI successes brought to light corrupt activities of a county official and led to resumption of halted construction in two (2) other counties*

*FOI drama aired on radio stations; radio shows on FOI held in six (6) counties*

*County FOI networks engaged 445 people directly*

In mid-October, coordinators from the seven county FOI networks travelled to Monrovia to meet with TCC/ATI staff including the TCC/ATI Project Manager from Atlanta to review progress and plans for the coming months. The network coordinators shared activities of their organizations and discussed how their FOI requests served to improve local conditions. For example, in Grand Gedeh, a request for information from the Liberia Agency for Community Empowerment led to the resumption of construction work on two bridges in Zwedru. In Lofa, a request to the County Community College resulted in the construction of a college cafeteria; and in Nimba a FOI request exposed more than five years of illegal collections of fees by the District Education Officer.

In November and December, TCC/ATI supported the development and airing of an FOI drama on radio stations in Monrovia and throughout the target counties. TCC/ATI also continued to provide technical assistance to the networks as they met with officials and held awareness raising events. Examples of county-level activities over this quarter include:

#### Lofa

- Met with the new Superintendent and local officials regarding FOI
- Raised awareness about FOI at the County Development Steering Committee meeting
- Gave FOI presentation and distributed materials to 40 local leaders
- Raised awareness through radio broadcasts

#### Grand Gedeh

- Raised awareness through radio broadcasts
- Disseminated FOI materials at schools

#### Grand Bassa

- Held an awareness raising event in District #4 attended by 150 persons, including Council of Elders, chiefs, District Superintendent, youth, women and disabled
- Presented on FOI to 125 women during the women skills training graduation program in Buchanan City
- Raised awareness about FOI at a forum organized by UNMIL human rights protection section office in Buchanan
- Held four awareness raising events in December for 70 people
- Local CSOs--Save my Future Foundation; the Association of Evangelicals of Liberia; and the Institute for Democracy, Governance and Development—filed a total of five requests for information

#### Bong

- Began its radio awareness with the first talk show on Radio Gbarnga explaining the importance of citizen and civil society organizations to test the FOI law
- Held an FOI awareness raising at Gboveh High school: students formed the Gboveh FOI club and filed FOI requests for a contract between Bong County and a Chinese company and regarding construction of the Bong County Community college

#### Rural Montserrado

- Recruited new members and held a briefing and training session in Bentol City
- Filed request for information to the Superintendent's office for information regarding projects that were intended for Montserrado from 2011 to 2012
- Held one radio talk show on Voice of Rural Montserrado Community Radio
- Held a FOI forum in Crozierville attended by 40 girls
- Gave a presentation on FOI in Harrisburg during the induction ceremony of the commissioner and the Election of local leaders
- Distributed copies of the law at various events

#### River Gee

- Held awareness raising forums with five line ministries, including the Ministries of Education, Agriculture, Internal Affairs, Gender and Development and Planning
- Continued raising awareness via radio talk shows. Development Superintendent and National Teachers Association local head spoke about the importance of openness via radio.

- Raised awareness at a program organized by the National Association of Telecom Consumers and two meetings of the Cavalla Rubber Corporation workers

#### Nimba

- Raised awareness through radio broadcasts
- Met with over 20 students, marketers, and youths to raise awareness and distribute copies of the TCC/ATI CSO brochure

#### 5.8.2. INCREASE AWARENESS AND USE OF FOI (WORKPLAN 1.8.2.)

##### 5.8.2.1. PROVIDE ONGOING SUPPORT TO INDIVIDUAL CSOs AND MEDIA ORGANIZATIONS (WORKPLAN 1.8.2.3.)

*One hundred (100) persons attended an FOI forum at the University of Liberia*

*Forty (40) local officials and civil society members were trained in Gbarnga*

*Forty (40) news editors attended a presentation on FOI*

*Twenty-five (25) IREX mentors were briefed on FOI at the Quarterly Partners Meeting*

*Thirty (30) university students of the District Seven University Students Association attended an FOI presentation*

During this quarter, TCC/ATI continued working with various CSOs and media organizations to advance the FOI law. In November, TCC/ATI supported the LMC in organizing a forum for over 100 persons on the main campus of the University of Liberia. TCC/ATI moderated the forum and the panelists—the Information Minister, Former Labor Minister, a newspaper publisher, and LMC representative—debated whether a recent Executive Order conflicted with the FOI law. TCC/ATI also led an LMC FOI training for 40 local officials and civil society members in Gbarnga, Bong County. As internet penetration is low in rural Liberia, the ATI Coordinator provided examples of how poor, rural communities in other countries have used alternative methods for proactively disseminating information. He encouraged the development superintendents, commissioners, and chiefs to respond to FOI requests as a means of building the public’s confidence in them and shared examples of proactive disclosure by the Ministry of Finance.

Also in November, TCC/ATI gave a presentation on “FOI and Protection of Sources and Improvement of Human Rights” at a PUL Ethics and Safety training attended by 40 editors from media institutions in Monrovia. This was part of the PUL Media Legal Defense Program supported by UNESCO. The ATI Coordinator discussed FOI as an instrument for protecting human rights and development, curbing corruption, and improving service delivery.

Additionally, the ATI Coordinator spoke to a group of 25 IREX mentors on the value of FOI, the process for filing requests, and monitoring. TCC/ATI also assisted the Coalition of Human Rights Defenders in holding a FOI awareness and capacity building for 30 human rights groups in Montserrado County.

In December, TCC/ATI supported CEMESP and the PUL in holding an ethics training in collaboration with the World Association of Newspapers for 30 journalists. The ATI Coordinator spoke of the value of FOI as an investigative tool and the issue of FOI and privacy. The training was part of the deliverables under the Table Mountain Declaration project.

Additionally, TCC/ATI gave a FOI presentation to 30 university students at an event held by the District Seven University Students Association. The Coordinator tasked the students with identifying their specific needs for which they could write requests for information.

#### 5.8.3. MATERIALS DEVELOPMENT (WORKPLAN 1.8.3.)

During the quarter, TCC/ATI continued wide dissemination of FOI law copies, citizens’ guides, and posters at various events and to organizations and individuals.

## 6. GENDER AND YOUTH (WORKPLAN 2.)

Three groups held activities for 16 Days of Activism in November and December, discussed under advocacy (section 5.3.1.1.) and roundtables (section 5.4.1.2.)

### 6.1. ENSURE EFFECTIVE IMPLEMENTATION OF THE GENDER AND YOUTH MAINSTREAMING STRATEGIES (WORKPLAN 2.1.)

#### 6.1.1. ENSURE GENDER AND YOUTH MAINSTREAMING IN ALL CSML PROGRAM ACTIVITIES (WORKPLAN 2.1.3.)

In November, Izatta Nagbe Toukolon was hired as the Gender and Youth Officer to replace Abdulai Sheriff who resigned in July. Izatta will take up her position on January 7, 2013 and will be supervised by our new Program Coordinator, Dara Lipton, who takes up her position on Thursday, January 10, 2013.

#### 6.1.2. STRENGTHEN RELATIONS WITH RELEVANT STAKEHOLDERS (WORKPLAN 2.2.)

The Civil Society Program Officer participated in several meetings on gender planning for the post-Millennium Development Goals. A Women Civil Society Post-MDG Steering Committee was set up to provide strategic direction, ensure the women's agenda in Liberia is actualized, and build a wider advocacy network. The Committee comprises nine organizations, including IREX/Liberia and its partners WONGOSOL and WANEP/WIPNET.

The Steering Committee made contact with the MDGs Secretariat which was established by President Sirleaf after her appointment by the UN Secretary General as Co-chair of the High Level Panel to review MDG 2015 and develop the post-MDG framework. The Steering Committee held a roundtable on November 28 and drafted a road map for engaging other stakeholders and developing a post-MDG strategy in Liberia. A meeting was held and the research conducted on MDG three was reviewed and the approved for circulation, it will be used as an advocacy tool for the upcoming High Level Panel meeting scheduled for January 20, 2013 in Liberia.

## 7. GRANTS (WORKPLAN 3.)

### 7.1. STRENGTHEN SUPPORT TO GRANTEES (WORKPLAN 3.3.)

Three contracts were signed between IREX and consultants during this quarter to develop and deliver trainings in Basic Journalism, Gender Sensitive Reporting, and Reconciliation. The Basic Journalism and Gender Sensitive Trainings occurred during this quarter, while the Reconciliation training will take place early in the next quarter.

One subgrant was signed between IREX the LMC for the development, management and maintenance of an SMS messaging application system to be used to improve communication between the people and their leaders at the local level.

### 7.2 ADMINISTER GRANTS (WORKPLAN 3.4.)

#### 7.2.1. RP GRANTS (WORKPLAN 3.4.1.)

Four (4) Resource Partners (NARDA, WONGOSOL, WANEP and YMCA) subgrants were signed during this quarter. The subgrants will allow the RPs to continue to provide mentoring and training to the CSOs and CRSs in CSML's 7 counties.

#### 7.2.2. ADVOCACY GRANTS (WORKPLAN 3.4.3.)

During the quarter, two subgrants were signed with the West Africa Network for Peacebuilding (WANEP). Under these grants, WANEP will work with 2 CSOs, Aiding Disadvantaged and Traumatized Women and Girls (ADWANGA) and the Community Empowerment & Sustainable Program (CESP), to support advocacy campaigns that will promote quality education for girls and prevent sexual and gender based violence in schools.

### 7.2.3. PARTICIPATORY GOVERNANCE GRANTS (WORKPLAN 3.4.4.)

Four county-level roundtable subgrants were signed with NARDA, WANEP, and WONGOSOL to support dialogue between county authorities and communities. All four will be implemented in the next quarter. Two national roundtable subgrants were signed with LIWOMAC and CEMESP, LIWOMAC's was held in December to address rural women's rights in light of the 16 Days Against GBV Campaign, and CEMESP will hold a roundtable on Media Law reform in January.

### 7.2.4. SPECIALIZED CONSULTING & BUSINESS DEVELOPMENT GRANTS (WORKPLAN 3.4.6.)

A subgrant was signed with Radio Veritas under the Specialized Consulting & Business Development Initiative. Under this subgrant, journalists from the outlet will be trained in various thematic areas, and support will be provided to the station to strengthen their business department. During the quarter, Grants completed one subgrant modification for Liberia Women Democracy Radio (LWDR) under the Specialized Consulting & Business Development Initiative to extend the time of the grant for one additional year. This subgrant builds the skills of journalists in different thematic areas.

### 7.2.5. INVESTIGATIVE GRANTS

The Grant Officer continued to work with subgrantees to collect delay reports during the quarter.

### 7.2.6. TRAIN RPs IN RE-GRANTING TRAINING

The Grants Department worked with the CS Team to conduct a one-day training workshop in re-granting for RPs who mentor and oversee CSOs in the grants process. Topics included: the grant process and how it fits into project cycle management, proposal writing and frequent problems in financial and narrative reporting, grant proposal budgets, setting up a grants tracking and management system, and grant program and financial reporting.

### 7.2.7 HIGH SCHOOL TO JOURNALISM GRANTS

One subgrant was signed between IREX and the Mass Communications Department of the University of Liberia under the High School to Journalism initiative. This subgrant will be used to train 150 students interested in the journalism profession at various high schools in Montserrado County.

## 8. MONITORING AND EVALUATION (WORKPLAN 4.)

### 8.1. PERFORMANCE MANAGEMENT PLAN (WORKPLAN 4.1.)

Throughout the quarter, the M&E Department provided support to the Democracy & Governance office of L-MEP and entered all PMP data into the PIDS system, which is viewable by USAID. The M&E Department continued to collect indicator data from the Civil Society and Media departments and The Carter Center to ensure the timely reporting of data into the system.

The M&E Department created a database to track training attendance during the month. Attendance data from all of CSML's past trainings was loaded into the database.

The M&E Department continued to support the Media Team by supervising the collection of data through the Media Content Analysis Tool (MCAT). The report will give IREX a better understanding of the quality of the content generated by grantees on various important news topics and help to measure the impact of CSML's media activities.

The M&E Department updated the Market Research Report on the Pilot Newspaper Subscription Distribution Service (PSDS) using data gathered in Bong, Grand Bassa and Montserrado counties. The report will help media managers in the development of a PSDS business plan. The Market Research Report sought to assess the population that reads newspapers, distribution methods and newspaper saturation in targeted locations, the market potential of a

newspaper subscription distribution service (according to distributors, editors and vendors), and consumer behavior patterns and their potential impact on the success or failure of a newspaper distribution service.

## 8.2. TRAINING AND TOOLS (WORKPLAN 4.3.)

The M&E Manager attended the 26<sup>th</sup> Annual Conference of the American Evaluation Association held in Minneapolis, Minnesota, USA from October 22-27. The theme of the conference was Evaluation in Complex Ecologies: Relationships, Responsibilities, Relevance.

## 8.3. SUPPORT MPS' M&E DEVELOPMENT (WORKPLAN 4.4.)

### 8.3.1. ESTABLISH M&E SYSTEMS FOR MPS (WORKPLAN 4.4.1.)

The M&E team continued its work with the six MPs to strengthen their M&E systems. It worked closely with WANEP's M&E coordinator to capture and report baseline data from its mid-term impact assessment survey, which measured the impact of its Women in Peacebuilding Network (WIPNET) program thus far.

## 8.4. TRAIN M&E ASSISTANT (WORKPLAN 4.5.)

The M&E Manager continued to provide ongoing training to the M&E Assistant in maintaining the Program's information system as well as gaining general insight into the Program's M&E systems.

# 9. ATTACHMENTS

1. Board Development Manual (developed by YMCA)
2. Appendices to the Board Development Manual
3. Request for Expressions of Interest (Eoi) in Sol Plaatje Media Leadership Training Program
4. Association of Liberia Community Radios (ALICOR) Reform Plan
5. Training Evaluation Data (Oct-Dec 2012)