



CSML

Civil Society and Media Leadership Program



QUARTERLY REPORT
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Grantee: IREX

Contacts:

IREX Washington

Jill Miller
1275 K Street, NW
Suite 600
Washington, DC 20005
U.S.A.
1 202-628-8188

IREX Liberia

Bill Burke
Payne Avenue & 15th Street
Sinkor, Monrovia
Liberia
231(0)88-060-1859

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1. EXECUTIVE SUMMARY

The second quarter of Year 4 for the CSML program was characterized by targeted training and mentoring with Civil Society Organizations (CSOs), Community Radio Stations (CRSs), and other partner media outlets that empowered these institutions with the essential skills to continue to thrive long after the program is scheduled to end in February 2015. These efforts included an enhanced commitment to strengthening the leadership and the Monitoring and Evaluation (M&E) capacities of our Main Partners (MPs) and subsequently all of our civil society and community radio partners. Several public forums further solidified IREX's role as a key contributor to the national dialogue on priority issues including the upcoming Constitutional Referendum, Sexual and Gender Based Violence (SGBV), and Sexual Exploitation and Abuse (SEA). Additionally, IREX experienced a few staff changes this quarter, gaining important and valued new perspectives as well as losing a treasured member of the team.

The training activities held this quarter covered a variety of themes including Gender Mainstreaming, Reconciliation, and SMS as a tool for advocacy for our Resource Partners (RPs) and civil society partners, as well as Audience Research Training for our Monrovia-based media outlet partners and Community Radio Station partners. The Regional Support Center (RSC), which was launched in the previous quarter, has built important momentum, providing Social Enterprise Development (SED) training to the participating CSOs and CRSs in Bong and Nimba Counties, while the staff of the RSC benefitted from specialized training in SED and Organizational Development (OD) from international consultants Kim Alter and Dan Inkoom, respectively. The organizations supported by the RSC, as well as all of our partner CSOs and CRSs benefitted from ongoing mentorship throughout the quarter, ensuring that the lessons learned in trainings and through one-on-one discussions with mentors are effectively integrated, and contribute meaningfully to these organizations' long-term sustainability.

Two visits from Social Impact Consultant Maureen Taylor this quarter contributed to valuable M&E capacity building for all of our partners. Trainings and one-on-one consultations were held with designated M&E Coordinators from our Main Partners and other key partners, and with Executive Directors to ensure that the skills transferred are successfully integrated into our partners' programs and organizations. Additionally, our M&E Team continues to produce important surveys and reports to assess the realities facing the media and civil society sectors in Liberia and the Program Team is utilizing this information to improve programming and better target our efforts.

Coinciding with the addition of a new Senior Media Specialist, Maureen Sieh, IREX launched two important media initiatives to contribute to dialogue and resource sharing among journalists: the Editor's Forum and the Online Media Resources Clearinghouse (OMRCH). The Forum brings together key stakeholders from media and civil society to discuss pressing national issues, and the OMRCH provides our partner, the Press Union of Liberia (PUL), with a website that furthers their mission to build a stronger media sector in Liberia. These resources, combined with the newly trained Sol Plaatje fellows, and an increase in trained female journalists - thanks to the efforts of our partner the Liberia Women Media Action Committee (LIWOMAC) - have all contributed to a more informed, engaged, and gender-balanced media environment.

Important staff changes this quarter include the addition of a new Senior Media Specialist, referenced above, as well as the departure of our M&E Officer. The IREX-Liberia team also suffered a tremendous loss this quarter with the passing of our beloved Head Driver, John Qui. Despite the sadness experienced by our staff, we will undoubtedly honor our fallen colleague through our continued commitment to the CSML program, and the IREX-Liberia team.

The achievements of this quarter indicate that the exit strategy that we have considered since the beginning of the program is well underway, and the lessons learned throughout the past three and a half years have successfully enabled the CSML program to evolve and improve over time. We look forward to the second half of Year 4, and continued successes as we approach the final year of program implementation.

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) individuals (21 males and 14 females) participated in the quarterly partners meeting*
- *Seven (7) Executive Directors attended two Leadership Breakfast meetings*
- *Ten (10) RP staff members (5 males and 5 females) attended weekly committee meetings at which they practiced assessing grant proposals.*
- *The RPs and RSC mentored eleven (11) CSOs in preparing eight (8) grant proposals*
- *Seven (7) M&E Coordinators (4 males and 3 females) from current and former RP organizations attended M&E training*
- *Seven (7) Executive Directors (4 males and 3 females), and four (4) Master Trainers benefited from M&E training for managers*
- *Twenty-three (23) Master Trainers and Mentors (12 males and 11 females) attended a familiarization presentation of the new Board Development manual*
- *Twenty-three (23) Master Trainers and Mentors (12 males and 11 females) participated in the Quarterly Mentoring Workshop*
- *Sixteen (15) Mentors and Master Trainers (7 females and 9 males) attended the second part of the reconciliation training.*
- *Four (4) Master Trainers worked collaboratively to develop a five (5) day Advocacy Training for CSOs*
- *Eleven (11) CSOs were involved in developing proposals for eight (8) grant activities*
- *Nine (9) Master Trainers and Mentors (6 males and 3 females) were trained in CSML's SMS Initiative*
- *Thirty-five (35) Chiefs (27 males and 8 females) in Bong County participated in a training on Liberian laws, conflict management, civic engagement, and participation*
- *Thirty-six (36) traditional women leaders in Bong County participated in a training on the dual-justice system and Liberian law*
- *Thirty-three (33) youth leaders (20 males and 13 females) participated in a training on the dual-justice system and Liberian law*
- *Thirty-six (36) male, female, and youth community leaders (24 males and 12 females) participated in a town hall meeting in Suakoko, Bong County to coordinate their community messaging and activities*
- *Twenty-three (23) individuals (2 males and 21 females) participated in a town hall meeting to improve coordination among women and youth leaders in Yelequelleh Chiefdom*
- *Twenty-one (21) community members and chiefs (18 males & 3 females) in Gbatata held a town hall meeting to discuss the chiefs' frustration at their exclusion from county-level decision making by county authorities*
- *Six (6) meetings were held with LMC during the quarter*
- *Two (2) meetings were held with LIWOMAC during the quarter*
- *Fourteen (14) reporters (12 males and 2 females) benefitted from a two-day Audience Research Training led by SI Consultant, Maureen Taylor*
- *Five (5) reporters (4 males and 1 female) participated in a monthly reporting trip to Ganta and Sanniquelle to improve their skills in reporting on gender, peace and conflict, and politics*
- *Twelve (12) Monrovia-based radio and television journalists (10 males and 2 females) participated in a five-day customized training*
- *Thirty-seven (37) representatives (24 males and 13 females) of media and civil society participated in an Editors' Forum on the upcoming Constitutional Referendum*
- *The Sol Plaatje Fellows conducted an assessment of six (6) CSML partner media outlets*

- *LIWOMAC met with nine (9) partner media outlets to build support and solicit suggestions on the Draft Gender Policy*
- *Six (6) WMI scholarship recipients received their internship assignments at six NGOs and completed a one-day internship orientation*
- *Forty eight (48) female community radio station journalists benefitted from one-on-one training and mentoring in gender sensitive reporting, program development, news gathering, and the basic elements of news and production*
- *Eleven (11) female university students received training at the LWDR training studio*
- *Thirty-five (35) female journalists affiliated with a Womankind Worldwide project utilized the studio to produce stories on women's health and rights*
- *A Gender Mainstreaming Monitoring Checklist was developed and will be rolled-out for use with community radio stations*
- *One-hundred and forty-five (145) students (75 males and 70 females) have been recruited for the High School to Journalism program at the Mass Communications Department of the University of Liberia*
- *Thirty-seven (37) representatives from the media, civil society, and private sector attended the launch of the Online-Media Resources Clearinghouse*
- *Three-hundred and four (304) unique visitors have visited the OMRCH site thus far, with increasing numbers expected following the official launch and enhanced awareness raising efforts*
- *Fourteen (14) Community Radio Stations staff members (all male) participated in a three-day training led by an SI Consultant to develop Audience Research Surveys*
- *A Content Creation Manual to assist Community Radio Station journalists improve local programming on a variety of themes and expand their reach was completed*
- *Eighty-six (86) Community Radio Station journalists (64 males and 22 females) received training and mentoring on content creation*
- *Eleven (11) board members of Radio Gee in Fish Town participated in a board development training*
- *Five (5) Community Radio Stations were visited and received technical mentorship from the LMC technician*
- *Forty (40) Community Justice Advisors (CJAs) benefitted from an FOI training in Gbarnga, Bong County*
- *Seventy-five (75) students and civil society representatives participated in a movie screening and panel discussion to raise awareness of the FOI Law to commemorate the International Right to Know Day*
- *Forty (40) government and civil society representatives attended a high school FOI debate, community soccer match, and multi-stakeholder meeting in Grand Bassa to commemorate the International Right to Know Day*
- *Three hundred (300) citizens in Grand Bassa participated in a parade on September 28th to celebrate international Right to Know Day*
- *Fifty-six (56) civil society representatives (42 males and 14 females) participated in a specialized training on FOI request making*
- *Ten (10) FOI monitors hired by the Liberia Freedom of Information Coalition participated in a training on FOI request making, monitoring, and tracking*
- *Sixteen (16) radio talk shows were held across the seven target counties to increase awareness of FOI and International Right to Know Day*
- *One-thousand three hundred and thirty seven (1337) civil society representatives and citizens (871 males and 466 females) participated in FOI trainings and awareness raising activities led by County FOI Networks throughout the seven counties*
- *A new OD Consultant to support the RSC was contracted and began delivering training to the RSC staff*
- *One hundred and ninety-seven (197) individual visits were made to the RSC in July and August, representing ten (10) of the beneficiary organizations in Bong and Nimba County*
- *One-hundred and thirty (130) individual visits were made to the RSC in July and August by individuals not affiliated with the RSC, primarily University students and representatives of other CSOs and media institutions*

- *Thirty-eight (38) representatives from 19 CSOs and CRSs from Bong and Nimba counties participated in a Social Enterprise Development (SED) training at the RSC*
- *Fifty-one (51) field monitoring visits were conducted with seventeen (17) CSOs and CRSs in Bong and Nimba Counties*
- *The Trainers and Mentors of the RSC participated in a their first training on Organizational Development (OD) with OD consultant Dan Inkoom*
- *Seven (7) CSOS and CRSs received support from the General Mentor to develop and submit subgrant proposals*
- *The Trainers and Mentors of the RSC participated in the second training with SED consultant Kim Alter on business plan development and market analysis*
- *One-hundred and one (101) civil society representatives (52 males and 49 females) participated in a four-day Gender Mainstreaming Training co-facilitated by the Gender and Youth Manager and RP Staff*
- *Eighteen (17) IREX staff members participated in a Gender Mainstreaming Refresher training facilitated by the IREX Gender and Youth Manager*
- *Twenty-four enumerators were recruited and trained to conduct an Audience Research Survey in all seven counties*

4. PROGRAM ACTIVITIES

4.1. MANAGEMENT OVERVIEW

This quarter marked several significant changes for the CSML program, particularly in regards to staff. Our team gained a new Senior Media Specialist to replace Bill Burke, who took on the role of Chief of Party in the previous quarter. The IREX family also lost a dear staff member this quarter, Head Driver John Qui. Mr. Qui had been with the CSML program from day one, and was the first local staff member hired to be part of the team. He passed away on August 12th due to complications from malaria and undiagnosed diabetes. His passing is a tremendous loss to his family and community, and certainly to IREX and CSML. The kindness and support that our team displayed this quarter for one another enabled this tragic loss to bring the team closer together and further affirm our commitment to the core goal of IREX and the CSML program, which is to sustain peace and promote a better world for all of us. A driver was hired to replace Mr. Qui in September, Emmanuel Flomo, who along with our new Senior Media Specialist has become a welcome member of our team.

As per usual, the IREX team continues to hold itself to the standard of a model organization, and continues to identify new and creative ways to encourage collaboration between the Media and Civil Society Sectors, as well as enhance coordination among our Partners.

4.2. FINANCE, ADMINISTRATION AND IT

4.2.1. FINANCE

4.2.1.1. ENSURE COMPLIANCE WITH EXISTING AND NEW GOL REGULATIONS

The Finance Office continued to liaise with relevant government ministries and agencies throughout the quarter to ensure CSML adhered to existing and new government regulations.

4.2.1.2. PROVIDE SUPPORT TO SUBGRANTEES' FINANCE OFFICERS

During the quarter, the Finance Office worked with the Grants Office to review documents submitted by subgrantees for the completion of milestone two subgrant activities. Finance liaised with Grants and Program to ensure that all milestone two subgrant activities were fully completed by subgrantees, and facilitated disbursements for third milestone activities. Finance also provided financial and grant support to subgrantees in the implementation of year four subgrant activities.

4.2.1.3. CONTINUE FINANCIAL TRAINING WITH FINANCE AND ADMINISTRATION ASSISTANT

Training of the Finance and Administration Assistant in routine financial management was completed during the reporting period. The training has fully capacitated the Finance and Administration Assistant in financial reporting and routine financial management.

4.2.1.4. TRAIN NEW GRANTS OFFICER

4.2.1.4.1. Develop Training Plan and Train Grants Officer

During the quarter, the Finance Office completed a four month training of the Grants Officer in grants management. The Grants Officer now has a full understanding of the grants management system. This is evidenced by little or no supervision received in preparing monthly workplan and reports, concurrences and subgrant agreements, uploading of subgrant information into iKnow subgrant tracking system, and filing of subgrant documents. The Grants Officer also worked to organize the grants office during the quarter.

4.2.1.5. ONGOING FINANCIAL MANAGEMENT

The program continued to maintain its burn rate during the quarter as payments were made for several subgrants, contracts, and other program expenditures.

Total expenditure for the quarter amounted to \$631,000. Expenditure, therefore, represents approximately 25% of the annual budget of US\$2,482,000.00.

4.2.2. ADMINISTRATION

4.2.2.1. ENSURE THAT US-HIRES' DOCUMENTATION IS UP-TO-DATE

During this reporting period, the Administration Office submitted IREX's second semi-annual report on local staff wages to the Bureau of Immigration and Naturalization. Administration also obtained renewal of IREX's Article of Incorporation at the Ministry of Planning and Economic Affairs for 2013 - 2016. Additionally, a resident permit was obtained for the newly hired Senior Media Specialist, Maureen Sieh, and a renewal of resident and re-entry visas were obtained for one expat staff and her spouse (Lyn and James Gray) at the Bureau of Immigration and Naturalization.

4.2.2.2. OVERSEE HIRING OF NEW STAFF

During this reporting period, the Administration Office completed orientation and processing of all HR documents for HQ for one new senior management staff member, Senior Media Specialist Maureen Sieh.

On August 12th, 2013, the IREX family was deeply saddened to lose one staff member, Head Driver John B. Qui., who died from malaria and complications from undiagnosed diabetes. The Administration Office in coordination with the Finance Office organized all of the logistics surrounding the burial and support for the bereaved family.

In September, the Administration Office hired a new driver as a replacement for John Qui. Over 200 individuals submitted applications for the position, and the selected driver, Emmanuel Flomo, was chosen following a written test, driving test, and interview process.

Additionally, Monitoring and Evaluation Officer Ambrose Forpoh resigned from IREX in September in order to pursue graduate studies in Ghana.

4.2.2.3. RENEW SERVICE CONTRACTS AS NEEDED

The Administration Office worked with staff to select a new insurance company for staff medical coverage as the old medical insurance contract was terminated due to poor services. Finalization of contract documents for the

insurance coverage was completed during this reporting period. Administration procured one new vehicle for IREX as a replacement for the Mitsubishi Pajero Jeep received from USAID in 2011 after the ABA run Rule of Law project ended. The Pajero had various mechanical problems and was no longer operational. Fire extinguishers were also procured during this quarter for all IREX vehicles and partner vehicles from the National Fire Service of Liberia.

Administration renewed a one-year contract with a catering service (Cathy's Collection & Catering Services) for IREX trainings and events. In addition, the Administration Office renewed IREX's duty free status for three months and paid IREX's lease withholding taxes for 2013-2014 with the Ministry of Finance. The Administration Office also signed a one year contract with the Insurance Company of Africa for staff dependents' medical coverage.

4.2.2.4. ENSURE IKFO IS UPDATED ON A TIMELY BASIS

The Administration Office updated the iKFO system to include Personal Action Forms and accompanying documentation for the newly hired driver and the recently resigned Monitoring and Evaluation Officer. The Local staff dependents' medical insurance benefit contract was also uploaded into the iKFO system.

4.2.2.5. PROVIDE SUPPORT TO OTHER DEPARTMENTS AS NEEDED

Administration supported the Program Staff with organization and logistics for the Leadership Breakfast Meeting (see section 5.2.1.1.) and Quarterly Partners' Meeting (see section 5.2.1.) and all routine administrative activities were carried out during the reporting period.

4.2.3. INFORMATION TECHNOLOGY

4.2.3.1. PROVIDE IT SUPPORT AND MAINTENANCE TO IREX

The IT Officer conducted regular system maintenance, repaired staff computers when needed, and assisted with the purchase of a new computer for the Gender and Youth Manager and installation of all necessary programs for said computer. Additionally, the IT Officer worked with the Internet Service Provider (ISP) to improve the internet condition at IREX and performed general routine maintenance on network infrastructure including routers, switches, and all other network equipment during the quarter.

In September, the IT Officer received Professional Development support to travel to Ghana to participate in a two-week course at the Network Academy where he received a Certificate in Cisco as a Certified Network Associate. The training included Cisco IOS, Routing Protocols, IP version 4 and version 6, WANS, LANS, CCNA Security, DHCP, Witching, and Trunking. With these newly acquired skills, the IT Officer will be able to provide enhanced technical support to all CSML partners and the IREX Liberia team.

4.2.3.2. PROVIDE IT SUPPORT TO CSML PARTNERS

4.2.3.2.1. Provide Ongoing Support to PUL with Online Media Resources Clearinghouse

Throughout the quarter, the IT Officer provided support to the Press Union of Liberia (PUL) to recruit a Web Master, develop the new Online Media Resources Clearinghouse website, and organize the launch of the site on August 22nd (see section 5.5.7.). Following the launch, the IT Officer and the PUL included an additional feature on the site to allow news agencies without websites to publish their news on the site. This feature will help them upload news content on the PUL site where the PUL site (www.pul.org.lr) will serve as the "parent domain" and all other newspaper agency websites will serve as the "child domain" (example: www.nationalchronicle.pul.org.lr).

4.2.3.2.2. Support LMC with roll-out of SMS Initiative

During the quarter, the IT Officer, Chief of Party, and Senior Media Specialist visited one of the SMS hubs in Grand Bassa County (Magic FM) to address their lack of engagement in the SMS Initiative platform. The staff of Magic FM outlined their challenges to implementation, including inconsistent electrical current, insufficient internet and the central server not being on during their radio programming. These issues and suggested solutions were raised with the Liberia Media Center following the visit.

During the same quarter, the IT Officer worked with MWETANA, the IT firm that built the SMS Initiative platform, to integrate a voting count module in the opinion poll section of the platform which was installed and tested by all parties (IREX, the Liberia Media Center (LMC), and MWETANA). The IT Officer then co-facilitated a two-day training on the SMS Initiative for the Resource Partners (RPs), in collaboration with IREX's Senior Program Manager and the Liberia Media Center team. The IT Officer's component of the training focused on the technical design of the initiative, and the different forms of questions that can be created with an opinion poll (see section 5.7.1.1.). The IT Officer also assisted the LMC to install the SMS platform at the Liberia Women Democracy Radio (LWDR).

4.2.3.3. IMPROVE INVENTORY AND RECORD KEEPING SYSTEM OF IREX EQUIPMENT

IREX's inventory system is functioning properly. Staff members are expected to sign-out and in IT equipment under the supervision of the IT Officer. This system is helping to keep track of all IREX IT equipment including 2G and 4G internet USB modems, projector, external drive, external CD Rom, and digital camera.

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

5.1. FULLY INTEGRATE CSML PARTNERS AND ENHANCE COLLABORATION (WORKPLAN 1.1.)

5.1.1. HOST WEEKLY PROGRAM MEETINGS (WORKPLAN 1.1.1.)

The IREX Program Staff continued to hold weekly program meetings every Tuesday at 9am. During these meetings, representatives of each department of the program (Media, Civil Society, RSC, Gender and Youth, etc.) discuss their upcoming activities for the week and following week, and the team discuss any opportunities for collaboration, coordination, and address general programmatic issues. During the quarter several changes were made to the weekly program meeting format: the M&E Manager has been asked to join the meetings each week to provide an update on the M&E team's activities and also coordinate any necessary M&E tools with Program Staff based on activities discussed. Additionally, the Program Assistant will take notes during each meeting on the primary action points described and will distribute these notes to the Program Staff and Chief of Party following each meeting.

5.1.2. HOST QUARTERLY PARTNERS' MEETINGS (WORKPLAN 1.1.2)

Thirty-five (35) individuals (21 males and 14 females) participated in the Quarterly Partners' Meeting

The CSML Quarterly Partners' Meeting was held on September 5th with Executive Directors, Mentors, and Master Trainers of the seven Main Partners as well as Representatives from the Carter Center. Joey Kennedy of the National Elections Commission of Liberia (NEC) made a presentation on the upcoming Senatorial Elections and the voter roll update registration process. The seven partners and the Carter Center all made brief presentations on their organization's activities, successes and challenges experienced in the past quarter and upcoming activities. Following the presentations, Nina Bowen, the new acting Team Leader for Democracy and Governance at USAID, led a discussion with the partners to get their feedback on key areas and concerns of civil society organizations in Liberia, for consideration of what components should be maintained or expanded in the next program.

The Senior Program Manager for CSML made a presentation on capturing success stories and best practices in writing an engaging story, avoiding the common missteps in development reporting, and taking good photos that help to tell the organization's story.

The agenda for the Quarterly Partners' Meeting can be found with this report as Attachment 1.

5.2. OBJECTIVE ONE: (WORKPLAN 1.2.)

5.2.1. ENHANCE INSTITUTIONAL CAPACITY OF RPs (WORKPLAN 1.2.1)

5.2.1.1. PROVIDE LEADERSHIP TRAINING TO MPS' EXECUTIVE DIRECTORS (EDs) AND MASTER TRAINERS (MTs) (WORKPLAN 2.2.1.1)

Seven (7) Executive Directors attended two Leadership Breakfast meetings

This quarter IREX initiated Leadership Breakfast Meetings with the Executive Directors or heads of all seven Main Partners. These meetings aim to provide an opportunity for the EDs and IREX Senior Staff to discuss key programmatic and also national issues that impact CSML and its progress, and provide a space for the leaders to discuss challenges and develop recommendations as a team. Two meetings were held this quarter, on August 1st and September 26th. Topics for the first meeting included CSML interventions in the Senatorial Elections scheduled for 2014 and the CSML exit strategy. The directors also gave brief presentations, stressing mentoring issues such as staff turnover within the RPs and CSOs and the huge capacity gaps within the RPs, CRSs, and CSOs. There was not a clear consensus on whether these meetings should be monthly or bi-monthly, so the CoP suggested that they be held monthly at first, and that the question would be re-considered later.

During the September meeting, Dr. Maureen Taylor of Social Impact discussed her findings from her Mentoring visits with all of the Main Partners' M&E Coordinators and encouraged the EDs to develop strategies to improve and increase their commitment to establishing successful M&E systems in their respective organizations.

5.2.1.2. PROVIDE INTENSIVE ORGANIZATIONAL DEVELOPMENT (OD) TRAINING FOR RPs FOR THEIR OWN INSTITUTIONAL SUSTAINABILITY AND FOR TRAINING/MENTORING OTHERS (WORKPLAN 1.2.1.2)

The Civil Society (CS) Team met and held discussions with the new Organizational Development (OD) consultant working for the RSC (see section 5.9.1.). The consultant and the CS Team agreed on topics and dates for training Mentors and Master Trainers (MTs) of the Resource Partners (RPs). The training is intended to build capacity of the MTs and Mentors and, through mentoring services, build capacity within the CSOs and CRSs. Training dates for the first RP training are October 15-19.

The consultant's contract with IREX was modified and extended to accommodate the additional tasks from the CS Department.

5.2.1.3. ASSESS MTs'/MENTORS' TRAINING NEEDS AND SUPPORT INDIVIDUALIZED SKILLS UPGRADING (WORKPLAN 1.2.1.3)

None of the Master Trainers or Mentors submitted their training needs assessment tool distributed to them during the last quarter. When the first deadline was not adhered to, the CS Team extended the deadline and reminded the RPs of the advantage that they could gain from specialized training. Once again, no one submitted the form by the deadline in July, which was taken as a signal that the MTs and Mentors feel there is no need for specialized training at this time, and funds were re-allocated to support other activities in the workplan.

5.2.1.4. PROVIDE RPs MORE TRAINING AND EXPERIENCE IN GRANT MAKING (WORKPLAN 1.2.1.4)

Ten (10) RP staff members (5 males and 5 females) attended weekly committee meetings at which they practiced assessing grant proposals

The RPs and RSC mentored eleven (11) CSOs in preparing eight (8) grant proposals

During the quarter, the Grants Review Committee received ten proposals from RPs on behalf of CSOs. Meeting weekly, the Committee reviewed the proposals and provided feedback, and revisions were made. Based on the revisions, two proposals were determined to have met the criteria for receiving funding. The RPs for those CSOs received assistance in drafting the FOG agreements, and the CSOs are now carrying out project implementation.

Of the eight remaining proposals, some had substantial weaknesses that the committee felt should have been dealt with by their RP Mentors before submission. Examples included: not answering the questions in the proposal application template; not explaining the proposed activities clearly; lack of agreement between objectives, activities, budget and timeline; and not defining the selection process of people who are expected to benefit from the projects. As the Review Committee's joint feedback process is intended to strengthen the skills of RP staff in proposal development, the Sr. CS Program Officer was asked by the Committee to work separately with the Women's NGO Secretariat of Liberia (WONGOSOL) and to also hold joint meetings between WONGOSOL and its CSOs whose proposals had weaknesses. The goal was to improve the proposals while also building WONGOSOL's capacity to do grant proposal mentoring. Their new Mentor has had no training in project proposal development. The Sr. CS Program Officer spent two days carrying out this special coaching activity and reported that progress was made.

The Resource Partners' representatives have said that the proposal review process is strengthening their skills in proposal development, as they are becoming better in distinguishing good proposals from weak ones.

5.2.1.5. ENHANCE GENDER MAINSTREAMING CAPACITY OF MAIN PARTNERS (WORKPLAN 1.2.1.5.)

In July and August, the RPs assisted the IREX Gender and Youth Manager with the roll-out of the Gender Mainstreaming Training for CSOs (see section 5.2.2.2. and 6.2.1.). This co-facilitation strengthened their own capacity to mainstream gender and will improve their ability to promote gender mainstreaming within their mentee organizations.

5.2.1.6. ENHANCE MONITORING AND EVALUATION CAPACITY OF MAIN PARTNERS (WORKPLAN 1.2.1.7)

5.2.1.6.1. TRAIN MP STAFF IN M&E AND DEVELOP INTEGRATED M&E SYSTEM IN EACH RP (Workplan 1.2.1.7.1)

Seven (7) M&E Coordinators (4 males and 3 females) from current and former RP organizations attended an M&E training led by SI consultant Maureen Taylor

In July, Maureen Taylor of Social Impact (SI) delivered four days of training to M&E Coordinators from three MPs and four former RPs. She also worked with three MP's M&E Coordinators whom she had trained last year to assess progress, solve problems, and give them new assignments for furthering their work (see section 8.3.1.3.). Although they had met the minimum thresholds over the last year, none had progressed as far as they could have. The consultant and CS Team believe this was due to a combination of insufficient allocation of paid time for this work and lack of motivation to work without ongoing pressure from a trainer or supervisor.

During her September visit the Consultant assessed progress, solved problems, and encouraged each Executive Director to promote collaboration among programs within their organizations to build a good M&E system. She also gave the M&E Coordinators new assignments for furthering their work and put forward several recommendations to CSML. Lastly, as mentioned in section 5.2.1.1., she gave an informal presentation to the partners' Executive Directors at their breakfast meeting to encourage them to provide more support to their M&E Coordinators.

5.2.1.6.2. BUILD THE UNDERSTANDING AND SKILLS OF EXECUTIVE DIRECTORS IN M&E (Workplan 1.2.1.7.2)

Seven (7) Executive Directors (4 males and 3 females), and four (4) Master Trainers benefited from M&E training for managers

During Maureen Taylor's July visit, she led an M&E introduction and overview session for Executive Directors (EDs) and Master Trainers (MTs) (see section 8.3.1.2.). The EDs stayed for a half-day to learn how to better integrate their M&E systems with program activities and provide effective coaching and encouragement to their M&E coordinators.

As discussed in section 5.2.1.1., at the September Leadership Breakfast Meeting Dr. Taylor discussed her findings, encouraged the EDs to increase their commitment, and shared with them the importance of having integrated M&E systems that capture all of their programs within their organizations.

5.2.1.7. BUILD MTs'/MENTORS' SKILLS TO PROVIDE INDIVIDUALIZED ASSISTANCE IN BOARD DEVELOPMENT WITHIN THEIR ORGANIZATIONS AND TO CSOs/CRSs (WORKPLAN 1.2.1.8.)

Twenty-three (23) Master Trainers and Mentors (12 males and 11 females) attended a familiarization presentation of the new Board Development manual

At the September Quarterly Mentoring Workshop (see section 5.2.1.8.), the Young Men's Christian Association (YMCA) Master Trainer gave a two-hour presentation on the content of the new Board Development manual. The Mentors and Master Trainers agreed that the board development material should be used to develop training for CSOs and CRSs rather than be used exclusively for mentoring and individual assistance to specific organizations.

5.2.1.8. HOLD QUARTERLY MENTORING WORKSHOPS FOR RP TRAINERS/MENTORS (WORKPLAN 1.2.1.10)

Twenty-three (23) Master Trainers and Mentors (12 males and 11 females) participated in the Quarterly Mentoring Workshop

The regular Quarterly Mentoring Workshop was held on September 6th with Mentors and Master Trainers from the five RPs. Two significant presentations were delivered by Master Trainers: a refresher on the Mentoring Checklist and an overview of the content of the new Board Development Manual (see section 5.2.1.7.). The CSML Grants Officer led a session addressing the most common problems CSOs face in grant proposal preparation. The newly recruited Mentors recommended proposal writing training for them and additional grants writing training for CSOs.

5.2.2. ENHANCE THE INSTITUTIONAL CAPACITY OF CSOs AND CRSs (WORKPLAN 1.2.2)

5.2.2.1. PROVIDE INCREASED MENTORING ALIGNED WITH CAPACITY BUILDING PLANS; MONITOR PROGRESS AND UPDATE AS NEEDED (WORKPLAN 1.2.2.2)

Mentoring this period focused on proposal development and use of MS Excel to develop financial systems. The RPs also held meetings with some CSOs' board members to see how they could help support the organization. Some of the Mentors also showed mentees how to use the Internet, including opening email accounts, browsing, sending and receiving messages, and downloading documents.

The Senior CS Specialist visited three county seats and held meetings with representatives of eleven CSOs and CRSs, accompanied in each case by the county's RP Mentors. Although the primary focus was on grant proposal preparation, she answered questions and covered other topics of interest. She used actual (unnamed) proposals received by the Grants Review Committee to give examples of problem areas. She held additional meetings with the Mentors to get firsthand reports of progress and challenges.

5.2.2.2. PROVIDE VARIED TRAINING OPPORTUNITIES BASED ON INSTITUTIONS' NEEDS AND INTERESTS (WORKPLAN 1.2.2.3)

CSOs and CRSs were offered various trainings during the quarter:

- Gender: The RPs worked with the Gender and Youth Manger to co-facilitate Gender Mainstreaming training to 101 staff persons of the partner CSOs (see section 6.2.1.).
- Advocacy Training: The MTs worked on the advocacy training manual, which incorporates materials from the CEMESP Participatory Governance training manual and from the SMS training along with the advocacy and anti-corruption topics. It is being edited by the Sr. CS Specialist for roll out next month (see section 5.3.1.1.).

- Participatory Governance: The team decided to include portions of the Participatory Governance training modules into the advocacy training manual instead of delivering it as a separate training because many of the CSOs took part in the early CEMESP training.
- Alternative Dispute Resolution: The reconciliation consultant met with the RPs to inform his work and later facilitated a three-day training and ToT with them so they can co-facilitate two sets of training with him and continue to provide reconciliation mentorship to CSOs (see section 5.2.3.1.).
- Understanding Monitoring and Evaluation (for Executive Directors and Managers): The SI consultant delivered a one-day training module to MTs in July so that they can train and Mentor CSO directors to use basic M&E concepts in their work (see section 8.3.1.2.).
- Use of SMS technology for civil society involvement in government affairs: A two-day training program was held on the SMS Initiative for MTs and Mentors for incorporation into the advocacy training (see section 5.7.1.1.).
- Board Development: A presentation on the new Board Development handbook was held at the September Quarterly Mentoring Workshop (see section 5.2.1.7.).
- Strategic planning: The OD consultant was asked to include strategic planning in one of his training programs for RP MTs and Mentors (see section 5.2.1.2.).
- M&E for advanced CSOs: Four former RPs and four other advanced CSOs were invited to send staff with M&E duties to the July M&E training, and four of them did so (see section 8.3.1.3.).

5.2.3. PROMOTE RECONCILIATION AMONG CITIZENS THROUGH CSO LED ACTIVITIES (WORKPLAN 1.2.3)

5.2.3.1. BUILD MTs'/MENTORS' SKILLS IN RECONCILIATION (WORKPLAN 1.2.3.1)

Sixteen (15) Mentors and Master Trainers (9 males and 7 females) attended Part Two of the Reconciliation training

The Liberian consultant who designed and implemented Part One of the Reconciliation Training was contracted again to develop and conduct Part Two of the training for RPs, CSOs, and CRSs. He met with the MTs for one day to get their recommendations and experiences from the Part One training and any activities that followed. Upon completing the training materials he delivered a three-day training to the Master Trainers and Mentors. They will co-facilitate two rounds of CSO/CRS training with them, and then two of the MTs with good understanding and confidence will lead the last two trainings.

5.2.3.2. PROVIDE ADVANCED TRAINING, MENTORING AND GRANTS TO APPROPRIATE CSOs/CRSS (WORKPLAN 1.2.3.2)

One CSO, Flomo Theater Production, submitted a grant proposal to foster coexistence and reconciliation between ethnic groups in five communities in Montserrado County. The Grant Review Committee was reviewing the proposal as the quarter closed.

The consultant and RPs will roll-out the advanced training to the CSOs and CRSs in November.

5.3. OBJECTIVE TWO: (WORKPLAN 1.3.)

5.3.1. PROMOTE ADVOCACY AND ADDRESS CORRUPTION THROUGH CSO LED ACTIVITIES (WORKPLAN 1.3.1)

5.3.1.1. BUILD MTs'/MENTORS' SKILLS TO PROVIDE ADVANCED TRAINING AND MENTORING TO SELECTED CSOs/CRSS (WORKPLAN 1.3.1.1)

Four (4) Master Trainers worked collaboratively to develop a five (5) day Advocacy Training for CSOs

In a discussion between the MTs and the CS Team it was decided that the MTs would review training materials and resources at their disposal and develop a training plan as a team, led by the MT from the West Africa Network for Peacebuilding (WANEP). They included review materials from trainings on Anti-corruption, Participatory Governance, SMS initiative, and other available materials. The team met with the Sr. CS Program Officer to review the draft modules and consolidate them into a draft training manual, and each MT made a practice presentation on the topics assigned to them. The manual is being edited by the Sr. CS Specialist, and training is scheduled for late October at all sites.

5.3.1.2. OFFER MORE FLEXIBLE ADVOCACY GRANT OPTIONS TO CSOs/CRSs FOR SUSTAINED OR MORE IN-DEPTH ACTIVITY (WORKPLAN 1.3.12)

Eleven (11) CSOs were involved in developing proposals for eight (8) grant activities.

Eight CSO proposals were received during the quarter as follows:

- Center for Justice and Peace Studies (CJPS) has proposed to strengthen citizen participation and involvement in voter education in two districts of Bong County.
- Inter-Visionary Artists (IVA), Liberia Motorcycle Transport Union (LMTU), and Radio Kergheamahn (RK FM) have proposed activities to reduce mob violence incidents by motorcycle riders and gas vendors and reinforce peace, tranquility, and stability in Nimba County.
- Aiding Disadvantaged and Traumatized Women in Liberia (ADWANGA) has proposed to conduct lobbying efforts for the full implementation of the Girls' Education policy in Tappita District, Nimba County in order to guarantee safe spaces for girls in school and reduce sex for grades.
- Two Bong County CSOs—Community Development and Research Agency (CODRA) and Bong Youth Association (BYA)—submitted a joint proposal to contribute to the promotion of transparency and accountability in the usage of public funds in Bong County. The project will print copies of the Bong County budget from the National Budget and make FOI requests regarding the uses of the funds. After revisions were made it was approved, and implementation is ongoing.
- A proposal was submitted by Buchanan Child Community Based Care (BUCCOBAC) which seeks to create awareness in Grand Bassa County on the processes related to the management of the Social and County Development Funds. Revisions were made and the grants office is working with the RP to develop the FOG.
- National Youth Action, Inc. (NAYA) submitted a proposal to create awareness on corruption in the public sector by training 30 youth leaders in Montserrado County.
- Fore-runners of Children's Universal Rights for Survival (FOCUS) proposed to monitor the implementation of the government's free and compulsory education policy in Montserrado County.
- The African Network of Prevention and Protection Against Child Abuse and Neglect (ANPPCAN) proposal seeks to strengthen the child protection systems and the SGBV reporting referral pathways in two Monrovia communities within six months. After revisions were made it was approved, and implementation is ongoing.

The Subgrant Review Committee will meet during the next quarter to finalize these proposals for funding.

5.4. OBJECTIVE THREE: (WORKPLAN 1.4.)

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

5.4.1.1. OFFER GRANTS AND TRAINING TO ENABLE CSOs TO ORGANIZE EVENTS TO BRING GOVERNMENT AND CITIZENS TOGETHER (WORKPLAN 1.4.1.1.)

The CS Team met with the Executive Director of CEMESP to discuss continuation of CEMESP's training activities in Year 4. CEMESP submitted a proposal to train groups of government officials, CSOs, and CRSs in Montserrado County which was approved, and concurrence and FOG have been signed for implementation in the next quarter.

5.4.1.1.1. Build MTs'/Mentors' knowledge to provide training to CSOs/CRSs on the SMS Initiative (Workplan 1.4.1.1.2)

Nine (9) Master Trainers and Mentors (6 males and 3 females) were trained in CSML's SMS Initiative

On August 26th and 27th, the MTs and Monrovia-based Mentors attended a two-day SMS training workshop delivered jointly by LMC and the IREX IT Officer and facilitated by the Senior Program Manager. There was excellent discussion on how CSOs might use the initiative, and the RPs provided feedback on making the platform and the training manual more user friendly (see section 5.7.1.1.). The RPs will use the manual to train CSOs/CRSs on the use of the platform to enhance their work in advocacy and increase information sharing between and among citizens and government officials. One day has been allocated for training CSOs and CRSs in SMS.

The agenda for the SMS Training for RPs can be found with this report as Attachment 2.

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

In conclusion of its support to traditional leaders to appropriately carryout their duties and assist in the country's development objectives (conflict resolution, governance, peace and genuine reconciliation) for this year, the Carter Center during this quarter held capacity building trainings for Chiefs, women leaders, and youth leaders of Bong County. These trainings were followed by one-on-one visits with Chiefs and the facilitation of town hall meetings in collaboration with County Disputes Resolution Monitors (CDRM) to assess the impact of the training and to provide ongoing mentorship and assistance to traditional leaders on good governance.

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

5.4.2.1.1. County Level Trainings (Workplan 1.4.2.1.2.)

Thirty-five (35) Chiefs (27 males and 8 females) in Bong County participated in a training on Liberian laws, conflict management, civic engagement, and participation

Thirty-six (36) traditional women leaders in Bong County participated in a training on the dual-justice system and Liberian law

Thirty-three (33) youth leaders (20 males and 13 females) participated in a training on the dual-justice system and Liberian law

5.4.2.1.1.1. COUNTY CHIEF TRAINING

From July 17th through 19th, a three-day training was held for County Chiefs in Salala, Bong County for 35 chiefs including eight female chiefs from the thirteen tribal chiefdoms. The eight female chiefs included a Paramount Chief, Clan Chief, three General Town Chiefs, and three Town Chiefs. The training focused on relevant Liberian laws, conflict management, and civic engagement and participation.

During the training, TCC Legal Associates led sessions on the Liberian constitution and the dual justice system (Fundamental rights, citizenship, and the three branches of government), the Criminal Justice system of Liberia (Police, Courts and Corrections), the Inheritance law, Child Custody law, the rights and responsibilities of a citizen, and the Land Law of Liberia. The Conflict Resolution Facilitators held sessions on the definition of conflict, conflict

styles, alternative methods of conflict resolution (negotiation, mediation and arbitration), and third party dispute resolution (customary and formal). In addition, facilitators focused on social accountability issues with emphasis on citizens' participation in governance, citizens' role in decision making processes, citizens' role in deriving development agendas for their community, and the role of citizens in ensuring their leaders are accountable to them.

5.4.2.1.1.2. COUNTY WOMEN TRAINING

From July 22nd through the 24th, a training was held for women leaders in Salala, Bong County. The training brought together 36 participants from the 13 chiefdoms of Bong County including Chiefdom chairladies, Clan chairladies, and traditional spiritual leaders.

The content of the training was the same as that included in the County Chief Training (see section 5.4.2.1.1.1.), with specific discussion emerging around issues that the women leaders deemed most important.

5.4.2.1.1.3. COUNTY YOUTH TRAINING

From August 26th through the 28th, a youth leadership training was held in Gbarnga, Bong County with 33 young people (20 males and 13 females) from the thirteen chiefdoms of Bong County including representatives from the Mano River Union Liberia chapter and the Federation of Liberian Youth.

The content of the training was the same as that included in the County Chief Training (see section 5.4.2.1.1.1.), with specific discussion emerging around issues that the youth leaders deemed most important.

5.4.2.1.2. Town hall meetings

Thirty-six (36) male, female, and youth community leaders (24 males and 12 females) participated in a town hall meeting in Suakoko, Bong County to coordinate their community messaging and activities

Twenty-three (23) individuals (2 males and 21 females) participated in a town hall meeting to improve coordination among women and youth leaders in Yelequelleh Chiefdom

Twenty-one (21) community members and chiefs (18 males and 3 females) in Gbatala held a town hall meeting to discuss the chiefs' frustration at their exclusion from county-level decision making by county authorities

In Bong County, the County Dispute Resolution Monitor (CDRM) monitored town hall meetings in Suakoko and Yelequelleh chiefdoms. These meetings allow for coordination amongst women leaders, youth leaders, and chiefs to address issue of concerns in their respective areas.

On September 10th, in Suakoko town, Suakoko district, a town hall meeting was held with 36 community leaders (24 males and 12 females), including the Paramount Chief, Clan Chief, General Town Chiefs, Town Chief, women leaders, elders, and youth. The discussion during the meeting centered on conflict related issues in the chiefdom as well as ongoing development activities with specific focus on management of social development funds, lack of adequate social services, lack of University scholarship opportunities, and the lack of coordination among law makers and local leaders. A follow-up meeting will be held in the next quarter to discuss and take collective action in addressing these concerns.

In Yelequelleh Chiefdom, two separate meetings were held. A meeting in Taylor Town, attended by 23 persons (2 males and 21 females), was organized by the youth leadership of the chiefdom who had recently participated in a youth training. The youth delivered presentations on mediation skills and social accountability with focus on building a stronger working relationship with the women in the Chiefdom.

A second meeting, conducted in Gbatala with 21 participants (18 males and 3 females), focused on the operation of the county authorities in the Chiefdom without considering the interests of chiefs and citizens, namely the construction of a clinic in Yeanawoiah and the renovation of the Commissioner's compound in Gbatala town. These

activities have led citizens to question the Chief's role in the community. The CRDM encouraged the Chief to continue monthly meetings and work towards finding a resolution. Follow-up meetings to address these issues will be held in the next quarter.

5.4.2.2. PROVIDE CAPACITY BUILDING AND LEGAL ADVICE TO TCC COUNTY DISPUTE RESOLUTION MONITORS (CDRMs) (WORKPLAN 1.4.2.2.)

5.4.2.2.1. Legal advice from project legal associates and senior legal associate (Workplan 1.4.2.2.2.)

During the quarter, Senior and Legal Associates continued to provide advice to CDRMs on legal issues as requested. They paid regular visits and made phone calls to CDRMs and assisted in mentoring during chiefs' visits.

All activities described above are part of The Carter Center's Access to Justice (ATJ) team's efforts, and are supported only in part through the CSML program.

5.5. OBJECTIVE FOUR: (WORKPLAN 1.5.)

5.5.1. ENHANCE INSTITUTIONAL CAPACITY OF MEDIA MAIN PARTNERS (MMP) (WORKPLAN 1.5.1.)

5.5.1.1. HOLD MONTHLY MEETINGS WITH EACH MMP (WORKPLAN 1.5.1.3)

Six (6) meetings were held with LMC during the quarter

Two (2) meetings were held with LIWOMAC during the quarter

Eight meetings were held with the two Media Main Partners during the quarter, six with the Liberian Media Center (LMC) and two with the Liberia Women Media Action Committee (LIWOMAC). The Chief of Party conducted two meetings with the LMC to discuss the organization's administrative challenges and plans for organizational development support from IREX. ,

The LMC responded positively to a proposal for organizational development. The remaining four meetings with the LMC centered on programming—planning the Editors' Forum, reporting trips for mentees, monitoring community radio stations, and providing technical training for studio technicians.

The two meetings with LIWOMAC focused on planning activities under the Women's Media Initiative (WMI). The discussion centered on how the IREX program team could support the Initiative's Draft Gender Policy (see section 5.5.4.1.1.), hiring of new staff, and developing a Gender Checklist (see section 5.5.4.3.4.).

5.5.2. SPECIALIZED CONSULTING AND BUSINESS DEVELOPMENT INITIATIVE (WORKPLAN 1.5.2.)

Fourteen (14) reporters (12 males and 2 females) benefitted from a two-day Audience Research Training led by SI Consultant, Maureen Taylor

The fifth report of the CSML Media Content Analysis Tool was released on August 1st. The results showed a slight increase in conflict and peace reporting. News outlets also made some progress in soliciting citizens' reactions to news stories.

Partners under the Specialized Consulting and Business Development Initiative (SCBDI) are reporting more on politics and governance, but they still lag in reporting on women's issues or using women as sources in news stories. Poor grammar usage remains a major challenge for news outlets. Overall, news outlets are striving to achieve an acceptable standard of good journalism. The reporters are more engaged, enthusiastic and showed greater improvement than their managers. In September, the Senior Media Specialist began meeting one-on-one with editors to remind them of CSML's programmatic goals and encourage them to support reporters in the program.

The MCAT results were presented to partner media outlets during the mentees' and editors' meeting on August 1st. Media outlets had an opportunity to challenge the scores, and receive clarity on their concerns from the coders. Participants at the meeting also offered suggestions to address some of the problems the LMC's coding unit face in analyzing the data. The participants asked coders to notify outlets whose radio signals are difficult to reach or unclear when programs are being broadcast. This will enable the outlets to resubmit their content for analysis.

Fourteen reporters from CSML partners as well as private broadcast outlets participated in a two-day Audience Research Training on July 18th and 19th facilitated by SI consultant Dr. Maureen Taylor. Participants learned cost-effective ways to determine their reach, audience preferences, program development and scheduling. Dr. Taylor also helped partner outlets plan audience surveys (see section 8.3.2.2.).

5.5.2.1. ENHANCE TRAINING AND MENTORING TO INCLUDE REPORTING TRIPS ON THEMATIC ISSUES (WORK PLAN 1.5.2.1.)

Five (5) reporters (4 males and 1 female) participated in a monthly reporting trip to Ganta and Sanniquelle to improve their skills in reporting on gender, peace and conflict, and politics

On July 8th, five reporters traveled with the LMC to Ganta and Sanniquelle, Nimba County to develop stories based on three key thematic areas: gender, peace and conflict, and politics.

Story topics that were identified during the trip included human rights abuses and inadequate resources and infrastructure in the prison compound in Ganta as well as teenage pregnancy and sexual exploitation in Sanniquelle.

The reporting trip planned for August to Grand Bassa and Bong Counties did not occur because the reporters failed to submit reporting notes detailing story outlines, sources, and other background information. Instead of the trip to Grand Bassa and Bong counties, the reporters were asked to report on the 10th anniversary of Peace in Liberia. The Senior Media Specialist helped the reporters develop reporting notes and story ideas and supervised them in capturing the voices of Liberians who lived through the war and their reflections on the decade of peace. The United Nations, the Liberian government, and several civil society groups organized events to commemorate the anniversary.

5.5.2.1.1. Continue customized training for outlets (Work plan 1.5.2.1.5.)

Twelve (12) Monrovia-based radio and television journalists (10 males and 2 females) participated in a five-day customized training

In September, SKY Communications Incorporated hosted a five-day training for 12 radio and television journalists. Participants learned how to cover beats and organize editorial meetings. They also learned script writing, news writing, and television production. This customized training was designed to meet the needs of the media outlets based on an assessment conducted in 2012.

5.5.2.2. IMPROVE COORDINATION BETWEEN EDITORS, MENTEES, AND CONSULTANTS/MENTORS (WORKPLAN 1.5.2.2.)

5.5.2.2.1. IREX and LMC hold monthly meetings with mentees (Workplan 2.5.2.2.3.)

During the quarter, two meetings were held for mentees, editors and media managers from SCBDI partner outlets.

The first meeting was held on August 1st at the YMCA to review progress and challenges of the mentoring program and take steps to improve it. About 40 individuals including IREX staff, mentees, editors and managers attended the meeting.

Following the meeting, two reporters produced reporting notes outlining steps they plan to take to gather content for news stories before embarking on a trip. CSML Senior Media Specialist assisted the reporters by reviewing their notes and offering tips on developing story ideas and how to cover those stories.

In September, the Liberian Media Center held a follow-up meeting with editors and mentees of four media outlets: Heritage and Informer newspapers, the Liberia Women Democracy Radio, and LUX- FM. The meeting focused on the mentees' progress under the Specialized Consulting and Business Development Initiative(SCBDI). The LMC decided to meet with individual media outlets because the organization had a difficult time getting editors to attend a joint meeting.

5.5.2.3. ADDRESS ORGANIZATIONAL DEVELOPMENT (OD) CAPACITY NEEDS (WORKPLAN 2.5.2.3.)

5.5.2.3.1. Hold Quarterly Editors' Forum (Workplan 1.5.2.3.3.)

Thirty-seven (37) representatives (24 males and 13 females) of media and civil society participated in an Editors Forum on the upcoming Constitutional Referendum

The first quarterly CSML Editors' Forum was held on August 23rd at the Bella Casa Hotel. Four Panelists discussed the theme: "The Role of the Media in Covering the 2015 Constitutional Referendum and its Impact on Peace and Reconciliation in Liberia." Members of the panel included: Counselor Gloria Scott, Chair of the Constitution Review Committee; Mr. Kenneth Best, Publisher of the Daily Observer newspaper; Frank Sainworla, Station Manager of Radio Veritas; and Joey Kennedy, Head of Communications for the National Elections Commission.

Thirty-seven (37) people from media and civil society participated in the forum. The Constitutional Referendum is expected to take place in 2015, following approval by the National Legislature

5.5.3. SOL PLAATJE MEDIA LEADERSHIP TRAINING PROGRAM(WORKPLAN 1.5.3.)

5.5.3.1. ENHANCE SUSTAINABILITY AND PROFESSIONALISM OF LIBERIAN MEDIA (WORKPLAN 1.5.3.1.)

5.5.3.1.1. First group of fellows continues to train and mentor (Workplan 1.5.3.1.1.)

The Sol Plaatje fellows conducted an assessment of six (6) CSML partner media outlets

In July, a member of the first group of Sol Plaatje Fellows developed a tool to assess SCBDI partners in Monrovia. The assessment tool is designed to help Monrovia-based outlets develop business plans and craft policies for their media outlets. IREX Media Team reviewed the assessment tool and made inputs to the questionnaire.

In September, the tool was used to assess six of CSML's partner outlets—the Heritage Newspaper, Women Voices, The Informer, Public Agenda, Sky FM, and LWDR radio. The assessment tool was created to help the media outlets establish financial and administrative policies to run a model news outlet. The Sol Plaatje Fellows were trained in South Africa to assist outlets in media management and leadership.

5.5.3.1.2. Delivery of training for second group of fellows (Workplan 1.5.3.1.3.)

The IREX Media Team and the first group of Sol Plaatje Fellows continued providing mentoring for the second group of fellows during the quarter. The fellows drafted a training plan that was submitted to the Sol Plaatje consultant for review in South Africa. The consultant provided feedback and the fellows made necessary changes before releasing a final draft for review and completion by the consultant. The second group of Sol Plaatje fellows also received mentoring in media management training from the first group of fellows during the quarter. The new fellows learned how to develop modules and training plans for media management.

5.5.3.1.3. Second group of fellows begin training and mentoring others (Workplan 1.5.3.1.4.)

Following the training provided by the first group of fellows described in section 5.5.3.1.2., the second group of fellows assisted the first group during a media management training at Voice of Rural Montserrado and Bong Mines community radio stations, spending five days at each outlet. The first group of fellows guided the new fellows in helping the station managers to develop strategies for increasing revenue and creating rate cards for potential advertisers.

5.5.4. WOMEN'S MEDIA INITIATIVE (WORKPLAN 1.5.5.)

5.5.4.1. ENSURE IMPROVED WORKING ENVIRONMENT FOR WOMEN IN THE MEDIA (WORKPLAN 1.5.5.1.)

5.5.4.1.1. Engage media managers on the Draft Gender Policy (Workplan 1.5.5.1.1.)

LIWOMAC met with nine (9) partner media outlets to build support and solicit suggestions on the Draft Gender Policy

In August, a team from LIWOMAC held consultations with nine media outlets to build support and solicit suggestions on the Draft Gender Policy developed under the Women's Media Initiative (WMI). The WMI Steering Committee comprised of FeJAL, the Media Center for Development and Democracy (MEWOCEDE, and the Press Union of Liberia (PUL) the draft policy in year 3 Six newspapers, two radio stations and a television station participated in the discussion. The media outlets involved included: Daily Observer, Inquirer newspaper, The News newspaper, The New Democrat, New Dawn newspaper and The Independent newspaper; Power FM and Sky FM and TV. The Draft Gender Policy seeks to create an environment where women can work without the fear or threat of discrimination, intimidation and sexual harassment. IREX program staff is helping LIWOMAC plan for the roundtable discussion on the Draft Gender Policy set for October.

5.5.4.1.2. Work with FeJAL and PUL to establish system to report and investigate SEA (Workplan 1.5.5.1.2.)

The first step towards establishing a system for reporting SEA began with one-on-one meetings on the Draft Gender Policy with nine media outlets in August (see section 5.5.4.1.1.). The WMI Steering Committee agreed during the start of Year 4 to engage media managers in order to solicit their support for creating a gender framework that will help to reduce gender discrimination in the media. The committee decided to include SEA awareness as part of the roundtable discussion on the Draft Gender Policy that is planned for October with media managers. IREX's Gender and Youth Manager will facilitate the presentation on SEA at the roundtable.

5.5.4.2. ENHANCE WMI SCHOLARSHIPS (WORKPLAN 1.5.5.2.)

5.5.4.2.1. Develop plan and tools to track scholars' performance (Workplan 1.5.5.2.1.)

Six (6) WMI scholarship recipients received their internship assignments with six (6) NGOs and completed a one-day internship orientation

In July, LIWOMAC launched its internship program for female scholars under the Women's Media Initiative (WMI), and in August LIWOMAC held a one-day orientation for the scholars to prepare them for their placements. To help track their progress the scholars were asked to outline their learning goals for the internship and keep track of their achievements and challenges. Additionally, the Senior Media Specialist worked with the interns to develop their personal statements and career leadership plans.

The scholars were assigned as interns to development organizations based on their interests. the selected organizations include: African Women Educationalists; Association of Female Lawyers of Liberia; The Carter Center; National Elections Commission; West Africa Network for Peace building; and Touching Humanity in Need of Kindness.

The internship program compliments the formal education of the scholars to assist them to understand the unique requirements of development-oriented reporting as compared to political reporting.

5.5.4.3. INCREASE NUMBER OF WOMEN IN NEWSROOMS (WORKPLAN 1.5.5.3.)

5.5.4.3.1. Continue to train and mentor Community Radio (CR) women journalists (Workplan 1.5.5.3.1.)

Forty eight (48) female community radio station journalists benefitted from one-on-one training and mentoring in gender sensitive reporting, program development, news gathering, and the basic elements of news and production

Forty-eight (48) community radio station journalists from nine (9) CRSs participated in training and mentoring during the quarter. Mentoring was held in Nimba and River Gee Counties for the following stations: Radio Saclepea, Radio Karn, Radio Sehnwai and Voice of Webbo. Also benefitting from mentorship were Magic FM, Super Bongees, Radio Tamba Tailkor and Radio Vahun in Grand Bassa, Bong, and Lofa Counties respectively. The journalists received training and mentoring in gender sensitive reporting, program development, news gathering and the basic elements of news and production.

5.5.4.3.2. Develop a plan for use of LWDR's training studio (Workplan 1.5.5.3.2.)

Eleven (11) female university students received training at the LWDR training studio

Thirty-five (35) female journalists affiliated with a Womankind Worldwide project utilized the studio to produce stories on women's health and rights

In July, 11 students from the University of Liberia, United Methodist University, LBS School of Journalism, JIREH School of Journalism and Public Relations, and the International School of Journalism received practical experience at the studio. A users' log to catalogue and track the use of the studio was also developed.

Thirty-five participants who received training funded by Womankind Worldwide in women's rights, governance, and media used the studio to produce stories on issues ranging from teenage prostitution to maternal health and land access. In support of this activity, IREX's Senior Media Program Officer facilitated a training session on reporting conflict, gender, GBV and women's security.

5.5.4.3.3. Track attrition rate of women in the media (Workplan 1.5.5.3.4.)

LIWOMAC has developed a form to track the attrition rate of women in the media. Women have continued to leave the media for other professions over the years. In addition to establishing the number of women leaving the media sector, the form is also designed to establish the reason(s) for the seemingly high attrition.

CSML M&E Department also worked with LIWOMAC and the Media Team to include a number of questions on attrition in the annual "Women in the Media Survey", which was conducted in August of this year. A report from that survey has been developed and is currently being reviewed by the Media Team and LIWOMAC. It's expected to be released next quarter.

5.5.4.3.4. Develop a gender mainstreaming monitoring checklist for CRSs (Workplan 1.5.5.3.5.)

A Gender Mainstreaming Monitoring Checklist was developed and will be rolled-out for use with community radio stations

IREX's Program Staff including the Gender and Youth Manager assisted LIWOMAC to develop a Gender Mainstreaming Checklists for CRSs (see section 6.4.). The checklist was tested by the Senior Media Program Officer during monitoring visits in August at some of the CRS. Changes based on the test results were incorporated and finalized.

5.5.4.4. ENHANCE THE INSTITUTIONAL CAPACITY OF FEMALE MEDIA ORGANIZATIONS (WORKPLAN 1.5.5.4.)

5.5.4.4.1. Provide OD and Project Cycle Management training for FeJAL and LIWOMAC (Workplan 2.5.5.4.1.)

The organizational development (OD) training planned for June will occur in October. FeJAL and LIWOMAC will participate in the training, to be led by a regional consultant conducting OD training for the RSC (see section 5.9.1.2.). The OD will ALSO work with LIWOMAC to conduct an assessment to design interventions to improve their organizational effectiveness. When the consultant departs, a local consultant will be hired to carry on OD mentoring and the establishment of policies and systems at both FeJAL and LIWOMAC. The Project Cycle Management training for FeJAL and LIWOMAC that was planned for August is delayed, and will be held in November.

5.5.5. HIGH SCHOOL TO JOURNALISM INITIATIVE (WORKPLAN 1.5.6.)

5.5.5.1. PREPARE INTERESTED HIGH SCHOOL STUDENTS FOR JOURNALISM (WORKPLAN 1.5.6.1.)

One-hundred and forty-five (145) students (75 males and 70 females) have been recruited for the High School to Journalism program at the Mass Communications Department of the University of Liberia

In late September, the Media Team finalized a \$41,000 Fixed Obligation Grant agreement with the Mass Communications Department at the University of Liberia for the development of the High School to Journalism program. The grant will be submitted to IREX headquarters for approval in October. Thus far, 145 students (75 males and 70 females) have been recruited for the program. IREX's Program Staff has reviewed the modules for the program and provided feedback to the manager of the program at University of Liberia. Orientation is expected to begin in November.

5.5.6. INVESTIGATIVE JOURNALISM INITIATIVE (WORKPLAN 1.5.7.)

5.5.6.1. EMPOWER TRAINEES TO DEVELOP AND PUBLISH INVESTIGATIVE JOURNALISM STORIES (WORKPLAN 1.5.7.1.)

During the quarter, IREX's Senior Media Specialist continued to mentor two female reporters on stories they intend to pursue as part of the Investigative Journalism program. The reporters were from the Liberia Women Democracy Radio and Women Voices newspaper.

In September, IREX's Senior Media Specialist decided to expand the program by allowing non partners of CSML to apply for the grant in order to investigate and report on corruption stories.

5.5.6.2. CREATE THEMATIC REPORTING AWARDS PROGRAM (WORKPLAN 1.5.7.3.)

In August, IREX Media team and the LMC decided to postpone the thematic awards because the reporters have not been very responsive to the reporting trips. An informal evaluation of the reporters and the results of the MCAT led IREX to believe that they did not meet the full criteria for the awards, unlike the previous group of mentees. The awards are postponed until the start of Year 5.

5.5.7. ON-LINE MEDIA RESOURCES CLEARINGHOUSE (WORKPLAN 1.5.8.)

Thirty-seven (37) representatives from the media, civil society, and private sector attended the launch of the Online-Media Resources Clearinghouse

The Press Union of Liberia officially launched the Online Media Resources Clearinghouse on August 22nd at the Marketplace in Monrovia. Speakers at the launch included Aaron Kollie, CEO of Infinity Corporation; Professor Weade Kobbah-Wureh, Chairperson of University of Liberia's Mass Communications Department; Philip Wesseh, Managing Editor of the Inquirer Newspaper; and Lamini Waritay, Commissioner of the Liberia Telecommunications Authority and former PUL President, launched the website.

In addition to showing the different features of the site, PUL President Peter Quaqua stressed that advertising will be the key to sustaining the site. Approximately 37 representatives of the media, private, and civil society sectors attended the event.

In the weeks leading up to the launch, the PUL, OMRCH webmaster and site developer, and IREX's IT Officer collaborated to improve the content and appearance of the site. The site is publicly available at www.pul.org.lr.

5.5.7.1. IMPROVE OMRCH SYSTEM (WORKPLAN 1.5.8.1.)

5.5.7.1.1. Improve documentation of visitors (Workplan 1.5.8.1.2.)

Three-hundred and four (304) unique visitors have visited the OMRCH site thus far, with increasing numbers expected following the official launch and enhanced awareness raising efforts

Throughout September, the IREX IT Officer worked with the site programmer to document the number of visitors to the website via the use of a variety of social media tools. The documentation revealed the following stats: 304 visitors browsed the site; 14 followed on Twitter; and 65 "liked" on Facebook.

5.5.7.2. ENHANCE OMRCH CONTENT (WORKPLAN 1.5.8.2.)

5.5.7.2.1. Increase Quality of Resources and Update information with tab disaggregated by county (Workplan 1.5.8.2.1.)

In July, the IREX IT Officer provided support to the Press Union of Liberia (PUL) as they updated and improved the Online Media Resources Clearinghouse (OMRCH). Following the hiring of a Webmaster, the site was updated with recent news articles and media related documents.

5.5.7.3. IMPROVE SUSTAINABILITY OF OMRCH (WORKPLAN 1.5.8.3.)

5.5.7.3.1. Work with PUL to develop and launch an advertising campaign (Workplan 1.5.8.3.1.)

IREX's IT Officer and the OMRCH site developers worked together in July to create a space on the website to host ads and secured the first from Ecobank. Following the launch, the IT Officer and the PUL included an additional feature on the site to allow news agencies without websites to publish their news on the site. This feature will help them upload news content on the PUL site where the PUL site (www.pul.org.lr) will serve as the "parent domain" and all other newspaper agency websites will serve as the "child domain" (example: www.nationalchronicle.pul.org.lr).

5.5.8. EXIT STRATEGY (WORKPLAN 1.5.9.)

5.5.8.1. MEET WITH STAKEHOLDERS TO DISCUSS ESTABLISHMENT OF MID-LEVEL JOURNALISM TRAINING PROGRAM (WORKPLAN 1.5.9.1.)

The Media Team met in August to brainstorm about the establishment of the mid-level journalism training program. The Team decided to host its first consultative meeting with stakeholders during the annual meeting of the Press Union of Liberia in November 2013.

5.6. OBJECTIVE FIVE: (WORKPLAN 1.6.)

5.6.1. ENHANCE MEDIA CONTENT OF PARTNER CRSS (WORKPLAN 1.6.1.)

Fourteen (14) Community Radio Stations staff members (all male) participated in a three-day training led by an SI Consultant to develop Audience Research Surveys

From July 21st through the 23rd, 14 individuals from community radio partners participated in a three-day training led by SI Consultant Maureen Taylor in Gbarnga, Bong County (see section 8.3.2.2.). Participants learned how to develop Audience Research Surveys and cost-saving methods to determine community interests and quantify listeners.

5.6.1.1. DEVELOP TRAINING AND MENTORING MODULE ON CONTENT CREATION AND PRODUCTION (WORKPLAN 1.6.1.3.)

A Content Creation Manual to assist Community Radio Station journalists to diversify and improve radio program content was completed.

In August, the Content Creation Manual was completed during a one-day working session with IREX Senior Media Program Officer and LMC trainers. The Manual was prepared as a guide for mentoring CRS staff to produce quality and varied news content and programming.

5.6.1.2. ROLL OUT CONTENT CREATION AND PRODUCTION TRAINING/MENTORING (WORKPLAN 1.6.1.4.)

Eighty-six (86) Community Radio Station journalists (64 males and 22 females) received training and mentoring on content creation

Eighty-six (86) CRS journalists benefitted from the content creation mentoring and training during the quarter. It began in August with training and mentoring at partner stations in Nimba County. Participating stations included: Radio Sehnwai; Radio Karn; Radio Kergheamahn; Radio Saclepea; and Voice of Tappitta. Ten reporters were targeted at each of the CRSs.

In September, training and mentoring was also held for Magic FM in Grand Bassa; and Bong Mines Community Radio, Super Bongees and Voice of Totota in Bong County. Participants learned how to develop programs and find news stories on a variety of themes such as conflict sensitive reporting, health, human rights, agriculture and education.

5.6.2. ENSURE EFFECTIVE MONITORING OF CRSs (WORKPLAN 1.6.2.)

5.6.2.1. CONDUCT QUARTERLY MENTORING VISITS (WORKPLAN 1.6.2.2.)

In September, IREX's Senior Media Program Officer conducted monitoring visits to CRSs in lower Nimba and the Southeast. The Senior Media Program Officer found that some stations needed to enhance their organizational development and media management program. Other stations were still struggling to generate revenue.

The monitoring showed that the stations made major strides in producing local content but needed to do more to reflect broader community interests. Reporters' knowledge and skills in conflict sensitivity and investigative reporting also need to be enhanced.

5.6.2.2. IMPLEMENT MCA FOR CRSs (WORKPLAN 1.6.2.3.)

In August, the LMC began monitoring CRSs as part of the Media Content Analysis Tool. Some stations submitted content for analysis, but the challenge is getting stations in some of the remote areas to submit content in a timely manner. The Senior Media Specialist is working with the LMC to improve methods of gathering content from all the CRSs.

5.6.3. STRENGTHEN COMMUNITY RADIO STATION BOARDS (WORKPLAN 1.6.3.)

5.6.3.1. DELIVER BOARD DEVELOPMENT TRAINING (WORKPLAN 1.6.3.3.)

Eleven (11) board members of Radio Gee in Fish Town participated in a board development training

The first board development training was held for eleven board members at Radio Gee in Fish Town, River Gee County in September. The first day of the two-day training focused on a review of the by-laws and statutes of the station and the board. The second day focused on exposing board members to the functions, operations, and responsibility of a board. At the end of the training, participants created a timeline for reorganization and restructuring of the board.

5.6.4. ESTABLISH EQUIPMENT RESOURCES POOL (WORKPLAN 1.6.4.)

5.6.4.1. DETERMINE LOCATION FOR ERP (WORKPLAN 1.6.4.1.)

The establishment of an Equipment Resources Pool (ERP) has been delayed because of difficulty in finding a suitable partner. The LMC submitted a proposal to oversee the ERP in 2012, but considering the organization's administrative challenges, the IREX Program Team decided to find another partner. In September, the IREX Media Team decided to ask DEN-L (Development and Education Network Liberia) to manage the ERP. Discussions with DEN-L will begin in October.

5.6.4.2. PROVIDE INCREASED TECHNICAL SUPPORT AND VISITS TO CRSs (WORKPLAN 1.6.4.5.)

Five (5) Community Radio Stations were visited and received technical mentorship from the LMC technician

In August, technical monitoring visits were conducted for five CRSs in Nimba County. The achievements and challenges for each station are outlined in Attachment 3.

In July, the Regional Service Technicians (RSTs) repaired technical problems at CRSs in Lofa, Grand Bassa, River Gee and Grand Gedeh. The RSTs are the first responders to technical breakdowns upcountry. During the quarter, Radio Karn in Karnplay, Nimba County, was off the air for about a month due to a faulty transmitter. A technician from LMC identified the problem, but the lack of spare parts delayed the repairs. Parts had to be ordered from the United States. While waiting for spare parts, the station used a 35-watt transmitter, which limited its reach.

In July, Radio Life in Zorzor was off the air for a week due to problems with its electrical system. A technician repaired the problem, averting potential harm to the station's transmitter.

5.6.5. BUILD THE INSTITUTIONAL CAPACITY OF ALICOR (WORKPLAN 1.6.5.)

In August, the Media Team worked with the CS Team and New Africa Research and Development Agency (NARDA) to review ALICOR's \$35,000 budget proposal for creating a secretariat. ALICOR was asked to do a breakdown of some line items in the budget and resubmit. NARDA guided ALICOR in the process. The resubmission is expected in October, and the grant is expected to be finalized in October or November.

5.7. OBJECTIVE SIX: (WORKPLAN 1.7.)

5.7.1. ENSURE EFFECTIVE USE OF SMS SYSTEM (WORKPLAN 1.7.1.)

In July the LMC submitted its financial report for the SMS initiative to IREX. The report was reviewed by the Senior Program Manager and the Finance Office and was returned to the LMC due to errors and insufficient receipts. After several rounds of discussion the financial report was finally accepted.

As a result of this extended financial report review process, and acknowledgement of overall challenges with the implementation of the LMC SMS cost-reimbursable grant, the Senior Program Manager, along with the Chief of Party and Finance Manager have decided to close out the current SMS grant and reissue a Fixed-Obligation Grant (FOG).

This will enable more oversight over the program design and ensure successful roll-out of the SMS initiative moving forward. The FOG will be developed in October and will cover activities performed from November 1, 2013 through October 31, 2014.

In July, the Senior Media Specialist, Chief of Party, and IT Officer visited Magic FM in Buchanan, Bong County, to discuss Magic FM's lack of engagement and under-use of the SMS platform. Magic FM staff outlined key challenges requiring follow-up from IREX and the LMC (see section 4.2.3.2.2.).

5.7.1.1. TRAIN RPS ON USE OF SMS SYSTEM (WORKPLAN 1.7.1.3.)

On August 26th and 27th, nine Master Trainers and Monrovia-based Mentors participated in a two-day training on the SMS Initiative. The training was facilitated by IREX's Senior Program Manager with support from the LMC Network Coordinator and the IREX IT Officer. As part of the training, the Mentors and Master Trainers received training manuals and code sheets, which they can later use to mentor CSOs and increase awareness of the SMS initiative in the counties.

The training included an overview of the technical operations of the platform, methods for submitting information, designing original opinion poll questions, and utilizing the information obtained to promote informed advocacy. The RPs enjoyed the training and found the Opinion Poll component of the platform particularly useful; they also offered great advice as to how to strengthen the Complaints and Project Update systems to ensure their usefulness for civil society partners.

One key suggestion offered by the RPs was that the keywords currently in place to issue complaints need to be adjusted to be more comprehensive and relevant for the civil society community. As such, the group worked together to brainstorm new Keywords and the RPs discussed these revised words with their mentees throughout September. During the next quarter, the SMS software will be updated to reflect the agreed upon adjustments suggested by the RPs and their mentees, and the RPS will use this revised content to roll-out training to the CSOs as part of their planned Advocacy Training (see section 5.3.1.1.).

5.8. OBJECTIVE SEVEN: (WORKPLAN 1.8.)

5.8.1. BUILD CAPACITY OF CIVIL SOCIETY TO UTILIZE FOI (WORKPLAN 1.8.1.)

5.8.1.1. PROVIDE FOI TRAINING TO CSO NETWORKS (WORKPLAN 1.8.1.1.)

Forty (40) Community Justice Advisors (CJAs) benefited from an FOI training in Gbarnga, Bong County

Seventy-five (75) students and civil society representatives participated in a movie screening and panel discussion to raise awareness of the FOI Law to commemorate the International Right to Know Day

Forty (40) government and civil society representatives attended a high school FOI debate, community soccer match, and multi-stakeholder meeting in Grand Bassa to commemorate the International Right to Know Day

Three hundred (300) citizens in Grand Bassa participated in a parade on September 28th to celebrate International Right to Know Day

During the quarter, TCC/ATI Senior Project Coordinator Alphonsus Zeon provided FOI training for 40 community justice advisors (CJAs) in Gbarnga, Bong County at an event organized by TCC/ATI. Mr. Zeon provided an overview of the law and how to file a request for information, shared local FOI success stories, and demonstrated how freedom of information can be valuable to the work of the CJAs. Many praised the law as an excellent foundation for openness in the country and asked questions about appeals processes, fees under the law, and the obligation of government bodies to comply with the law.

Throughout the remainder of the quarter, TCC/ATI focused its efforts on convening CSO networks, government, and the independent Information Commissioner to prepare for a week of activities in commemoration of International Right to Know Day (September 28th) and the third anniversary of Liberia's Freedom of Information (FOI) Act. A number of multi-stakeholder meetings were held to coordinate celebratory events in the capital city of Monrovia and Buchanan, Grand Bassa County. To assist with International Right to Know Day (IRTKD) celebrations, TCC/ATI Project Manager Laura Neuman and Program Associate Kari Mackey traveled to Liberia. Specific events included a movie and panel on access to information; a high school FOI debate; a soccer match between Government Information Officers and civil society; a meeting and debate among various stakeholders; and a march of 300 people followed by an indoor program.

Movie and Panel

On September 26th, the Carter Center and the Independent Information Commissioner screened the movie *Erin Brockovich*, which demonstrated the value of access to public information for uncovering environmental degradation/crimes. The movie allowed us to engage topics such as the functioning of the Freedom of Information Act in the US; whether and how private sector companies such as the electric company portrayed in the movie should be covered by freedom of information laws and the value of information for protecting communities and the environment. The speaker panel included Director of Information Policy at the US Department of Justice Melanie Pustay; Information Commissioner Mark Freeman; leading environmental activist Cllr Alfred Brownell; and Corporate Communications Manager for telecom Lonestar and former Information Minister Dr. Laurence Bropleh. More than 75 students and CSO representatives attended the event.

High School FOI Debate & Soccer Match

On September 27th approximately 40 people from government and civil society traveled to Grand Bassa to join local actors in a number of activities. The first event was a high school debate on freedom of information. One side took the view that freedom of information was fundamental for democracy while the other side argued that it was too great a challenge for government and on balance not worth the efforts/cost. Judging the debate were a local county official, staff of the Information Commission's office, and Melanie Pustay. The winning team was named the next day at the main celebratory event. To raise further awareness within the community, a Freedom of Information soccer game was held between the GOL and CSOs immediately after the debate and each team wore a special FOI shirt. The CSO team won by a score of 1-0.

Multi-stakeholder Meeting and Debate

Following the soccer match, we held a stakeholders' meeting of government officials from our target pilots who had come from Monrovia, the Independent Information Commissioner and his staff, as well as members of the civil society Liberian Freedom of Information Coalition and local Grand Bassa CSOs. The objective of the meeting was to discuss continuing challenges in the implementation and use of the Liberian FOI law and develop potential solutions through a debate format. This debate was incredibly lively and allowed all of the stakeholders to actively participate and share their ongoing concerns and consider solutions.

March and Indoor Program

On International Right to Know Day, September 28, TCC/ATI, in collaboration with the Grand Bassa County FOI Network and the independent Information Commissioner's Office, organized a parade through Buchanan with banners, t-shirts and a marching band that led to an indoor program. Approximately 300 persons participated in the parade and the subsequent program. Serving as keynote speakers were Melanie Pustay and the Deputy Minister of Internal Affairs. Also speaking were local government officials, the Information Commissioner, civil society leaders, and representatives of the donor community. The entire program was aired across the country on UNMIL radio.

Fifty-six (56) civil society representatives (42 males and 14 females) participated in a specialized training on FOI request making

In July, TCC/ATI held a specialized training on request making for 56 representatives of civil society groups who had attended previous trainings and awareness activities. ATI Senior Project Coordinator facilitated the training. As a means of encouraging request making, the participants were divided into three thematic groups and identified information requests that would benefit their respective work.

5.8.2. DEVELOP AND MAINTAIN FOI TRACKING SYSTEM (WORKPLAN 1.8.2.)

5.8.2.1. SUPPORT LFIC TO ESTABLISH TRACKING SYSTEM AND RAISE AWARENESS (WORKPLAN 1.8.2.1.)

Ten (10) FOI monitors hired by the Liberia Freedom of Information Coalition participated in a training on FOI request making, monitoring, and tracking

TCC/ATI continued to support the Liberia Freedom of Information Coalition (LFIC) in the development of a system to Track and Monitor Freedom of Information Requests (STAM-FOI) over this quarter. Ten LFIC-hired FOI monitors participated in training on FOI request making, monitoring, and tracking. The monitors announced their hotline number and continue to follow up with the participants regarding updates on requests.

Also during this quarter, TCC/ATI hired a local consultant to assist the LFIC in developing the STAM-FOI. As part of TCC/ATI support, the consultant met with the 10 FOI monitors and administered questionnaires to them in order to inform the process of designing the system. The consultant then began developing protocols and procedure manuals for the tracking system.

5.8.2.2. COUNTY COORDINATORS SUPPORT FOI TRACKING (WORKPLAN 1.8.2.2.)

The county-level Freedom of Information Networks continue to follow-up on various requests for information filed by network and community members and then provide data. Presently, as the LFIC develops their systems, the data is being collated by the Carter Center and will be transmitted to LFIC when the system is operational.

5.8.3. SUPPORT COUNTY FOI NETWORKS TO ENCOURAGE USE OF FOI LAW (WORKPLAN 1.8.3.)

5.8.3.1. SUPPORT NETWORKS IN ADVANCING FOI AT THE LOCAL LEVEL (WORKPLAN 1.8.3.1.)

Sixteen (16) radio talk shows were held across the seven target counties to increase awareness of FOI and International Right to Know Day

Approximately one-thousand three hundred and thirty seven (1337) civil society representatives and citizens (871 males and 466 females) participated in FOI trainings and awareness raising activities led by County FOI Networks throughout the seven counties

TCC/ATI continued to support the seven county networks' efforts to advance FOI at the local level. During the quarter, TCC/ATI provided technical and minimal financial support to the networks as they raised awareness of FOI and encouraged requests. As part of this support, TCC/ATI convened all seven FOI county network coordinators in Gbarnga, Bong County to review progress, discuss challenges, and create action plans for the next six months. During the meeting, cameras were provided to each coordinator to enable better documentation and sharing of illustrative FOI success stories. Additionally, plans for International Right to Know Day (IRTKD) celebrations in each of the seven counties were developed and successfully implemented.

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5.8.4. MATERIALS DEVELOPMENT (WORKPLAN 1.8.4.)

5.8.4.1. DEVELOP TOT MANUAL (WORKPLAN 1.8.4.1.)

A TCC/ATI-hired consultant continued to develop a Training of Trainers manual to support civil society organizations in advancing FOI in Liberia.

5.8.4.2. PREPARE PUBLICATIONS (WORKPLAN 1.8.4.2.)

TCC/ATI developed a publication to highlight each of the seven FOI county networks, the network coordinators, and the impact of FOI in their communities. The publication was launched during IRTKD celebrations in some counties, and thereafter distributed in the rest of the target counties. Also in commemoration of International Right to Know Day, TCC/ATI designed and printed t-shirts and banners that were used and distributed at the various events in Monrovia and Buchanan.

During this quarter, County FOI Network Coordinator vests were printed and distributed to each network coordinator. The vests are to be worn at each network-sponsored FOI event to better highlight the work of the networks and the dedication of the coordinators. Additionally, TCC/ATI continued broad distribution of two FOI pamphlets, "What is the Liberian FOI Law?" and "Why is FOI Important for Me?" to participants at various FOI events in the target counties and Monrovia.

All activities described above are part of The Carter Center's Access to Information (ATI) team's efforts, and are supported only in part through the CSML program.

5.9. OBJECTIVE NINE: (WORKPLAN 1.9.)

5.9.1. RSC START-UP (WORKPLAN 1.9.1.)

A new OD Consultant to support the RSC was contracted and began delivering training to the RSC staff

One hundred and ninety-seven (197) individual visits were made to the RSC in July and August, representing ten (10) of the beneficiary organizations in Bong and Nimba County

One-hundred and thirty (130) individual visits were made to the RSC in July and August by individuals not affiliated with the RSC, primarily university students and representatives of other CSOs and media institutions.

In July the RSC coordinator completed the necessary steps to purchase a vehicle for the RSC to facilitate their mentoring trips, including collecting invoices, preparing a purchase request, developing a FOG and concurrence and getting all necessary approvals from IREX HQ. On July 10th the RSC vehicle was purchased and delivered to DEN-L.

The Coordinator spent the early part of this quarter identifying a new OD consultant, after the previously identified consultant determined that she was unable to fulfill her contract (described in previous quarterly report). After reviewing several resumes and conducting interviews via Skype, Daniel Inkoom from Ghana was selected. From July 15th through the 30th the Coordinator developed a contract for Mr. Inkoom and worked with him to develop training plans for the RSC team.

From July 20th through the 31st, the RSC coordinator orientated and contracted a Sol Plaatje fellow as an SED local consultant. He will work with Kim Alter, the international SED consultant, to develop and deliver the business plan training and provide additional support for the CSOs and CRSs in Bong and Nimba Counties.

In July and August a total of 197 individual visits were made to the RSC from ten beneficiary organizations, including CODRA, BOTPA, Radio Jorwa, Radio Tapita, Radio Saclepes, Inter – Visionary Artist and others. One-hundred and thirty individual visits were also made by individuals from 12 non-beneficiary organizations including Cuttington University, Front Page Africa, YMCA, WONGOSOL, and the Catholic Church. Most of the visits from these organizations were for research and collection of information for personal development.

5.9.2. RSC TRAINING AND MENTORING OF REGIONAL CSOs/CRSs (WORKPLAN 1.9.2.)

Thirty-eight (38) representatives from 19 CSOs and CRSs from Bong and Nimba counties participated in a Social Enterprise Development (SED) training at the RSC

Fifty-one (51) field monitoring visits were conducted with seventeen (17) CSOs and CRSs in Bong and Nimba Counties

The RSC Coordinator supported the RSC Trainers and Mentors along with the SED local consultant to conduct SED training for 38 participants, two from each of the 8 CRSs and 11 CSOs. The training took place at the DEN-L compound from September 8th through the 11th. The organizations were represented by their Executive Director and a member of the Board. Key topics covered during the training included an overview of SED, Market Analysis, Business Concept Development, and Business Plan Development. Most of the Board members present were pleased to be part of the training pointing out that it gave them better understanding of IREX's work with the organizations and it has encouraged them to be more involved in the activities of their organizations. The purpose of the training was to raise awareness on SED concepts and Business Planning to the organizations and to solicit the ED and Board members' commitment to the organizational development and Social Enterprise Development process.

Throughout the quarter the RSC team conducted a total of 51 field mentoring engagements with 17 CSOS and CRSs in Bong and Nimba Counties. During the mentoring visits two RSC team members spent three days each with an organization focusing on SED concept revision, market analysis, board development, financial management policy development and job description development.

5.9.2.1. TRAINING (WORKPLAN 1.9.2.2.)

5.9.2.1.1. OD Training (Workplan 1.9.2.2.3.)

The Trainers and Mentors of the RSC participated in a their first training on Organizational Development (OD) with OD consultant Dan Inkoom

From August 19th through the 30th, newly hired Organizational Development (OD) Consultant Dan Inkoom led training with the staff of the RSC. The training included classroom-style discussions as well as field visits. The participants learned the nature and relevance of Organizational Development, they were guided in understanding the various stages individuals, groups, and organizations go through as they develop, and given the skills to facilitate these transitions for the organizations that they work with. Most of the facilitation was focused on enhancing the participants' skills in understanding themselves and their ability to be organizational change agents as OD practitioners. The training was interspersed with group work and discussion. Field visits were conducted with Radio Totota and Center for Justice and Peace Studies in Bong County and Inter Visionary Artists and Liberia Motor Cycle Transport Union (Ganta) in Nimba County.

5.9.2.2. MENTORING (WORKPLAN 1.9.2.3.)

5.9.2.2.1. Mentoring and monitoring of RSC by IREX RSC Coordinator (Workplan 2.9.2.3.1.)

From September 1st through the 8th, the RSC Coordinator supported the RSC team in planning and preparing for the SED training that was to be conducted on September 8th through 11th (see section 5.9.3.1.). The Coordinator prepared and reviewed the training schedule with the team and supported the delivery of the training by offering regular feedback to the team on their methods and style of training delivery.

Also in September, the Coordinator worked alongside the team to develop a plan and schedule for mentoring, organize the mentoring topics, and allocate the organizations to be mentored. The Coordinator also provided ongoing support to the team while they were in the field conducting mentoring visits.

5.9.2.2.2. OD and Specific Topic Mentoring (Workplan 1.9.2.3.2.)

Seven (7) CSOS and CRSs received support from the General Mentor to develop and submit subgrant proposals

Throughout the quarter, the General Mentor supported six CSOs and one CRS in developing their proposals to receive sub grants from IREX. The organizations included CODRA, Bong Youth Association, Liberia Motor Cyclist Transport Union, Center for Justice and Peace Studies, Inter-Visionary Artists, Aiding Disadvantaged and Traumatized Women in Liberia and Radio Kergeamah. The CODRA and CJPS proposals have been approved by the selection committee and the remaining proposals are currently or will soon be reviewed by the selection committee. The General Mentor, who also serves on the Grants Review Committee representing DEN-L, participated in five committee meetings throughout the quarter, sharing experiences and contributing to the selection of appropriate proposal for grants (see section 5.2.1.4.).

From August 12th through the 15th, the General Mentor supported the IREX Gender and Youth Manager with the planning and delivery of the Gender Mainstreaming training to approximately 18 participants from nine CSOs (see section 6.2.1.).

5.9.3. SOCIAL ENTERPRISE DEVELOPMENT (WORKPLAN 1.9.3.)

5.9.3.1. BUSINESS PLAN DEVELOPMENT TRAINING (WORKPLAN 1.9.3.1.)

The Trainers and Mentors of the RSC participated in the second training with SED consultant Kim Alter on business plan development and market analysis

From July 30th through August 7th, SED Consultant Kim Alter conducted the second phase of the SED training for the RSC team. The training included discussion of SED concept development, Market Analysis and Business Plan Development. The participants learned the elements of a good SED concept through conducting a critical review of the concepts presented by some of the CSOs and CRSs. The concept of Market Analysis was also defined and explained and the RSC staff learned the tools that can be used to conduct an analysis. With the support of the facilitator, the participants developed a simple market analysis tool and tested the tool with two organizations: Totota Community Radio Station and Inter visionary Artist (IVA). The participants were also guided through the process of understanding the components of a good business plan. The training concluded with developing an action plan for September and October.

From August 8th through the 17th, the RSC team edited 17 SED Concepts submitted by CSOs and CRSs. Through this process the staff focused on ensuring that the Concepts were in line with the mission and vision of the organizations and ensured that the organizations' SED business ideas and financial plans were sound. The team also reviewed the Market Analysis tools that were tested with the SED consultant and will work with the CSOs and CRS to conduct market analysis in the coming quarter. Final copies of analyses will be submitted to Kim Alter in October.

6. GENDER AND YOUTH (WORKPLAN 2.)

6.1. ENSURE IREX POLICIES AND PROCEDURES ARE GENDER AND YOUTH SENSITIZED (WORKPLAN 2.1.)

Throughout the reporting period, continuous support was provided to all programs to ensure an effective gender and youth sensitized CSML program.

6.2. ENSURE EFFECTIVE IMPLEMENTATION OF THE GENDER MAINSTREAMING STRATEGY (WORKPLAN 2.2.)

6.2.1. CONDUCT GENDER MAINSTREAMING TRAINING FOR MPs AND CSOs (WORKPLAN 2.2.1.)

One-hundred and one (101) civil society representatives (52 males and 49 females) participated in a four-day Gender Mainstreaming Training co-facilitated by the Gender and Youth Manager and RP Staff

In July and August the Gender and Youth Manager collaborated with the Master Trainers from YMCA, WANEP, WONGOSOL, NARDA and DEN-L to conduct a four-day Gender Mainstreaming Training for mentee CSOs from all seven counties. The training was a follow up to a Gender Mainstreaming training/TOT held for Main Partners in June.

The training provided the CSO staff participants with much needed skills and knowledge to improve gender awareness and integration in their organizations and programs. By the end of the four days, the participants were able to discuss and develop tools to help them mainstream gender in their advocacy and awareness raising efforts, identify specific gender issues in their communities, and mainstream gender in program design, monitoring, and evaluation. Participants also understood the effect of gender roles on development and participation of men and women in society. A total of 101 individuals (52 males and 49 females) attended the trainings in the four locations.

A pre-assessment of participants' understanding of gender and gender mainstreaming strategies indicated that the training was much needed as participants' overall understanding of gender mainstreaming was limited to thinking that activities or programs should include an equal number of men and women. After going through the four-day training, participants expressed their gratitude to IREX and partners for the new knowledge and skills learned. A male participant commented: "before this training I always thought that this gender thing was telling us that women and men were the same, so I saw this as a challenge to my manhood, but now I see it differently, I am going to be a change agent in my office and community." The participants developed action plans to be implemented within their organizations as follow-up to the training. Many of the organizations also plan to roll-out the training within their own institutions and requested support from the RPs to do so.

6.2.2. HOLD GENDER MAINSTREAMING REFRESHER FOR IREX STAFF (WORKPLAN 2.2.6.)

Eighteen (17) IREX staff members participated in a Gender Mainstreaming Refresher training facilitated by the IREX Gender and Youth Manager

In September, the Gender and Youth Manager held a Gender Mainstreaming Refresher training for all IREX-Liberia staff, including senior management, program, administration and support staff. The training was modeled off of the Gender 101 training guide provided by IREX HQ, but was expanded to be more culturally relevant to Liberia and to include topics such as Sexual Harassment and Gender in the Workplace. Participants were provided the opportunity to identify gender issues and concerns that they have experienced in the office. The training was very participatory with staff members discussing different scenarios of sexual harassment and gender inequalities that can occur in the work environment. At the end of the training the staff members were able to develop action plans collaboratively which included regular tracking of progress on the CSML Gender Mainstreaming Strategy, distribution of the strategy to staff, review of the HR policy, as well as exploring the possibility of developing a sexual harassment reporting and response mechanism specific to IREX-Liberia.

6.3. COMPLETE AND IMPLEMENT YOUTH MAINSTREAMING STRATEGY (WORKPLAN 2.3.)

6.3.1. FINALIZE AND DISSEMINATE YOUTH MAINSTREAMING STRATEGY (WORKPLAN 2.3.3.)

In July, the Gender and Youth Manager with support from the Senior Program Manager worked with the YMCA to finalize the report from the regional Roundtables held with Hard-to-Reach Youth in June.

Using the findings attained from the Roundtables, the Gender and Youth Manager led the revision of the draft Youth Mainstreaming Strategy in August with support from the IREX and YMCA team. The finalized Youth Strategy will be presented to IREX's Main Partners in October.

6.3.2. CONDUCT YOUTH MAINSTREAMING TRAINING FOR MPs (WORKPLAN 2.3.4.)

In September, the Gender and Youth Manager, with support from the Senior Program Manager, prepared the training outline and PowerPoint slides in preparation for a three-day Youth Mainstreaming Training scheduled for October.

6.4. CONDUCT ONGOING GENDER AND YOUTH MAINSTREAMING MENTORING AND MONITORING OF CSOs/CRSs (WORKPLAN 2.4.)

In September, the Gender and Youth Manager worked with the Media Team to develop a Gender Mainstreaming Checklist for Community Radio Stations. The checklist will be used during mentoring and monitoring visits with CRSs across the seven counties to determine the extent to which gender is being mainstreamed in their programs.

6.5. STRENGTHEN RELATIONSHIPS WITH RELEVANT INSTITUTIONS (WORKPLAN 2.5.)

In August and September, the Gender and Youth Manager attended brainstorming meetings with WONGOSOL to develop ideas and plan for an anti-rape campaign, for which they are seeking some support from IREX. The planned campaign is a follow up to a one-day mass awareness parade carried out by women-led NGOs in Monrovia earlier this year. The Anti-Rape Campaign is aimed at engaging community members through awareness and town hall meetings, engaging the government through relevant institutions and committees, as well as reviewing and mapping root causes of rape in targeted communities.

7. GRANTS (WORKPLAN 3.)

7.1. ENSURE COMPLIANCE WITH USAID AND IREX POLICIES (WORKPLAN 3.1.)

The Grants Department continued to work with subgrantees to ensure that they work in accordance with IREX policy and USAID regulations.

7.2. IMPROVE AND MAINTAIN SUBGRANT FILING AND TRACKING SYSTEM (WORKPLAN 3.2.)

7.2.1. UPDATE BACKLOG OF SUBGRANT INFORMATION ON THE IKNOW SUB-AWARD TRACKING SYSTEM (WORKPLAN 3.2.2.)

The Grants Office reviewed CSML subgrants and received support from HQ to set up as system of uploading content into the Drop Box, and successfully uploaded content for 14 subgrants to the Drop Box folders during this quarter. The internet speed continues to be too slow to allow documents to be uploaded directly to the iKnow sub-award tracking system. The Grants Officer worked with the IT Officer to reactivate the Drop Box system on the newly purchased Dell Laptop Computer.

7.3. COORDINATE GRANTS SUPPORT WITH CS, MEDIA AND RSC (WORKPLAN 3.3.)

7.3.1. WORK WITH RPs TO SET UP NEW RE-GRANTING SYSTEM FOR AWARDING GRANTS TO CSOs (WORKPLAN 3.3.2.)

The Grants Office worked with the program team to provide technical support to CSML's Resource Partners (NARDA, WONGOSOL, WANEP, YMCA Liberia and DEN-L) under the year four re-granting process. As part of that support, the Grants Office in collaboration with IREX CSML/RPs Subgrants Proposals Review Committee reviewed and approved three subgrant proposals (CESP, ANPPCAN and CODRA and BYA Advocacy Proposals) during this quarter.

The Grants Office in collaboration with the Subgrants Review Committee reviewed CJPS, Flomo Theater Production and BUCCOBAC proposals and is currently working with the three mentee organizations (DEN-L, NARDA and WONGOSOL) to finalize the subgrant agreements.

7.4. PROVIDE SUPPORT AS NEEDED (WORKPLAN 3.4.)

Support will continue to be provided to Resource Partners, DEN-L and other subgrantees for the successful implementation of subgrant activities in all CSML counties.

7.5. ADMINISTER GRANTS (WORKPLAN 3.5.)

7.5.1. CSO ADVOCACY GRANTS (WORKPLAN 3.5.3.)

Three subgrants were awarded to CESP, ANPPCAN and CODRA and BYA during this quarter.

8. MONITORING AND EVALUATION (WORKPLAN 4.)

8.1. PERFORMANCE MANAGEMENT PLAN (WORKPLAN 4.1.)

8.1.1. ADMINISTER THE PMP (WORKPLAN 4.1.1.)

8.1.1.1. ENTER PMP DATA INTO THE PERFORMANCE INDICATOR DATABASE SYSTEM (PIDS) (WORKPLAN 4.1.1.1.)

In July, the M&E Department provided support to the Democracy and Governance Office of L-MEP to enter all PMP data for the previous quarter (April-June) into the Performance Indicator Database system (PIDS), viewable by USAID. The M&E Office also provided support to the Democracy and Governance Office of L-MEP and provided data on the project field locations for input into USAID's GIS Mapping System.

In addition to quarterly data entry, the M&E team gathered all data for entry into the Performance Indicator Database system (PIDS) viewable by USAID for their end of year report.

8.1.2. ESTABLISH CENTRALIZED SYSTEM FOR DATA COLLECTION (WORKPLAN 4.1.2.)

8.1.2.1. ENTER AND REPORT TRAINING ATTENDANCE DATA (WORKPLAN 4.1.2.1.)

Throughout the quarter, training attendance data from CSML trainings was collected and entered into the database.

8.1.3. STRENGTHEN PARTNERS' MONITORING AND DATA COLLECTING SYSTEMS (WORKPLAN 4.1.3.)

8.1.3.1. CONDUCT QUARTERLY FIELD MONITORING VISITS TO CSOs/CRSS USING NEWLY DEVELOPED TOOLS (WORKPLAN 4.1.3.1.)

In July, the M&E team conducted quarterly field visits to four of its partners: Radio Karnplay, Radio Kintoma, Feeding House Organization and Amu Wulu forum. These visits were intended to get a broader idea on the status of project activities, and identify key challenges and suggestions as to how the organizations can further benefit from CSML program activities.

8.1.3.2. WORK WITH MTs/MENTORS TO CONDUCT SELF-ASSESSMENTS FOR CSOs AND CRSS (WORKPLAN 4.1.3.3.)

During the quarter, final edits were done to the Organizational Capacity Assessment (OCA) which the M&E Team conducted with all CSOs and CRSS earlier this year. The report from the assessment was revised based upon comments from the CS Team and was completed in July. In August and September, the report was shared with the partners to enable them to know their organizations' strengths and weaknesses.

8.2. CONDUCT ASSESSMENTS AND SURVEYS (WORKPLAN 4.2.)

8.2.1. CONDUCT SURVEY ON PERCENTAGE OF LIBERIAN POPULATION REACHED BY COMMUNITY RADIO PARTNERS (WORKPLAN 4.2.3.)

Twenty-four enumerators were recruited and trained to conduct an Audience Research Survey in all seven counties

An audience research survey was conducted to measure the reach of independent community radio partners in engaging with or reporting to Liberian citizens. The survey measured the percentage of the target population in seven counties receiving news (disaggregated by station and geographic location), and will assess which stations citizens have access to, and which stations they consistently use as resources for information and news. Through this information, CSML will assess the effectiveness of IREX's work in expanding the reach of the partner stations. Twenty-four enumerators were recruited and trained to conduct the survey. Data collected from the survey is being entered into an excel spreadsheet for analysis and reporting. The report is expected to be complete in November.

8.2.2. CONDUCT SURVEY TO MEASURE NUMBERS AND ROLES OF FEMALE JOURNALISTS IN SEVEN COUNTIES (WORKPLAN 4.2.4.)

During the quarter, the M&E Office revised the survey instrument to measure the number and roles of female journalists throughout Liberia. Enumerators were trained in August to conduct the survey throughout Liberia's fifteen counties, and the survey was completed in September. The survey reveals how large or small female representation is, relative to male representation in the media, and how many women serve as managers, reporters, administrative assistants, etc. The report will be available for distribution in October.

8.2.3. MEDIA TRAINING ASSESSMENTS FOR THE EIGHT PARTNER MEDIA INSTITUTIONS UNDER THE SPECIALIZED CONSULTING, BUSINESS DEVELOPMENT AND SUSTAINABILITY INITIATIVE (SCBDI)

During the quarter, the M&E Department revised the Media Training Assessment Tool for eight partner media institutions (both print and broadcast media) under the Specialized Consulting, Business Development and Sustainability Initiative (SCBDI). The tool is designed to track information regarding different media training and mentoring sessions on several thematic areas including Media Marketing Training, Liberian English Human Rights Training Program, Investigative Journalism Training, Gender Sensitive Reporting Training, and others. As part of the revision, additional questions were added to the Assessment to collect key data for the PMP.

Using the revised tool, the M&E Department collaborated with the LMC to conduct an assessment in the month of July for Managers, Owners, Editors, Marketing and Finance Manager, Producers, and reporters in Montserrado County. The assessment measured the relevance of the different trainings to those participating, the impact of IREX's intervention to date, and provided IREX with information to better understand the media outlets' needs and experiences. The data will also help the Media Team to establish criteria or priority ranking for each media outlet for continued partnership as well as to determine the level of support needed for each station. Data analysis and compilation of the report highlighting key findings was finalized during this period.

8.2.4. CONDUCT MEDIA CONTENT ANALYSIS

The final report of the Media Content Analysis for April-June was completed during the reporting period (July-September 2013). The findings highlight strengths and weaknesses of partner media outlets in different thematic areas. The findings will also be used to compare results of the last quarter (January to March 2013) to track changes, if any. The M&E Department is also supporting the Media team in the Media Content Analysis data entry for the quarter (July-September 2013).

8.3. TRAINING AND TOOLS (WORKPLAN 4.3.)

8.3.1. ASSESS AND PROVIDE TECHNICAL ASSISTANCE TO MPs FOR IMPROVED M&E SYSTEMS (WORKPLAN 4.3.1.)

8.3.1.1. FOLLOW UP WITH MPs' M&E STAFF ON THE DEVELOPMENT OF M&E PLANS WHICH INCLUDE MONITORING INDICATORS, DATA COLLECTION INSTRUMENTS, M&E POLICIES AND DATA COLLECTION PROTOCOLS (WORKPLAN 4.3.1.1.)

Dr. Maureen Taylor, a consultant from Social Impact, visited Liberia twice this quarter, in July and September. In July, Dr. Taylor spent two weeks working alongside IREX's M&E Manager to improve M&E integration in IREX's partner organizations. Dr. Taylor visited the offices of all of the Main Partners to meet with their staff, including EDs, assess their current M&E systems and provide targeted advice and support as to how to improve the functionality of said systems.

8.3.1.2. PROVIDE M&E TRAINING TO MP EXECUTIVE DIRECTORS (WORKPLAN 4.3.1.3.)

The M&E Department collaborated with Dr. Taylor in carrying out several trainings for media and civil society partners in Monrovia and Gbarnga during her visit in July. A half day orientation was held for seven EDs and four MTs from CSML MPs to help them oversee and coach the staff member identified to oversee M&E in their respective organizations. The remainder of the day included specialized training for MT to increase their familiarization with M&E tools.

In September, Dr. Taylor held follow-up one-on-one meetings with all off the EDs, and also led a discussion during the Leadership Breakfast Meeting (see section 5.2.1.1.) with the Executive Directors on the value of M&E and shared her insight on the primary challenges that the organizations are facing.

8.3.1.3. PROVIDE BASIC TRAINING TO MENTORS IN M&E (WORKPLAN 4.3.1.4.)

In July, the M&E Department worked with Dr. Taylor to train staff from three current RPs and four former RPs (YMCA, LIWOMAC, NARDA, AGENDA, CEMESP, CJPS, and Rights and Rice) to establish M&E systems for their organizations and to build staff capacity plans for M&E management. During the training, the staff from these organizations developed individual M&E plans, which included goals and objectives for each of their projects, performance indicators, data sources, baselines, targets, and tools for disseminating M&E data to donors and implementers. CSML also presented a Terms of Reference template created to guide M&E activities at each of the MPs.

In July, Dr. Taylor also worked with three participants from the first year M&E training (James Benson/WANEP, Michael Butcher/LMC and Nellie Attidigah/WONGOSOL) to assess their progress on developing M&E systems in their respective organizations and provide targeted guidance.

8.3.2. ASSESS AND PROVIDE TECHNICAL ASSISTANCE TO CSOSS AND/OR CRSS FOR IMPROVED M&E SYSTEMS (WORKPLAN 4.3.2.)

8.3.2.1. COLLABORATE WITH MT/MENTORS TO PROVIDE BASIC TRAINING IN M&E TO EDs/MANAGERS AT SELECT CSOs/CRSS (WORKPLAN 4.3.2.1.)

In September, Dr. Maureen Taylor collaborated with IREX's M&E Manager to develop a TOT for the RPs on M&E so that they can then train the directors of select CSOs and CRSSs. This ToT is expected to be held in December with roll-out to the CSOs early next year.

8.3.2.2. TRAIN CRSS AND MONROVIA-BASED OUTLETS TO CONDUCT AUDIENCE RESEARCH AND LISTENER SURVEYS (WORKPLAN 4.3.2.2.)

Dr. Taylor held two trainings in July on developing Audience Research Surveys for Monrovia-based radio stations and community radio stations in Monrovia and Gbarnga, respectively. The trainings taught these media professionals (journalists, reporters, management) cost effective methods for conducting surveys.

8.4. TRAIN NEW M&E OFFICER AND PROVIDE CONTINUOUS TRAINING AND SUPPORT TO M&E ASSISTANT (WORKPLAN 4.4.)

8.4.1. TRAIN NEW M&E OFFICER TO MAINTAIN THE CSML M&E SYSTEMS WITH PARTICULAR EMPHASIS ON OBJECTIVE 9 (WORKPLAN 4.4.1.)

The M&E Officer attended the five day “Managing for Results” training for M&E Officers and other program staff hosted by USAID and the Mitchell Group for all USAID Implementing Partners. The training course contained important and useful material to explain USAID’s system and requirements for insuring that foreign assistance projects have the impact intended.

Unfortunately, the M&E Officer subsequently resigned in September as he was awarded a scholarship to complete graduate studies in Ghana. His last day of work was September 13th.

9. ATTACHMENTS

- Attachment 1: Quarterly Partners’ Meeting Agenda
- Attachment 2: SMS Training for RPs Agenda
- Attachment 3: Community Radio Station (CRS) Technical Support Visit Results