

49

PDAAV-451

IAN-49607

Institute for International Research Inc.

5272 River Road, Bethesda, Maryland 20816

Telephone 301/656-7764 • Cable IIRINC BETHESDA MD

6690134

000123

000123

S

LIBERIAN RURAL INFORMATION SYSTEM

LIFE OF PROJECT PLAN

(January 1983 - December 1987)

Contract No.: AFR/0134-C-00-1073-00

Date: November 30, 1982*

Submitted to: U.S. Agency for International Development
Monrovia, Liberia

Submitted by: Institute for International Research, Inc.

The Staff Members of LRCN and IIR who contributed to this plan were:

Robert Bussjaeger, Director of Finance & Administration
 Obae Carr, LRCN Chief Engineer
 Edward Douglass, IIR Director of Research & Development
 Harold Fisher, IIR Chief of Party
 Michael Laflin, IIR Communications Specialist
 Julia Ledee, IIR Head of Educational Broadcasting
 Jack Miller, IIR Chief Engineer
 Roland Rennie, LRCN Media Coordinator
 Tom Snorton, LRCN Chief Maintenance Engineer
 Paul Spector, IIR Principal Investigator
 Augusto Torres, IIR Director of Training & Production
 Florida Traub, LRCN Project Director
 Niya Washington, U.S. Peace Corps Volunteer
 Muna Wreh, LRCN Deputy Director

*Annotated May 1983

TABLE OF CONTENTS

| | <u>Page</u> |
|---|-------------|
| SECTION I | |
| Background | 1 |
| A. Purpose of Project | 1 |
| B. Accomplishments to Date | 3 |
| 1. Organization and Administration | 4 |
| 2. Technical | 8 |
| 3. Training | 11 |
| 4. Research | 12 |
| 5. Programming | 13 |
| C. General Plan | 14 |
| D. Introduction to Specific Plans | 15 |
| SECTION II | |
| LRCN Organization and Administration | 16 |
| A. Functions of LRCN | 16 |
| B. Organization of LRCN | 18 |
| C. Organization of LRCN Headquarters and the CPU | 20 |
| D. Organization of Regional Stations | 21 |
| E. Relationship between the CPU and the Regional Stations | 22 |
| F. Regional Programming | 23 |
| G. Manpower and Cooperation within the System ... | 23 |
| H. Future Growth | 24 |
| I. Coordination among Development Agencies | 24 |
| J. Time/Manpower/Cost Tables | 28 |
| 1. <u>Table I</u> : Preparation Time Required for Various Types of Quality Programming | 29 |
| 2. <u>Table II</u> : Regional Production Time Needed for One Typical Ten-Hour Broadcast Day..... | 30 |
| 3. <u>Table III</u> : Responsibilities of the Central Production Unit | 31 |
| 4. <u>Table IV</u> : Production Time Needed at CPU to Support Regional Stations with Three Hours of Programs Every Day | 32 |
| 5. <u>Table V</u> : Manpower Required to Keep One Regional Station on the Air for Ten Hours Each Day (Three-Station System) ... | 33 |
| 6. <u>Table VI</u> : Manpower Required for LRCN Headquarters and CPU to Support a National Development Communications System | 34 |
| 7. <u>Table VII</u> : Annual Operating Costs for LRCN Headquarters, the Central Production Unit, and Each Regional Station | 35 |

Table of Contents (Continued)

Page

| | | |
|-------------|---|----|
| 8. | <u>Table VIII</u> : Projected Annual Operating Costs for LRCN Headquarters, the Central Production Unit, and Three, Four, or Seven Regional Stations during the Remaining Life of Project (1983 - 1987) (Assuming 10% Annual Inflation) | 36 |
| 9. | <u>Table IX</u> : Costs of Building and Outfitting the CPU and Three, Four, or Seven Stations | 38 |
| 10. | <u>Table X</u> : LRCN Costs of Construction and Operation Vs. Available Funds for Three, Four, or Seven Stations during Life of Project | 39 |
| 11. | <u>Table XI</u> : Projected Annual LRCN Operating Costs from 1988-1992 for Three, Four, or Seven Stations | 40 |
| SECTION III | Technical Facilities and Equipment | 41 |
| A. | Designing the CPU and the Regional Stations .. | 41 |
| B. | Surveying and Acquiring Field Sites | 42 |
| C. | Developing a Final Equipment List and Requesting Bids from Suppliers | 42 |
| D. | Reviewing Tenders and Choosing Construction Firms and Equipment Suppliers | 43 |
| E. | Inspecting and Monitoring Construction | 44 |
| F. | Furnishing the CPU and the Regional Stations . | 45 |
| G. | Maintaining the CPU and Regional Stations ... | 45 |
| SECTION IV | Broadcast and Materials Production | 47 |
| A. | Broadcast Schedule/Content | 47 |
| B. | Program Design | 48 |
| 1. | Determination of Needs | 49 |
| 2. | Specification of Objectives | 50 |
| 3. | Selection of Media | 51 |
| 4. | Timing and Costing | 52 |
| 5. | Field Work | 52 |
| 6. | Editing | 53 |
| 7. | Development and Review of Programming ... | 53 |
| 8. | Full-Scale Production | 53 |
| 9. | Feedback Mechanisms | 54 |
| 10. | Education Broadcasting | 55 |
| 11. | National Campaigns | 58 |

Table of Contents (Continued)

| | <u>Page</u> |
|-------------|--|
| SECTION V | Training 62 |
| A. | Overview 62 |
| B. | Technical Training 62 |
| C. | Production Training' 65 |
| 1. | Relevance 66 |
| 2. | Scheme for In-Country Training 67 |
| SECTION VI | Community Organization 73 |
| A. | The Function of a Community Organization Specialist 73 |
| 1. | Research and Evaluation 74 |
| 2. | Community Relations 75 |
| 3. | Radio Forums 75 |
| B. | Selection and Training of Community Organization Specialists 76 |
| SECTION VII | Research 78 |
| A. | Introduction 78 |
| B. | The Critical Importance of Research to the LRCN 78 |
| C. | Information Needs for Effective Radio Program Development and Broadcasting 79 |
| 1. | Awareness of Current National and Regional Development Goals and Plans 79 |
| 2. | Detailed Understanding of Existing and Planned Development Programs and Projects 79 |
| 3. | Assessment of the Opportunities for Formal Education by LRCN Stations 81 |
| 4. | Assessment of the Needs of Rural Liberians 82 |
| 5. | Knowledge of Existing Communications Entities in Liberia 83 |
| 6. | Knowledge of Literacy Rates and the Number of Speakers of Liberian Languages and Dialects 83 |
| 7. | Determination of which Medium or Combination of Media is Most Effective .. 83 |
| 8. | Knowledge and Use of Local Community Organization Structures 83 |
| 9. | Development of Effective and Efficient Two-Way Communications between Rural People and Government Policymakers and Business Leaders 83 |
| 10. | Development of LRCN Policies on the Sharing of Research Results 84 |

Table of Contents (Continued)

Page

| | | |
|--------------|---|-----|
| 11. | Strategies to Keep LRCN Personnel Aware of Developments in the Use of Communication Media | 84 |
| 12. | Basic Information about Target Audiences | 84 |
| 13. | Summative Evaluation | 85 |
| D. | Research Methodologies | 85 |
| 1. | Pilot Program Testing | 85 |
| 2. | Audience Feedback | 86 |
| 3. | Cooperative Working Arrangements with Other Organizations | 86 |
| 4. | Modules for the Core Training Program ... | 87 |
| SECTION VIII | Evaluation | 88 |
| A. | Formative Evaluation | 88 |
| B. | Summative Evaluation | 88 |
| C. | Process Evaluation | 90 |
| SECTION IX | IIR Project Administration | 92 |
| A. | Project Functions | 92 |
| 1. | Leadership and Coordination | 92 |
| 2. | Research and Development | 93 |
| 3. | Training | 93 |
| 4. | Production | 94 |
| 5. | Technical Development | 94 |
| B. | Job Descriptions | 94 |
| 1. | All Advisers | 95 |
| 2. | Chief of Party | 96 |
| 3. | Research and Evaluation Adviser | 98 |
| 4. | Training Adviser | 99 |
| 5. | Production Adviser | 101 |
| 6. | Engineering Adviser | 103 |
| 7. | Project Adviser | 104 |
| SECTION X | Schedule and Critical Path Analysis | 105 |
| SECTION XI | Estimated Budget | |
| POSTSCRIPT | | |
| APPENDIX A | Program Production | |
| APPENDIX B | Training | |

SECTION I

Background

A. Purpose of Project

The Institute for International Research (IIR) is assisting the Government of Liberia (GOL), under sponsorship of the U.S. Agency for International Development (USAID), to develop a rural communications system for education and information. The chief purpose of the system is to promote rural development in various sectors, such as health, education, and agriculture. The system will serve the adult and child populations of rural Liberia in English and in the local languages. The Government of Liberia aims to promote democratic rural development by using the communications system to further both ethnic identity and national unity.

A Government of Liberia interministerial committee will oversee the development of the system, which will be carried out through the Liberian Rural Communications Network (LRCN), an arm of the Liberian Broadcasting System (LBS). Resident staff of the Institute for International Research and a number of short-term specialists will provide technical assistance to the Government of Liberia in this endeavor. The LRCN will collaborate with the various ministries to support development projects throughout the country.

IIR will assist the Government of Liberia in the following ways:

- Organization of the Liberian Rural Communications Network.
- Design and establishment in Monrovia of a Central Production Unit (CPU) to produce radio programs and other types of communications of national interest and utility in support of the radio programs.

- Design, construction, and staffing of several radio stations.
- Training of personnel at each radio station and the CPU to produce local programs and supporting documents.
- Training in communications techniques for staff of the various ministries involved in rural development, so that they can collaborate effectively with the staff of the LRCN.
- Exploration of methods for integrating development projects in various sectors by means of radio broadcasts synchronized with information through other media.
- Organization of community groups to strengthen development activities.
- Exploration of ways to further two-way communication between the population and the GOL.
- Use of local traditional modes, where possible, in development efforts and communications, in keeping with the intent to foster ethnic integrity.
- Employment, where possible, of various techniques to further national unity, such as the teaching of English as a second language and the utilization of the communications media to promote collaboration in development efforts across ethnic groups.

The LRCN project is scheduled to be completed in five years. During the initial period, the LRCN Headquarters, the CPU, and pilot stations will be organized, and working methods will be tried out. Formative evaluation will be carried on throughout the life of the project. Summative evaluations will be carried out periodically during its course and at its conclusion.

B. Accomplishments to Date

Commencement of IIR's field activity had been slowed first by a USAID/W delay in procuring technical services and then by a Government of Liberia delay in granting country clearance to contractor personnel from July 9, 1981, to January 4, 1982. However, prior to the arrival of the contractor's technical assistance (TA) team in January 1982, significant steps had been taken by the GOL and USAID/L to initiate the project:

- The Government of Liberia had issued Decrees No. 20 and 21 mandating the project and its Liberian financial support.
- Contacts had been made with county officials and other leaders, and suggested sites for the CPU and the regional stations had been inspected for their suitability.
- The LRCN Steering Committee had been established and had begun assuming responsibility for policy guidance of the project.
- The Chief Engineer and the Chief Maintenance Engineer had completed participant training in the U.S. and returned for service with the project.
- The Director General, the Instructional Systems Design Specialist, the Community Organization Specialist, and the Materials Coordinator had been selected and sent for participant training in the U.S.
- Administrative staffing, offices, and transportation facilities had been established.*

*LRCN occupied only temporary office space until February 1983, when it moved to Congotown.

This report covers those activities in which the contractor's technical assistance team has participated since arriving in Liberia. All developments to date are consonant with the provisions and stipulations of the Project Paper and the Project Agreement. Progress in five general areas (Organization and Administration, Technical, Training, Research, and Programming) is described below:

1. Organization and Administration

a. Directorship. During the absence from January - September 1982 of the LRCN Director General, Mrs. Florida Traub, for participant training the United States, Ms. Muna Wreh served the project as Acting Director General. Mrs. Traub returned to assume her duties early in September. Throughout this period, the Acting Director General (and upon her return, the Director General) and the contractor's Chief of Party (COP)/ Broadcast Organization Specialist have worked as a counterpart administrative team to plan and coordinate the organization and administrative development of LRCN.

b. Planning. During this initial stage of the project, administrative activity and progress have been guided by a Critical Path Analysis prepared by the contractor and agreed upon by USAID/L, the project's Steering Committee, Liberian LRCN administrative staff, and the contractor's technical assistance team.

c. Organizational Structure and Policies. The administrative team has prepared and received official Steering Committee approval for the development of the following organizational structures and policies:

(1) Delineation of LRCN organizational structure and description of the functional relationships within LRCN and among LRCN and its sponsoring ministries and agencies.

(2) Steering Committee By-Laws.

(3) Job descriptions for LRCN personnel. Separate descriptions were first written by each administrative team member, then they were compared, and a refined version was submitted to the Steering Committee for modification and final approval.

(4) Administrative and personnel policies for Liberian employees.

d. Protocol. The LRCN project is critically dependent on interministerial cooperation. The following exploratory meetings were, therefore, initiated by LRCN:

(1) With National Government Officials. Protocol contacts were made by the Director General of LBS and Chairman of the LRCN Steering Committee, the LRCN administrative team, contractor officials, and other technical assistance team members on the Ministers of Information; Agriculture; Education; Health and Social Welfare; Action for Rural Development; Posts and Telecommunications; Planning and Economic Affairs; Lands, Mines and Energy; Foreign Affairs; and Commerce and Industry. Protocol visits were also paid to a large number of governmental departments.

(2) With County and Local Officials. Protocol visits have been made by the LRCN administrative and technical assistance staff to the county, city and local officials in Bong, Grand Gedah, Lofa, Maryland, Nimba, and Sinoe counties. In every case, these officials displayed enthusiasm for the project and expressed a desire to cooperate fully with the LRCN.

(3) With Cooperating Agencies and Organizations. Exploratory discussions about possible cooperation in rural broadcasting were held between LRCN administrators and technical assistance team members and the directors or leadership of numerous non-governmental, parastatal bodies,

and with those in charge of international agencies and organizations dedicated to development activity.

(a) Considerable interaction and cooperative planning has taken place between the LRCN and other broadcasting operations in Liberia: ELBC, ELWA, VOA, and ELCM.

(b) Several fruitful discussions have been held with the directorship of associated services: The Liberia Telecommunication Services, the Ministry of Posts and Telecommunications, and the Liberia Electricity Corporation.

(c) Officials of the University of Liberia and of Cuttington College have been contacted.

(d) Initial talks about cooperation have been held with the directors of international organizations which will/may relate to the radio project: WHO, Care, Peace Corps, USAID, and several service organizations.

(e) Contacts have been made with projects such as those at BWI and CARI to explore avenues of cooperation.

e. Administrative

(1) Steering Committee Relations. The LRCN administrative team has maintained responsibility to and communication with the LRCN Steering Committee, the project's interministerial, interagency governing body. The team has prepared reports, papers, budgets, and agenda for the Committee's monthly, day-long policy meetings and has executed Committee actions and charges. The team has served, in some way, on all Steering Committee subcommittees.

(2) Administrative Cooperation. The Director General of LRCN and the Chief of Party have consulted regularly on the development of LRCN and its administrative activities; and, in the process, a relationship of cooperation, interdependence, and trust has developed. The Chief of Party has been given the opportunity to play a key advisory role in administrative decision-making.

(3) Contractor Administration. In his administrative role in behalf of the contractor, the Chief of Party has undertaken the following:

(a) Supervision, coordination, and monitoring of the physical and personal needs of the technical assistance team; briefing, team assignments, and coordination with the Liberian LRCN staff members and counterparts.

(b) Regular (almost daily) liaison, information exchange, and planning sessions with the USAID Education and Human Resources Officer and Project Manager, Mr. Henry Reynolds.

f. Personnel.

(1) National. The administrative team has coordinated efforts in the selection of LRCN staff as it has expanded. In regular staff meetings, Liberian nationals and contractor technical assistance team members jointly planned, discussed, and resolved operational questions affecting LRCN.

(2) Contractor. The contractor's Chief of Party/Broadcast Organization Specialist, Dr. Hal Fisher, and Chief Engineering Adviser, Mr. Jack Miller, arrived January 19, 1982. The latter has made excellent progress in technical planning and development. The Instructional Systems Design (ISD) Specialist, Dr. Edward Douglass, first spent a short period in May 1982 in protocol contacts and planning, then returned to the field July 31, 1982, for regular work activity. On July 5 and

August 9, 1982, respectively, the two Program Production Specialists, Mr. Augusto Torres and Ms. Julia Ledee, arrived to spearhead the contractor's field training activities and program planning.

2. Technical

a. Shortwave. Most of the spare parts for the LBS shortwave transmitter in Monrovia ordered under the Project Agreement have arrived. The LRCN Chief Engineer and Chief Maintenance Engineer, and the contractor's Chief Engineering Adviser, have cooperated in the installation of parts, tuning of the transmitter, and ordering of additional required spare parts. With the parts provided to date, the transmitter has been restored to regular low-power operation, with the first broadcasts to begin in April 1983. Restoration to full 50kw power on several frequencies awaits arrival of the last shipment of spares.

b. A Central Station Vs. Seven Regional Stations. During May 1982, the whole basis of the Project Agreement, viz setting up a network of regional stations, was challenged by some officials on the grounds that one station could reach the entire country and thereby save on staffing, commodities, and operational expenses. The technical assistance team produced documentation which demonstrated the technical infeasibility of reaching the entire country with a single medium-wave installation. Led by its Chairman, Dr. Peter Naigow, members of the LRCN Steering Committee and LRCN staff met with government officials to demonstrate the technical and educational development need for a network of rural AM stations which will receive the SW transmissions, and to underscore the project's purpose of providing rural areas with development communication services. In a subsequent meeting with the Head of State, the LRCN Chairman received assurances that the plan for regional stations could proceed unimpeded.

c. Station Site Selection. Prior to 1982, Government of Liberia and USAID/L officials had contacted officials of the seven counties designated for station locations. During those visits, station site requirements were discussed and some potential sites visited. Since

arrival of the contractor team, LRCN administrative and engineering staff, along with technical assistance team members, have made appropriate protocol and site selection visits in Lofa, Nimba, Bong, Grand Gedah, and Sinoe Counties. All sites visited appeared acceptable, except for those offered by Nimba County. In addition, problems arose with the site initially agreed upon in Sinoe County. Because the site is too far from an electric power source, another site has been chosen.

Question arose in the LRCN Steering Committee as to which sites should be developed first. It was decided that the CPU and four regional stations would be built first, with the remainder constructed later. The Committee sought guidance from the LRCN engineers, the contractor's Engineering Adviser, and the USAID/L engineer. With that guidance, the Steering Committee elected to build the first five units in the following order: (1) CPU; (2) Voinjama (Lofa County) and Zwedru (Grand Gedah County); and (3) Gbarnga (Bong County) and Greenville (Sinoe County).

In this initial grouping, all station/antenna sites chosen are acceptable, except for the problems listed above. Securing of land titles, deeds, plot plans, technical description maps, survey measurements, and monument markers for the first five units has begun.

d. Architectural and Engineering (A&E) Design. Bids were invited for "show of interest" architectural and engineering design proposals during February 1982. Twenty-five firms responded. During late March and April, a team composed of the LRCN Chairman, the USAID/L Project Manager, the USAID regional contracts officer, the USAID/L engineer, the LRCN engineers, and the Chief of Party reviewed bids, developed selection criteria, and prioritized their evaluations of the top five bidders. The top bidder's cost proposals were acceptable, and the A&E contract was signed in September 1982 with the A&E design team composed of U.S.-based Stanley Consultants in association with the Liberian-based Milton and Richards, Inc. firm. The A&E team has produced a plan for its activities. The firm has procured country clearances for its expatriate workers, and work on conceptual designs is in process.

e. Signal Strength and Transmission Coverage Testing.

Between May and early September 1982, the LRCN engineers and the technical assistance team engineering adviser collaborated in making signal strength measurements of the ELBC 10kw, medium-wave transmitter to determine the conductivity of various Liberian soils and terrain. The data were reported, and the information is currently being interpreted by computer and a contractor-provided consultant with experience in this field.

The project documents call for on-site transmission coverage tests prior to construction of stations. The process of ordering the oscillator, bridge, and antenna required for this testing was initiated in March 1982; to date, the equipment has not arrived.* The coverage testing is slated for early 1983.

f. Commodities. A master commodities listing for the stations and the CPU has been prepared in conformance with Project Paper specifications. The list is being evaluated by GOL engineers for any modifications prior to procurement process procedures. A commodities listing for needed training equipment is also under development.

g. Harper. The Director General of the Liberian Broadcasting System proposed on August 6, 1982, that the LRCN take over Radio Maryland as part of the project. The Steering Committee is studying the proposal intensively and reviewing the political, policy, budgetary, and personnel ramifications of rebuilding the former medium-wave station at Harper and substituting it for another station in the LRCN system. The Steering Committee has sent delegations composed of contractor and LRCN staff and representatives of LBS, GOL, and USAID/L to inspect and to evaluate the Harper alternative. It appears to be a promising possibility in that it would cost approximately \$200,000 to renew it, as compared with \$800,000 to build a new station.

*All were shipped in November 1982.

3. Training

a. Plans. The Chief of Party, in consultation with the LRCN administration and the USAID/L project manager, has developed the overall strategy and timing of all LRCN training within the provisions and budget allowances of the project documents. These plans have been approved by the LRCN Steering Committee.

b. Participant Training. The LRCN Chief Engineer, Mr. Obae Carr, and the Chief Maintenance Engineer, Mr. Tom Snorton, received their technical training through GOL and USAID cooperation in the U.S. during 1981, and were at work with the LRCN well before the arrival of the technical assistance team. The Materials Coordinator, Mr. Roland Remie, returned from participant training in the U.S. in June 1982. The LRCN Project Director, Mrs. Florida Traub, returned from eight months of U.S. training to take up her duties in early September 1982. Contractor staff, USAID/L, and USAID/W have adjusted the U.S. participant training of Mr. St. Jerome Davis, Community Organization Specialist, to include more social organization and rural sociology courses. Mr. McArthur Hill is currently receiving U.S. participant training in Instructional Systems Design. Both Messrs. Hill and Davis are expected to return late in 1982.*

c. Training of Core Program Staff. In early July 1982, Dr. Paul Spector, the President of IIR and Principal Investigator for this contract, introduced a plan for training a core of program-related personnel for the CPU and the first four stations. Detailed plans covering a year's training (including communication, writing, production, and research skills, refined by audience testing and culminating in test transmissions) have been prepared by the contractor's CPU Program Production Specialist, Mr. Augusto Torres, and the Chief of Party. Subsequent planning has been

*Both have returned and are working in LRCN.

accomplished together with the LRCN staff. A list of needed training equipment has been prepared for order. Supplies and other training equipment are being procured locally. The Steering Committee has approved the entire plan.

Forms have been devised by the LRCN staff and technical assistance team members for training candidate applications. Training opportunities have been announced in the media and applications solicited in all four counties where the initial stations are to be located. The LRCN and the technical assistance team has been developing training course objectives and curricula.

d. Technical Training. The LRCN engineers, the contractor's Engineering Adviser, and the Chief of Party have studied alternatives for developing a training program for the LRCN maintenance technicians, as outlined in the project documents. A proposal presented by Libtron Industries International Training School, Monrovia, Liberia, is being considered. The proposal includes training in a local center or institution under Liberian management, use of tested course materials certified by a U.S. technical training institute (the National Radio Institute), and on-the-job training covering a period of up to two years. Technicians would be trained in two "waves," an initial ten for the CPU and first four stations, followed by six trainees for the last three stations in the network.

4. Research

a. Planning. After arrival of the technical assistance team's Research/ISD specialist in May 1982, a plan for seven initial LRCN research projects was developed with LRCN staff. At present, plans are being laid for gathering seven types of research data essential to the successful operation of the project.

b. Initial Research. The first research trip was to Lofa County from June 8-11, 1982, and was directed by the T.A. research specialist. A second trip was made by LRCN staff to Maryland County to study

lasting effects from Radio Maryland before it ceased operation. A third, more extended research trip was made to Bong, Grand Gedah, and Sinoe Counties by members of the LRCN staff under the direction of the LRCN Peace Corps Volunteer, Ms. Niya Washington. On all three trips, data were gathered on individual and group communication, radio listening, and receiver availability.

Officials of the ministries of the central government filled out questionnaires and responded to interviews by the LRCN Peace Corps Volunteer and the Chief of Party. The purpose of this research was to determine the ministries' interests in cooperation with LRCN and their potential for participation in the project.

c. Research Consultancy. The question of employing an expatriate consultant for anthropological, cultural, and ethnic study has been a sensitive issue. The Steering Committee has insisted that qualified Liberian professionals in these fields can perform these research tasks effectively and that there at least should be Liberian counterparts to the consultant offered by the contractor. The matter remains under consideration.

5. Programming

Planning for programming has been initiated, but no explicit strategy has developed at this early stage of the project, other than that the programs representing the central government ministries will be produced by the CPU and each regional station will prepare its own daily transmissions. Discussions projecting the nature and content of programs have been held with several ministries and agencies interested in cooperation, among them the officials of Health and Social Welfare, Agriculture, Educational Planning, Commerce and Industry, CARI, Care, and WHO. Talks with VOA and ELWA have projected possible program exchange patterns. Several interviews have been recorded with the Director of the National Cultural Center, Kenedja, with a view to stockpiling undated program materials.

C. General Plan

The project will build a Central Production Unit in Monrovia and as many as seven AM radio stations in rural areas. Two other stations may also be included in the system, as additions or alternatives: a small FM station, currently belonging to LAMCO, a mining concession in Yekeba in the far northeast of the country; and a small AM station, in need of repair and under the jurisdiction of the Liberian Broadcasting System in the far south-east of the country at Harper. Architectural and engineering designs are currently being prepared for the seven new stations. It is planned to build four initially and the remaining three later.

An initial cadre of 24 trainees is being recruited and will be trained to operate the CPU and the first four stations. We anticipate the construction of the first station and the procurement and installation of its equipment will be completed by April 1984. Until then, initial research in the first four regions will be carried out, baseline evaluation data will be collected, and the organization and administration of the LRCN will be fashioned.

A pilot project will be undertaken using the shortwave facilities of the Liberian Broadcasting System. Methods for collaboration with ministries and field projects will be designed and tested. Radio forums and other community organizations will be developed. Criteria and methods for determining program mixes will be developed; and pilot programs, together with accompanying publications in support of rural development projects, will be produced. Media pre-testing and socio-economic data collection will be carried out, initially near Monrovia for training purposes, and later in rural areas. Pilot project field work will be carried out mainly in and around Monrovia at first, and in the rural areas later.

The Central Production Unit will be responsible for production in two main areas: (1) the development of national campaigns, and (2) the production of instructional programs. It will also assemble news and public affairs broadcasts and feed them to the regional stations. The regional stations will produce local programs in support of local development initiatives, including regional campaigns, local news programs, music programs, and radio magazine features. They will thus support the national campaigns, but may also do some instructional programming locally.

After the first four stations are completed, the first year of broadcasting will consist initially of two or three hours of broadcasting per day, which will gradually increase to ten hours per day. Of the ten hours, we anticipate that the CPU will feed three hours and that the regional stations will produce seven. LRCN productions will be made available to other public and private stations in the country.

D. Introduction to Specific Plans

Specific plans for the LRCN Project will be discussed in the next seven sections of this report: LRCN Organization and Administration; Technical Facilities and Equipment; Broadcast and Materials Production; Training; Community Organization; Research; and Evaluation. In each section, we shall discuss the specific plans, the conditions, and issues that may affect the plans, and alternatives that may be necessary and feasible.

SECTION II

LRCN Organization and Administration

A. Functions of LRCN

IIR's responsibilities in this area are to advise LRCN on (1) the functions that the LRCN is required to implement now and in the future; (2) the most cost effective organizational structure that will serve those functions; (3) the definition of jobs and tasks at the LRCN headquarters, the CPU, and the regional stations; (4) standard operating procedures in performing the functions, and guidelines for procedures in non-routine situations; and (5) relations between the LRCN and the other government and parastatal agencies at national, regional, and community levels.

Estimates of IIR personnel requirements for this project are based on considerations of the workload for each of the foregoing activities connected with each of the functions mentioned below. Detailed work breakdowns are provided for only some of the functions in the interest of clarifying the type and amount of IIR work that we envision. More detail would make this plan unwieldy.

The Liberian Rural Communications Network must carry out the following functions:

- Production of a variety of broadcasts, including music, feature shows, news, development campaigns, and formal and non-formal educational programs.
- Production and publication of supporting documents, such as bulletins, posters, leaflets, and schedules of development project activities.

- Establishment and maintenance of liaison with government ministries and with field projects.

In order to carry out those ongoing functions, the following tasks must be completed:

- Design of facilities.
- Construction of facilities.
- Selection, procurement, and purchasing of equipment and supplies.
- Research into the type, distribution, and status of development projects requiring communications assistance in order to plan programs and publications.
- Research into the formulation of effective development messages, effective mixes of types of radio program and non-broadcast media, and the similarities and differences among the ethnic groups and among regional and local situations.
- Research on current communications patterns, such as the distribution of languages and literacy, and the use of radio and other media.
- Community organization on a continuing basis to reinforce development activities, to strengthen two-way communications, and to maintain pertinence of messages to changing conditions and development activities.
- Coordination with development programs and projects in order to set communications priorities and to ensure that programs and publications are coordinated with development activities, such as the delivery of medicine, credit, or farm supplies.

- Personnel actions, including recruitment, selection, assignment, training, leadership, management, supervision, evaluation, career development, and determination of salaries and benefits.
- Budgeting, financing, and accounting.

B. Organization of LRCN

The ultimate organization of the LRCN will depend on the number and size of the radio stations in the system. The number of stations that can be constructed will depend on the cost of building and operating each one during the life of the project and after the project is completed. Detailed analyses leading to the following conclusions are shown at the end of Section II in Tables I through XI.

The best estimate is that each 10-kilowatt station will cost approximately \$800,000 at today's prices for site preparation, construction, and outfitting with equipment, furnishings, and supplies. In addition, it is estimated that the Central Production Unit will cost \$1.2 million at current prices. Since neither the CPU nor any of the stations can be built and furnished before a year has elapsed, given USAID procurement procedures, 10% should be added for inflation. Thus, each of the earliest regional stations will cost approximately \$880,000 and the Central Production Unit will cost \$1,320,000. A total of approximately \$6.2 million is available for construction of the CPU and all regional stations.

It is planned to build the CPU and the first four rural stations within the next two years and the remainder afterwards. At \$880,000 for each of the four stations, and \$1,320,000 for the CPU, the total will be \$4,840,000, if they are built within a year. Only \$1,360,000 will be available for the remaining stations. This is sufficient to build one additional station and possibly to renovate the LAMCO FM and the Harper AM

stations.* It is estimated that the Harper station can be renewed for approximately \$200,000, and that approximately \$440,000 will be left over after the first five stations are constructed. Any modifications that need to be made to the LAMCO or Harper stations will need to be done with those funds, since USAID has already informed the GOL that there is no plan for adding funds to the project. Although there are sufficient funds to build the CPU and five stations, there are enough funds only to operate three stations plus the CPU.

In deciding how many regional stations to build, it is also necessary to consider how much it will cost to operate them during the life of the project and beyond. Thus, the costs of operating the LRCN headquarters, the CPU, and each regional station during the life of the project was analyzed. Operating the CPU and the LRCN headquarters will cost \$2,819,000 from January 1983 through December 1987. To operate each station in a seven-station system would cost \$1,364,000 for the same period. The annual cost of operating each station in a four-station system will be about \$28,000 higher than in a seven-station system, since two additional producers and two more community organizers will need to be added to each station in the smaller system in order to gain the necessary coverage. In a three-station system, it will be necessary to add an additional \$14,000 to each station annually in order to cover still another producer and another community organizer.

The cost of building and operating the LRCN/CPU and a three-station system for 1983-87 would probably be \$10,528,000. The cost of building and operating a new four-station system and the CPU would probably be \$12,446,000. The cost of building and operating a seven-station system and the CPU would probably cost no less than \$19,258,000. A total of approximately \$11,500,000 is available for these purposes: \$6,200,000 of construction funds and \$5,800,000 of GOL funds committed to this project, less the amount of \$500,000 which will have been spent by the GOL by December 1982.

*The extensive vandalization of Harper since this document will require considerably increased funds for reconstruction.

A further analysis of probable operating costs indicates that given a 10% rate of inflation, it will cost \$1,986,000, \$2,238,000, and \$3,304,000 to operate the LRCN/CPU and three-, four-, or seven-station systems, respectively, in 1988, the first year after the project. This will rise by 1992 to \$2,909,000, \$3,452,000, or \$4,837,000 for three-, four-, or seven-station systems, respectively.

It appears that no more than three stations can be built and operated with funds currently earmarked for this project. If three stations are built, the surplus funds could be used to strengthen one or two of them and to build somewhat more expensive directional antennae in order to improve the efficiency of the system.

Consideration should be given to other systems configurations, maintaining both the principles of cost effective and regionally responsive services in each of the languages of the country. For example, three major regional stations might be developed together with two 1,000-watt stations and the LAMCO and Harner stations. Similarly, four regional stations, one 1,000-watt station and the LAMCO and Harper stations might be the final configuration. If fewer than four regional stations are built, consideration should be given to strengthening the power of one or two of them so that most of the population of the country will be covered. For example, if only three regional stations are built, one at Voinjama in the northwest of the country, one at Gbarnga in the center of the country, and one at Zwedru in the southeastern portion of the country, it might be desirable to strengthen the Gbarnga station to 50 kilowatts and the Zwedru station to 20 kilowatts. Thousand-watt stations might be installed at Greenville and Robertsport.

C. Organization of LRCN Headquarters and the CPU

The basic LRCN headquarters staff will consist of a director, a deputy director in charge of production, a chief engineer and a chief maintenance engineer, an accountant, a procurement officer, two secretaries, and two

drivers. The staff will be housed in the same building as the Central Production Unit. The CPU will have the following personnel:

| | |
|--------------------------------------|--------------------------------------|
| 6 producers | 2 technician/announcers |
| 3 community organization specialists | 1 administrative assistant/librarian |
| 1 director of publications | 1 trainee coordinator |
| 1 photographer | 2 secretary/typists |
| 1 mechanic | 2 drivers |
| | 2 custodians |

In addition, 16 ministry subject matter specialists will work with the CPU. It is estimated that the 16 subject matter specialists will provide approximately one-fourth of their time for production purposes (in total, 4 work-years per year of producer labor) in addition to their advisory duties as subject matter specialists.

D. Organization of Regional Stations

Each of the regional stations will have the following manpower complement if it is part of a three-station system:

| | |
|---------------------------|--------------------------------------|
| 1 station manager | 1 mechanic |
| 7 producers | 1 administrative assistant/librarian |
| 5 community organizers | |
| publications producers | 1 janitor |
| 2 maintenance technicians | 1 driver |

(NOTE: Producers, community organizers, and technicians will also act as continuity announcers.)

It is estimated that to maintain a 10-hour broadcast day, on the weekend as well as weekdays, station personnel will have to provide four work-days of additional labor on a rotating basis. (NOTE: A minimum of two people are required to man the stations at all times; morning and afternoon shifts on Saturdays and Sundays, therefore, constitute four work-days.) In addition, actors, musicians, local informants, and storytellers will be employed on a part-time basis. It is anticipated that most of the part-time labor will be volunteered.

E. Relationship between the CPU and the Regional Stations

In a typical 10-hour broadcast day, the regional station will broadcast approximately five hours of music and will produce three hours of local programming. The remaining two hours will be produced or fed to the regional stations by the CPU. The CPU will collect from the ministries, other broadcast stations, news services, etc., between one-half and one hour of news and public affairs programming which will be fed to the regional stations via short-wave and by land carrier.

The CPU will produce another hour of broadcasting daily which will also be fed to the stations. This hour will consist, in part, of national campaigns on agriculture and health topics and, in part, of educational programming for professionals, such as health workers, agriculture extension agents, and teachers, and for laymen -- both adults and children. The CPU will carry out the great majority of the translation into some 15 languages that is done for the system. The CPU will also carry the main burden of graphic and print reproduction, although each regional station will have limited local publication capability. Bulk printing will be done on a commercial basis.

F. Regional Programming

It is anticipated that the regional stations will have more or less complete discretion in the choice of music and the production of local programs. How much of the national programming they will be required to carry, and when, needs to be determined. The decision will be based partly on policy, partly on the basis of experience. Local programming will be needed, for example, when a message must be synchronized with a local health schedule. It will, therefore, be necessary to give the local station a measure of local discretion in programming even regarding national campaigns. We anticipate that programs produced by one regional station will sometimes (or often) be useful at another one or even throughout the nation.

G. Manpower and Cooperation within the System

The broadcast industry in Liberia is relatively small, probably encompassing no more than 200 persons. Career opportunities will, therefore, be limited. Language specificity will restrict career opportunities further. The CPU will produce programs in the same languages as those of regional stations; and, in some instances, two or more regional stations may also use the same languages. It may be possible, therefore, to transfer or promote individuals between the stations and the CPU. The precise nature of career ladders, promotion rates, and transfer policies also needs to be determined in the light of experience.

The CPU will carry out recruitment, selection, and training for the whole system, as well as procurement, purchasing, and general accounting. The degree of participation in these activities by each station will need to be determined.

Another matter which must be determined in the future is the utilization by one station of broadcasts produced at other stations in the system or by other stations in Liberia outside the LRCN, e.g., ELBS. Similarly,

the availability and use of radio programs and other materials published by other stations, ministries, and agencies will need to be determined. Some kind of reciprocal arrangement may be feasible.

It can be anticipated that the system will accumulate considerable amounts of materials, not only from Liberian sources but also from international sources. It will be necessary to maintain a well ordered and indexed library. Furthermore, the system will need to develop standard procedures for distributing materials among the stations and for retrieving them on a timely basis.

A manual of Standard Operating Procedures and Guidelines for Emergency Situations will need to be produced. The implications for training and other personnel actions will also be detailed.

H. Future Growth

As the Liberian economy develops, it can be anticipated that additional stations will be built either by the government or commercial interests. The LRCN will need to carry out planning on a sustained, periodic schedule; annual and five-year plans will need to be produced systematically.

I. Coordination among Development Agencies

It will be critically important for the LRCN not only to produce and publish broadcast and supporting materials, but also to make them pertinent to national and regional development activities. It will thus be of the utmost importance for the LRCN to coordinate the plans and field projects of the various ministries and other agencies working toward Liberian rural development. Broadcasts will need to be produced and scheduled in support of particular development activities, such as measles prevention campaigns, improvement of field and tree crops, or road maintenance activities. The

broadcasts will need to be synchronized with the distribution of materials and supplies and with the personal appearances of extension agents, health workers, and others. To carry out an ambitious program of this type requires a high order of planning and sustained follow-through.

We envision that the LRCN and CPU staffs, on the one hand, and the staffs of regional stations on the other, will play key roles in this planning, coordination, and follow-through. These activities will be carried out at three levels:

- The LRCN directors will confer more or less continuously with senior ministry personnel on development plans and projects. They should be a principal source of feedback information from the field to the ministries and from the ministries to the CPU and regional staffs.
- The radio and publications staffs will work directly with the ministry subject matter specialists in the production of specific campaign and educational materials. In order to do their work effectively, they will need to visit the field at various times in the production and implementation of the campaigns and courses. A similar system of coordination between ministry subject matter specialists and their ministries and research establishments will need to be set up.
- The regional producers and community organizers attached to each station will work directly with field workers from the ministries, parastatal agencies, and private organizations such as Care, missionary groups, brokers, salespeople, and concessionaires.

In order to prepare for the procurement and distribution of resources for the LRCN, e.g., tape and paper, it will be necessary to determine each year what particular campaigns will be mounted, what courses will be given, and which field projects will be supported by local broadcasting. The

types of broadcasts and publications to be produced, the amount of time devoted to each campaign, course, or project, and the schedules of broadcasts and deliveries will also need to be planned in advance. This will be done by holding annual workshops and conferences in each of the regions. Conferences should be attended by the LRCN staff, the field workers throughout the regions in the various types of projects, and the local leaders and citizens' representatives. Project needs for communications and other resources will be specified, and priorities and schedules will be elaborated.

When the desired local schedules have been worked out for the entire year, regional representatives will meet at an annual conference in Monrovia to plan the national programming that will be produced and delivered by the CPU. Planning will be done together with ministry representatives and representatives of the other organizations working on a national basis in Liberia. This procedure, together with frequent conversations between LRCN directors and the ministers, direct daily contact between CPU production people and the ministry specialists, and the continuous collaboration between regional station workers and ministry field workers, will create a mechanism for efficient coordination among the various development agencies that will help to rationalize the acquisition and distribution of resources in favor of rural development throughout the country.

Before the beginning of each fiscal year, an annual LRCN budget will be formulated in coordination with regional budgets. The LRCN budget will also be coordinated with the local Liberian Broadcasting Service and with various external agencies. For example, if it is planned to conduct a course for agriculture extension agents, it will be necessary to determine from the Ministry of Agriculture, and possibly from other sources, what materials are either already available or will be produced and supplied to the LRCN for distribution in connection with the course. If no such materials are available from external sources, it may be necessary to

budget for their production. LRCN will hold a workshop for ministry planners to explain the magnitude and dimensions of such programs in order to ensure adequate planning time and resources.

Each of the foregoing activities will be modeled during the life of this project. The typical method that will be employed will be as follows:

- Each activity will be discussed by small committees composed of LRCN and IIR personnel, preferably one LRCN and one IIR specialist. They will record the main considerations and develop a tentative plan, schedule, resource requirements list, and budget.
- The tentative plan will be discussed with the LRCN directors and the IIR COP, then with a larger committee of LRCN and IIR staff members. The originating committee will refine it in accordance with suggestions made by the larger committee.
- The plans will be discussed with ministry officials or other persons who need to be involved, for example, the director of the Liberian Broadcasting Service concerning the establishment of pay scales or promotion policies.
- A specific schedule and, where appropriate, a critical path analysis will be prepared.
- Appropriate actions will be taken.
- A brief report will be written describing the plan, activities, problems, and solutions. This will serve as a source for the development of manuals and training programs.

J. Time/Manpower/Cost Tables

Tables on the following pages display information regarding the cost of building and operating radio stations in the LRCN system:

| | |
|------------|---|
| Table I | Preparation Time Required for Various Types of Quality Programming |
| Table II | Regional Production Time Needed for One Typical Ten-Hour Broadcast Day |
| Table III | Responsibilities of the Central Production Unit |
| Table IV | Production Time Needed at CPU to Support Regional Stations with Three Hours of Programs Every Day |
| Table V | Manpower Required to Keep One Regional Station on the Air for Ten Hours Each Day (Three-Station System) |
| Table VI | Manpower Required for LRCN Headquarters and CPU to Support a National Development Communications System |
| Table VII | Annual Operating Costs for LRCN Headquarters, the Central Production Unit, and Each Regional Station |
| Table VIII | Projected Annual Operating Costs of LRCN Headquarters, the Central Production Unit, and Three, Four, or Seven Regional Stations during the Remaining Life of Project (1983 - 1987)(Assuming 10% Annual Inflation) |
| Table IX | Costs of Building and Outfitting the CPU and Three, Four, or Seven Stations |
| Table X | LRCN Costs of Construction and Operations Vs. Available Funds for Three, Four, or Seven Stations during Life of Project |
| Table XI | Projected Annual LRCN Operating Costs from 1988-1992 for Three, Four, or Seven Stations and CPU |

TABLE I
Preparation Time Required for
 Various Types of Quality Programming

| <u>Type of Programming</u> | <u>Ideal Preparation Time Required</u> | <u>Time on Air</u> |
|--|--|--------------------|
| Disc jockey | .5 Hours | 1 Hour |
| Talk (Palaver) | 8.0 Hours | 1 Hour |
| Single interviews, discussions | 12.0 Hours | 1 Hour |
| Edited interview with three-four persons | 30.0 Hours | 1 Hour |
| Live/canned magazine | 20.0 Hours | 1 Hour |
| News (fed from CPU, translated locally) | 8.0 Hours | 1 Hour |
| Local information supplied to station | 2.0 Hours | 1 Hour |
| Drama (non-scripted) | 20.0 Hours | 1 Hour |
| Feature (short) | 2.0 Hours | 1 Hour |
| Live sports | 2.0 Hours | 1 Hour |
| News (locally sought) | 20.0 Hours | 1 Hour |
| Letter, e.g., from America or U.N. | 1.0 Hours | 1 Hour |
| Spot announcements | 4.0 Hours | 1 Hour |
| Jingles | 30.0 Hours | 1 Hour |
| Events tape | 12.0 Hours | 1 Hour |
| Live Events | 3.0 Hours | 1 Hour |
| Introductory material | 1.0 Hours | 1 Hour |
| Instructional programs | 10.0 Hours | 1 Hour |

TABLE II
Regional Production Time Needed
for One
Typical Ten-Hour Broadcast Day

| <u>Hours of Broadcasting</u> | <u>Material</u> | <u>Ideal Local Production Time (in Hours)</u> | <u>Efficient Local Production Time Making Full Use of the CPU</u> |
|----------------------------------|---|---|---|
| 3.50 | Music | 2.0 | 2.0 |
| 2.00 | Programs from CPU (development campaigns, instructional programs) | 60.0 (Local Translation) | 1.0 (Translation by CPU) |
| 1.00 | News from CPU (public affairs, sports) | 3.0 | 3.0 |
| .25 | Local information supplied to stations | .5 | .5 |
| .25 | Local news sought by station | 2.0 | 2.0 |
| .25 | Local information, e.g., consumer, farm, or market information | 2.0 | 1.5 |
| .25 | Miscellaneous radio magazine features | 1.0 | 1.0 |
| .50 | Campaign drama/comedy | 10.0 | 4.0 |
| .25 | Campaign spots | 4.0 | 2.0 |
| .50 | Talk formats, interviews, discussions | 10.0 | 8.0 |
| 1.25 | Local educational programs, e.g., professional instruction, and repeats | <u>8.0</u> | <u>7.0</u> |
| 10.00 | | 102.5 Hours | 32.0 (4 Work- Days) |

TABLE III

Responsibilities of the
Central Production Unit

1. Produces national campaigns, e.g., on health and agriculture, of approximately 14 days each.
2. Translates campaigns into all languages.
3. Feeds approximately one hour of news, public affairs, and sports to regional stations each day.
4. Acquires 1/2 hour of prepared programs from LBS, ministries, other stations, and other countries each day.
5. Produces the other 1/2 hour of news, public affairs, and sports each day.
6. Produces one hour of campaign materials each day, of which 1/2 hour is spoken and 1/2 hour is music and sound effects.
7. Produces 1/2 hour of instructional programming each day for teachers, agricultural extension workers, and health workers, for example.
8. Acquires or produces and translates print and graphic materials to support development campaigns and instructional programs. (Bulk printing is done commercially on contract.)

TABLE IV

Production Time Needed at CPU to Support
Regional Stations with Three Hours of
Programs Every Day

| | |
|---|----------------|
| Production of one hour of national development campaigns (drama, comedy, spots, jingles, interviews, discussions, talks)* | 15 Hours |
| Translation of 1/2 hour of talk components into six languages | 48 Hours |
| Acquisition of one hour of prepared programs | 5 Hours |
| Production of 15 minutes of news | 5 Hours |
| Production of 15 minutes of public affairs or sports programs | 4 Hours |
| Preparation of feed to regional stations | <u>2 Hours</u> |
| | 79 Hours |
| | (10 Work-Days) |

*NOTE:

About 125 days per year will be devoted to producing development campaigns, including related print and graphic materials.

About 125 days per year will be devoted to producing instructional programs, including related print and graphic materials.

Two work-days per day (16 hours) will be devoted to acquiring and producing one hour of news, public affairs, sports, etc., to be fed to the regional stations every day.

TABLE V

Manpower Required to Keep One Regional
Station on the Air for Ten Hours Each Day
(Three-Station System)

| | |
|-----|---|
| 1 | Station Manager |
| *7 | Producers |
| **5 | Community Development Specialists |
| 1 | Administrative Assistant/Tape and Print Librarian |
| 2 | Broadcast Maintenance Technicians |
| 1 | Mechanic (automotive and equipment) |
| 1 | Print and Graphics Specialist/Illustrator |
| 1 | Typist |
| 1 | Custodian |
| 1 | Driver |

Also need two work-days of additional labor to keep station on air each weekend.

Need also to allow for payment of part-time script writers, musicians, actors, and local informants.

*If station is part of a seven-station system, four Producers are required; if part of a four-station system, six Producers are required.

**If station is part of a seven-station system, two Community Development Specialists are needed; if part of a four-station system, four Community Development Specialists are needed.

TABLE VI

Manpower Required for
LRCN Headquarters and CPU to Support
a National Development Communications System

| | |
|-----|---|
| 1 | LRCN Director |
| 1 | Deput, Director/Production Chief |
| 1 | Evaluation Specialist |
| 1 | Accountant |
| 1 | Procurement Specialist |
| *10 | Producers |
| 3 | Community Development/Publications Specialists |
| 1 | Director of Publications |
| 1 | Photographer |
| 2 | Engineers |
| 2 | Mechanics |
| 2 | Announcer/Radio Technicians |
| 1 | Administrative Assistant/Tape and Print Librarian |
| 1 | Training Coordinator |
| 3 | Secretary/Typists |
| 2 | Custodians |
| 2 | Drivers |

***NOTE:** Six Producers will be employed directly by LRCN. In addition, four work-years of production time per year will be supplied by ministry Subject Matter Specialists (16 individuals).

TABLE VII

ANNUAL OPERATING COSTS FOR
LRCN HEADQUARTERS, THE CENTRAL PRODUCTION UNIT,
AND EACH REGIONAL STATION

| <u>LRCN/CPU</u> | <u>Costs in</u> <u>Current Dollars</u> | <u>One Regional Station</u> <u>In Seven-Station System</u> | <u>Costs in</u> <u>Current Dollars</u> |
|--|---|--|---|
| Personnel | \$250,000 | Personnel | \$ 94,300 |
| Energy for Facilities and Equipment | 40,000 | *Energy for Trans- mitters & Station | 54,000 |
| Fuel for Vehicles | 20,000 | **Fuel for Vehicles | 26,000 |
| Vehicle Replacement | 35,000 | Vehicle Maintenance and Repair | 12,000 |
| Vehicle Maintenance and Repair | 15,000 | Plant Maintenance and Repair | 8,000 |
| Facilities Maintenance | 15,000 | Studio Equipment, Replacement, Maintenance, and Repair | 10,000 |
| Equipment Replacement, Maintenance & Repair | 10,000 | Cassettes and Tapes | 3,000 |
| Cassettes and Tapes | 4,000 | Publications | 3,000 |
| Office Equipment and Office Supplies | 9,000 | Office Equipment and Supplies | <u>3,000</u> |
| Stand-By Generator, Operation, Maintenance, and Repair | 2,000 | TOTAL | <u>\$213,300</u> |
| Photography Supplies | 3,000 | <u>In Four-Station System</u> | |
| Printing | 50,000 | Additional Personnel if 4-Station System (2 Producers and 2 Community Organizers) | 28,000 |
| Travel | 20,000 | TOTAL | <u>\$241,300</u> |
| Per Diem | 10,000 | <u>In Three-Station System</u> | |
| Communications | 4,000 | Additional Personnel if 3-station system (3 Producers and 3 Community Organizers) | 42,000 |
| Annual Costs to Train Replacement Personnel for System | <u>13,000</u> | TOTAL | <u>\$255,300</u> |
| TOTAL | <u>\$500,000</u> | | |

*Includes Transmitter Maintenance
**Two Autos/Six Motorcycles

PROJECTED ANNUAL OPERATING COSTS
OF LRCN HEADQUARTERS, THE CENTRAL PRODUCTION UNIT, AND THREE, FOUR, OR SEVEN REGIONAL STATIONS
DURING THE REMAINING LIFE OF PROJECT (1983 to 1987) (ASSUMING 10% ANNUAL INFLATION)

| <u>3 Regional Stations</u> | <u>Jan - Dec 1983</u> | | | <u>Jan - March 1984</u> | | | <u>April - Dec 1984</u> | | |
|----------------------------|-----------------------|-----------------|----------------|-------------------------|-----------------|---------------|-------------------------|----------------|----------------|
| | <u>LRCN/CPU</u> | <u>Trainees</u> | <u>Totals</u> | <u>LRCN/CPU</u> | <u>Trainees</u> | <u>Totals</u> | <u>1 LRCN/CPU</u> | <u>3 RPU's</u> | <u>Totals</u> |
| Personnel | \$ 120,000 | \$ 100,000 | \$ 220,000 | \$ 41,800 | \$ 27,500 | \$ 69,300 | \$ 206,250 | \$ 337,343 | \$ 543,593 |
| Other Costs | <u>190,000</u> | <u>---</u> | <u>190,000</u> | <u>52,800</u> | <u>---</u> | <u>52,800</u> | <u>206,250</u> | <u>346,500</u> | <u>552,750</u> |
| Totals | \$ 310,000 | \$ 100,000 | \$ 410,000 | \$ 94,600 | \$ 27,500 | \$ 122,100 | \$ 412,500 | \$ 683,843 | \$ 1,096,343 |

| <u>4 Regional Stations</u> | <u>Jan - Dec 1983</u> | | | <u>Jan - March 1984</u> | | | <u>April - Dec 1984</u> | | |
|----------------------------|-----------------------|-----------------|----------------|-------------------------|-----------------|---------------|-------------------------|----------------|----------------|
| | <u>LRCN/CPU</u> | <u>Trainees</u> | <u>Totals</u> | <u>LRCN/CPU</u> | <u>Trainees</u> | <u>Totals</u> | <u>LRCN/CPU</u> | <u>4 RPU's</u> | <u>Totals</u> |
| Personnel | \$ 120,000 | \$ 100,000 | \$ 220,000 | \$ 41,800 | \$ 27,500 | \$ 69,300 | \$ 206,250 | \$ 403,590 | \$ 609,840 |
| Other Costs | <u>190,000</u> | <u>---</u> | <u>190,000</u> | <u>52,800</u> | <u>---</u> | <u>52,800</u> | <u>206,250</u> | <u>392,700</u> | <u>598,950</u> |
| Totals | \$ 310,000 | \$ 100,000 | \$ 410,000 | \$ 94,600 | \$ 27,500 | \$ 122,100 | \$ 412,500 | \$ 796,290 | \$ 1,208,790 |

| <u>7 Regional Stations</u> | <u>Jan - Dec 1983</u> | | | <u>Jan - March 1984</u> | | | <u>April - Dec 1984</u> | | |
|----------------------------|-----------------------|-----------------|----------------|-------------------------|-----------------|---------------|-------------------------|------------------------------|----------------|
| | <u>LRCN/CPU</u> | <u>Trainees</u> | <u>Totals</u> | <u>LRCN/CPU</u> | <u>Trainees</u> | <u>Totals</u> | <u>LRCN/CPU</u> | <u>7 RPU's (4 Built)</u> | <u>Totals</u> |
| Personnel | \$ 120,000 | \$ 100,000 | \$ 220,000 | \$ 41,800 | \$ 27,500 | \$ 69,300 | \$ 206,250 | \$ 311,190 | \$ 517,440 |
| Other Costs | <u>190,000</u> | <u>---</u> | <u>190,000</u> | <u>52,800</u> | <u>---</u> | <u>52,800</u> | <u>206,250</u> | <u>392,700</u> | <u>598,950</u> |
| Totals | \$ 310,000 | \$ 100,000 | \$ 410,000 | \$ 94,600 | \$ 27,500 | \$ 122,100 | \$ 412,500 | \$ 703,890 | \$ 1,116,390 |

TABLE VIII
(Continued)

| <u>3 Regional Stations</u> | <u>Jan - Dec 1985</u> | | | <u>Jan - Dec 1986</u> | | | <u>Jan - Dec 1987</u> | | |
|----------------------------|-----------------------|----------------|----------------|-----------------------|----------------|----------------|-----------------------|----------------|----------------|
| | <u>LRCN/CPU</u> | <u>3 RPU's</u> | <u>Totals</u> | <u>LRCN/CPU</u> | <u>3 RPU's</u> | <u>Totals</u> | <u>LRCN/CPU</u> | <u>3 RPU's</u> | <u>Totals</u> |
| Personnel | \$ 302,500 | \$ 494,769 | \$ 797,269 | \$ 332,570 | \$ 544,246 | \$ 876,816 | \$ 365,827 | \$ 598,671 | \$ 964,498 |
| Other Costs | <u>302,500</u> | <u>392,700</u> | <u>695,200</u> | <u>332,570</u> | <u>431,970</u> | <u>764,540</u> | <u>365,827</u> | <u>475,167</u> | <u>840,994</u> |
| Totals | \$ 605,000 | \$ 887,469 | \$1,492,469 | \$ 665,140 | \$ 976,216 | \$1,641,356 | \$ 731,654 | \$1,073,838 | \$1,805,492 |

GRAND TOTALS (1983--1987): \$6,567,760

| <u>4 Regional Stations</u> | <u>Jan - Dec 1985</u> | | | <u>Jan - Dec 1986</u> | | | <u>Jan - Dec 1987</u> | | |
|----------------------------|-----------------------|----------------|----------------|-----------------------|----------------|----------------|-----------------------|----------------|------------------|
| | <u>LRCN/CPU</u> | <u>4 RPU's</u> | <u>Totals</u> | <u>LRCN/CPU</u> | <u>4 RPU's</u> | <u>Totals</u> | <u>LRCN/CPU</u> | <u>4 RPU's</u> | <u>Totals</u> |
| Personnel | \$ 302,500 | \$ 591,932 | \$ 894,432 | \$ 332,570 | \$ 650,100 | \$ 982,670 | \$ 365,827 | \$ 715,110 | \$1,080,937 |
| Other Costs | <u>302,500</u> | <u>576,000</u> | <u>878,500</u> | <u>332,570</u> | <u>633,600</u> | <u>966,170</u> | <u>365,827</u> | <u>696,960</u> | <u>1,062,787</u> |
| Totals | \$ 605,000 | \$1,167,932 | \$1,772,932 | \$ 665,140 | \$1,283,700 | \$1,948,840 | \$ 731,654 | \$1,412,070 | \$2,143,724 |

GRAND TOTALS (1983--1987): \$7,606,386

| <u>7 Regional Stations</u> | <u>Jan - Dec 1985</u> | | | <u>Jan - Dec 1986</u> | | | <u>Jan - Dec 1987</u> | | |
|----------------------------|-----------------------|------------------|------------------|-----------------------|------------------|------------------|-----------------------|------------------|------------------|
| | <u>LRCN/CPU</u> | <u>7 RPU's</u> | <u>Totals</u> | <u>LRCN/CPU</u> | <u>7 RPU's</u> | <u>Totals</u> | <u>LRCN/CPU</u> | <u>7 RPU's</u> | <u>Totals</u> |
| Personnel | \$ 302,500 | \$ 798,721 | \$1,101,221 | \$ 332,570 | \$ 878,593 | \$1,211,163 | \$ 365,827 | \$ 966,452 | \$1,332,279 |
| Other Costs | <u>302,500</u> | <u>1,079,030</u> | <u>1,381,530</u> | <u>332,570</u> | <u>1,186,933</u> | <u>1,519,503</u> | <u>365,827</u> | <u>1,305,626</u> | <u>1,671,453</u> |
| Totals | \$ 605,000 | \$1,877,751 | \$2,482,751 | \$ 665,140 | \$2,065,526 | \$2,730,666 | \$ 731,654 | \$2,272,078 | \$3,003,732 |

GRAND TOTALS (1983--1987): \$9,865,639

*NOTE: If seven stations are built, each will have four Producers and two Community Organizers. If four stations are built, each should have six Producers and four Community Organizers. If three stations are built, each should have seven Producers and five Community Organizers.

TABLE IX
Costs of Building and Outfitting
the CPU and Three, Four, or Seven Stations

| | <u>Jan - Dec 1983</u> | <u>Jan - Dec 1984</u> | <u>Jan - Dec 1985</u> | <u>Total</u> |
|-----------------------------------|---|-----------------------|-----------------------|--------------|
| Three Stations, Fastest Schedule | CPU \$1,200,000 + 1 RPU \$800,000 | 2 RPU's \$1,760,000 | | \$3,760,000 |
| Three Stations, Probable Schedule | CPU \$1,320,000 | 3 RPU's \$2,640,000 | | \$3,960,000 |
| Four Stations, Fastest Schedule | CPU \$1,200,000 + 1 RPU \$800,000 | 3 RPU's \$2,640,000 | | \$4,640,000 |
| Four Stations, Probable Schedule | CPU \$1,320,000 | 4 RPU's \$3,520,000 | | \$4,840,000 |
| Seven Stations, Fastest Schedule | CPU \$1,200,000 + 1 RPU \$800,000 | 3 RPU's \$2,640,000 | 3 RPU's \$2,904,000 | \$7,544,000 |
| Seven Stations, Probable Schedule | CPU \$1,320,000 | 4 RPU's \$3,520,000 | 3 RPU's \$2,904,000 | \$7,744,000 |

TABLE X

LRCN Costs of Construction and Operations
Vs.
Available Funds for Three, Four, or Seven Stations
During Life of Project

| | <u>CONSTRUCTION COSTS</u> | <u>AVAILABLE FUNDS</u> | <u>AVAILABLE FUNDS LESS COSTS</u> | |
|--|-------------------------------|----------------------------|---------------------------------------|----------------|
| | | | <u>DEFICIT</u> | <u>SURPLUS</u> |
| Loan for Construction and Equipment | | \$ 6,200,000 | | |
| GOL Funds Committed for Expenses | | 5,800,000 | | |
| Total | | <u>\$12,000,000</u> | | |
| Less Money Spent to Date | | - 500,000 | | |
| Total Remaining | | <u>\$11,500,000</u> | | |
| | | | | |
| <u>Three Stations & CPU</u> | | | | |
| Fastest Schedule | \$ 3,760,000 | | | |
| 1983-87 Operating Costs | 6,568,000 | | | |
| Total | <u>\$10,328,000</u> | | | \$1,172,000 |
| Probable Schedule | \$ 3,960,000 | | | |
| 1983-87 Operating Costs | 6,568,000 | | | |
| Total | <u>\$10,528,000</u> | | | \$ 972,000 |
| | | | | |
| <u>Three Stations Plus Harper & CPU</u> (Slightly Curtailed Operations) | | | | |
| Probable Schedule | \$ 4,160,000 | | | |
| 1983-87 Operating Costs | 7,340,000 | | | |
| Total | <u>\$11,500,000</u> | | | |
| | | | | |
| <u>Four Stations & CPU</u> | | | | |
| Fastest Schedule | \$ 4,640,000 | | | |
| 1983-87 Operating Costs | 7,606,700 | | | |
| Total | <u>\$12,246,700</u> | | \$ 746,700 | |
| Probable Schedule | \$ 4,840,000 | | | |
| 1983-87 Operating Costs | 7,606,700 | | | |
| Total | <u>\$12,446,700</u> | | \$ 946,700 | |
| | | | | |
| <u>Seven Stations & CPU</u> | | | | |
| Fastest Schedule | \$ 7,544,000 | | | |
| 1983-87 Operating Costs | 11,514,000 | | | |
| Total | <u>\$19,058,000</u> | | \$7,558,000 | |
| Probable Schedule | \$ 7,744,000 | | | |
| 1983-87 Operating Costs | 11,514,000 | | | |
| Total | <u>\$19,258,000</u> | | \$7,758,000 | |

TABLE XI

Projected Annual LRCN Operating Costs
From 1988--1992
For Three, Four, or Seven Stations and CPU

| | <u>1988</u> | <u>1989</u> | <u>1990</u> | <u>1991</u> | <u>1992</u> |
|----------------------|-------------|-------------|-------------|-------------|-------------|
| Three Stations & CPU | \$1,986,000 | \$2,185,000 | \$2,404,000 | \$2,644,000 | \$2,909,000 |
| Per Station | \$ 394,700 | \$ 433,000 | \$ 476,000 | \$ 524,000 | \$ 576,000 |
| Four Stations & CPU | \$2,358,000 | \$2,594,000 | \$2,853,000 | \$3,138,000 | \$3,452,000 |
| Per Station | \$ 388,000 | \$ 427,000 | \$ 470,000 | \$ 517,000 | \$ 569,000 |
| Seven Stations & CPU | \$3,304,000 | \$3,634,000 | \$3,997,800 | \$4,398,000 | \$4,837,000 |
| Per Station | \$ 357,000 | \$ 393,000 | \$ 432,000 | \$ 475,000 | \$ 523,000 |

SECTION III

Technical Facilities and Equipment

Plans for broadcast facilities and the equipment with which they will be outfitted are described below. IIR's contribution to each element will be made principally through the full-time service of its Chief Engineer, Jack Miller, and the maintenance engineer who will replace him.

A. Designing the CPU and the Regional Stations

The architectural and engineering design of the CPU and the regional stations has been awarded to a joint venture of the firms of Stanley Consultants, Ltd., a wholly owned subsidiary of a U.S. corporation, with offices at Chase Bank Building, Monrovia, Liberia, and Milton and Richards at 152 Cary Street, Monrovia, Liberia. Contractor selection process and award was in accordance with USAID procedures, including input from LRCN, USAID, and IIR engineers.

The scope of work under the contract for the CPU and seven regional stations includes site boundary verifications, topographic surveys, soil tests, conceptual building design drawings and site layouts, detailed building designs and site development, technical specifications, and construction drawings. Basic station requirements are in accordance with the Project Paper. Control of the contract is delegated by the USAID Contracting Officer to the USAID/Liberia Engineer and the LRCN Chief Engineer with advice of the IIR Chief Engineer.

At this time, the building conceptual drawings have been submitted and approved, as modified, by the Steering Committee, USAID, and LRCN. Finalized drawings and estimated building construction costs are now being prepared.

B. Surveying and Acquiring Field Sites

Site selection and approval have been completed for the CPU and six regional stations by USAID, LRCN, and IIR engineers. All have been surveyed by engineers from the Liberian Bureau of Lands and Mines in company with LRCN engineers. Technical descriptions have been completed, and we are now in the process of obtaining deeds. Through the offices of the superintendent of each county involved, topographic surveys are now in progress by the A&E contractor, even though the property deeds to date have not been finalized.

C. Developing a Final Equipment List and Requesting Bids from Suppliers

Specifications for broadcast equipment required for the CPU and regional stations have been prepared in detail, using the Project Paper engineering annex as a guide. The list was prepared one year ago. It has been reviewed by LRCN engineers, and revisions have been incorporated.

Specific quantities will depend on finalization of CPU and regional station floor plans and site layouts. From these plans, actual component-by-component layout and interconnection drawings can be developed. These drawings will permit the engineering staff to determine quantities required and permit a prospective contractor to bid realistically on the entire system. The prospective contractor will furnish, install, and test the transmitters, audio equipment, antenna systems, recorders and playback equipment, generators, and auxiliary components. Installation progress, as well as final acceptance of finished technical facility, will be under the direct supervision of the LRCN Chief Engineer.

The technical component list and specifications are expected to be completed and bid documents prepared, with the assistance of the USAID Supply Management Officer, in early February 1983. This date is well within the time schedule prepared in February 1982.

Elements of difficulty preventing earlier finalization of the bid documents include:

- Floor plan drawings.
- Station site layout.
- Number of stations to be built and where.
- Status of Maryland County station versus Saniquelle.
- Upgrading the existing equipment at the Saniquelle/Yekepa FM station, if this station is to be part of the system.

These elements must be addressed and resolved by USAID and the LRCN Steering Committee before comprehensive broadcast equipment lists can be prepared.

When the Information for Bidders documents are prepared, the package will be advertised in the U.S.A. in accordance with standard USAID commodities procurement procedures. Tenders will be reviewed in Liberia by LRCN, USAID, and IIR engineers. USAID/W will then prepare and issue the contract documents.

D. Reviewing Tenders and Choosing Construction Firms and Equipment Suppliers

The architectural and engineering contract makes provisions for an estimate of construction costs prior to invitation for bids, preparation of a project construction schedule, assistance and advice in prequalifying construction contractors, and an analysis of bids received from prospective construction contractors. Construction contracts may be let by USAID to a local, qualified firm at each station location or to one firm for all locations.

E. Inspecting and Monitoring Construction

The A&E contract also provides a negotiable amendment for inspecting and monitoring construction. This phase will include:

- Administration of the construction contract(s).
- Inspection of the work for specification conformance.
- Review, verification, and recommendation for approval of the progress payments and related documentation.
- Monitoring of the contractor's progress for conformance with the schedule.
- Review of project shop drawings and equipment documents.
- Monitoring and reporting of enforcement of safety procedures.
- Preparation and issuance of monthly progress reports.
- Preparation and maintenance of a current file of as-built drawings.
- Review and inspection, on a regular basis, of all construction activities.
- Review, analysis, and recommendation for acceptance of all project change orders, design revisions, test reports, and shop drawings.
- Any additional scope of work as defined and agreed upon between the contractor and USAID/Liberia.

Coordination on all phases of the work will be maintained with the LRCN Chief Engineer, USAID/L Engineer, and the IIR Chief Engineering Advisor.

F. Furnishing the CPU and the Regional Stations

A list of office furniture and equipment is being prepared from U.S. supplier catalogs and a GSA supply schedule by LRCN administrative personnel and IIR staff. When completed, a list in format suitable to USAID procurement will be prepared for action. Lead time for delivery of all commodities must be carefully scheduled to keep warehousing costs to a minimum.

G. Maintaining the CPU and Regional Stations

Maintenance of the stations has been the subject of ongoing discussions during the past six months between the LRCN engineers and the IIR Chief Engineering Advisor. A broad framework for accomplishing proper preventive equipment maintenance throughout the system has been established. Procedures are to be compiled in a set of standard operating procedures. Reporting and control procedures are included in the LRCN Chief Engineer's job description. Broad areas covered are:

- Routine preventive maintenance schedules developed from equipment manufacturers' recommendations.
- Minimum and maximum spare parts levels at each facility location and central, system-wide stock levels maintained at the CPU by the Chief Engineer.
- Requisitioning and reporting procedures from the various activities directed to the Chief Engineer for his action or information.

- Technical, administrative, and reporting requirements, and proper equipment repair and inspection procedures, incorporated in the technician training program.
- Inclusion of a mechanic position in the operating staff. (The incumbent will be responsible for facility house and support equipment inspection and minor repair, such as air conditioning, electrical, generator, buildings and grounds, and automotive.)

The Chief Maintenance Engineer's primary responsibility to the Chief Engineer will be supervision of all system maintenance activities. Frequent on-site inspections at each location and analysis of field reports provide a means of control and adherence to standard procedures. He will also provide technical assistance, if required, at any of the facility locations. Maintenance technicians will participate in the regional and national planning conferences in order to plan necessary schedules and the procurement of supplies and parts so that the equipment can be maintained in top-rate operating order.

SECTION IV

Broadcast and Materials Production

A. Broadcast Schedule/Content

The chief activities of the LRCN will be the production and delivery of information designed to assist rural development throughout Liberia. It has been estimated that each station will be able to broadcast approximately 10 hours a day after the initial year, relying chiefly on electric power supplied by the Liberian Electric Corporation. The broadcast schedule will be suited to the supply of power. (Thus, in Gbarnga, there will be morning and evening broadcasts since no electricity is currently supplied between noon and 6:00 p.m. However, radio programs and printed materials will be produced during those hours.) A typical broadcast day will contain programs such as are shown below, although not necessarily in the order given. The list is designed to show only the amounts of time that might be devoted to each type of broadcast.

| <u>Types of Programs</u> | <u>Approximate Allocation of Times Per Day</u> |
|---|--|
| Music | 4 to 5 hours |
| National and International News | $\frac{1}{2}$ hour |
| Local News | $\frac{1}{2}$ hour |
| Local Announcements Supplied by Organizations and Individuals on a Routine Basis | $\frac{1}{2}$ hour |
| Farmer and Consumer Information, e.g., Market Prices, Exchange Rates, Availability of Commodities, and Clinic Hours | $\frac{1}{2}$ hour |
| English Language Broadcasting*, English Lessons, News, Public Affairs Programs, Addresses from Leadership | 1 hour |

*Most broadcasting will be carried out in local languages.

(Continued)

| <u>Types of Programs</u> | <u>Approximate Allocation of Times Per Day</u> |
|--|--|
| Radio Drama Connected with National or Local Development Campaigns | $\frac{1}{2}$ hour |
| Local Events | $\frac{1}{2}$ hour |
| Magazine Features, Including Interviews, Discussions, Talks, and Music | $\frac{2}{3}$ hour |
| Educational Programming, Including Professional Education for Teachers, Health Workers, and Agriculture Workers, and General Education such as Civic, Primary Health Care, and Gardening | 1 hour |
| Repeats | $\frac{1}{2}$ - 1 hour |

English broadcasting will be fed from the CPU. Similarly, the CPU will re-transmit national and international news, some feature material, and some public affairs material. Radio drama connected with national campaigns will also be produced and distributed by the CPU. (We anticipate that approximately one-half hour of material a day will be required from external sources such as news agencies, ministries, and international suppliers.) Plans for the design and production of programs are discussed below.

B. Program Design

Instructional systems design follows a well-developed and clearly defined series of stages. Not all LRCN program production will include each stage of conventional ISD methodology. For example, a music program will be broadcast live or assembled much more quickly than a radio magazine program; elaborate needs determination and objective-setting will not be required for every music program. At the same time, broad statements of needs and objectives for music programs will be made at the outset, based on community research. Music programming has the same requirements of relevance and appropriateness as any other kind of programming.

Models of production for a variety of program types are contained in Appendix A. Each program type is broken down into a series of processes; and each process is described in terms of personnel required, action to be taken, and the institutional procedures necessary to take that action. Each of these processes raises procedural issues which LRCN will address.

1. Determination of Needs

Needs determination in ISD is conventionally concerned with audience needs, and these are discussed below (Paragraph B.10., Educational Broadcasting). However, any broadcasting institution faces both external and internal sets of needs which have to be reconciled. This is especially true in the case of LRCN which exists in the context of a wide range of development activities.

External needs would include the social and developmental needs of the community, the needs of curriculum development, and the needs of other information or educational agencies, whether these are coordinated with LRCN or not. Examples of internal needs are the volume of work that one producer can realistically be expected to do, the balance of programming in a broadcast day so that one format, agency, or subject area does not overshadow another, and the determination that a program operates within the context of the preceding and following programs. LRCN will establish procedures to reconcile the external and internal needs for broadcasting.

Some external needs have already been addressed in planning the staffing of the CPU and regional stations, both in terms of numbers of producers required to develop ten hours of broadcasting per day and in terms of the nature of the personnel allocated to each station (e.g., community specialists and subject matter specialists, as well as producers). However, in addition to the specialist role of each staff member, he/she also has a broad role to play in determining the needs of communities and establishing links and coordinating procedures with other agencies.

LRCN will develop operational procedures to cope with the separate and sometimes conflicting requirements of research, production, and evaluation. These operational procedures must cope with issues such as the basis on which the research and evaluation are monitored, the relationship between the producer and those staff members who spend relatively more time with the communities, such as community organization specialists, or staff members who are more concerned with the planning, such as subject matter specialists. LRCN will also develop broad guidelines on such questions as how much research and information is sufficient.

While subject matter specialists and community organizers will have a critical role to play in the determination of needs, LRCN will also establish subject panels to assist in this function. Subject panels are likely to be small groups of four to six people which advise the producer on the content and conceptualization of programs. They will be composed of experts drawn from the regional community, and they will play an important role in coordinating LRCN initiatives with other agencies' activities.

The establishment of subject panels constitutes one kind of institutional link with the community; others will be developed over time. LRCN will be heavily dependent on community involvement and voluntary assistance. The staffs of regional stations will have to develop policies to accommodate the needs of editorial control and responsibility and, at the same time, to encourage local participation and access to regional stations on the part of the community.

2. Specification of Objectives

Accurate and sensitive needs assessment and the specification of precise behavioral objectives are the foundation of positive and useful development communications. LRCN will pay considerable attention to these areas, both in training and in establishment of operational procedures.

Planning will take into account the following issues:

- Specification of objectives is not something that LRCN will carry out in isolation. It will liaise with other interested agencies.
- LRCN will need to attract listeners. Therefore, its programming will not be solely educational. Entertainment programs may simply have the objective to "make people laugh," or "to hold the listener's attention for thirty minutes."
- The broad aims of national development are rarely specified in behavioral objectives. A policy document will, therefore, be developed by and for LRCN staff to provide the necessary conceptual framework against which precise objectives can be evaluated.

3. Selection of Media

Although LRCN is primarily a radio project, other channels of communication will also be used. The print medium will be the main complement to the radio operation. Extension agents will also be used.

Plans will be developed for equipment, systems, and staffing to meet the needs of all print production. Given that the majority of rural clients are illiterate, posters are likely to play a major role. Thus, LRCN will require the capability to produce large formats and to provide graphic services.

The use of extension agents poses the greatest challenge and opportunity to LRCN. Liaison and coordination with other ministries and agencies are discussed elsewhere.

4. Timing and Costing

Scheduling of programs has been discussed in terms of the allocation of production responsibilities to the CPU and the regional stations. A sample daily schedule is provided in Paragraph A above. The timing of broadcasts to a particular audience will be the subject of initial and on-going research. Factors such as work patterns, the length of the working day, seasonal differences, male/female roles, the use of children's labor, and differences between traditional and modern sectors will determine the timing of broadcasts. Technical considerations, such as the availability of power and the day and night performance of short-wave transmission, are the subject of investigation by the engineers. Policy decisions regarding the scope of regional initiatives in determining program times will be made jointly by the regional stations and the CPU. (This procedure will also take note of the practical feasibility of communication between the CPU and regional stations.)

The costing of programs has two dimensions: the initial estimation of budgets necessary to cover the cost of programming; and the monitoring of costs to keep them within reasonable bounds. Initial estimates of costs have already been made and consist largely of staff salaries and overhead items, such as fuel for generators. Other operational costs, such as tape and artists' and scriptwriters' fees, will be worked out and the necessary documentation developed. Station managers will be trained in basic budgeting and monitoring of expenditures, and producers will be taught to administer program production budgets.

5. Field Work

The methodology of field work is discussed extensively in the training curriculum. Procedural guidelines will be developed to cover such issues as integrity in editing, equipment and transport, and the identification of credible sources for interviews. Training will emphasize the field work so that objectives are efficiently met.

6. Editing

Editing is an open-ended and time-consuming procedure. Since studio space is limited in both the regional stations and CPU, acceptable procedures with regard to quality and time will be worked out during initial operations. Models of good editing and expectations of quality will be built into the training.

7. Development and Review of Programming

The development of pilot scripts and programs is important for a number of reasons:

- To ensure good quality communication of messages through pilot testing with sample audiences.
- To enable station managers to review substance and style.
- To provide a forum for learning and the exchange of ideas among producers through the use of listening sessions.
- To make predictions and projections for all the programs within a series by pre-testing one program of that series.

Review procedures (as opposed to pilot testing with sample audiences) may take several forms: (a) as a private matter between producer and station manager; (b) as an exercise between the producer and his/her subject panel; and (c) as a means of critiquing each other's work at regular meetings among all producers.

8. Full-Scale Production

Production methodology varies according to the format involved. Different models of production are discussed in Appendix A. Studio equipment is discussed in Section III, Paragraph C. While producers will have

the same basic equipment at their disposal, and while standard production procedures will be established during training, each producer is likely to develop a personal production style. Producers are likely, for example, to recruit their own talent and will be responsible for the selection of their interviewees. While it is, perhaps, more customary to cut edit interviews from magazine programs and to cut edit scripted drama, there are no rigid rules in this regard. There is scope, therefore, for individual producer preference.

The production facilities and work load for each producer establish their own constraints and dictate production procedures to a certain extent. LRCN will have to establish procedures to strike a balance between quality and quantity. Program quality will be monitored through a code of objective criteria. As far as quantity is concerned, an objective of ten hours of programming per day has already been established, as has the number of staff per station, which determine the required output of each producer. While notional output figures are necessary for planning, program quantity and quality will be realistically determined only during operations and may be subject to amendment.

9. Feedback Mechanisms

Feedback mechanisms will take into account both solicited and unsolicited feedback. Solicited feedback can be tied to program objectives and thus be more scientific; but unsolicited feedback also can be useful as an indicator of general station performance, both in terms of its volume and nature. It will be important, therefore, to encourage unsolicited feedback through the accessibility of LRCN staff to listeners and a high profile within the community. Programs such as radio forums are important both for their substance and for their ability to provide feedback to the producers. Three factors will guide the design of feedback mechanisms: (a) Does the information come from the right people, e.g., farmers, mothers? (b) Is it reliable? (c) Is it in a form that promotes remedial action?

The CPU and each regional station will not only develop mechanisms for obtaining feedback, but also for storing and retrieving information. Information will be filed in a data bank, and indexing and retrieval will be fashioned on the principle of swift access to relevant material for all producers. The data bank will contain such information as baseline statistics obtained during research, scripts, evaluations, development trends, library records and sound effects, a directory of local expertise, program schedules, profiles of other agencies operating in the area, and project reports. It will be a source of all available information and will be updated constantly. It will not only provide producers with a basis of hard information, but will also act as an intellectual stimulus.

10. Education Broadcasting

The main thrust of LRCN educational broadcasting will be in non-formal education rather than formal. Although it may ultimately include a schools broadcasting component, it will initially consist of short units rather than complete courses. It will be designed to assist extension agents and teachers rather than to qualify them for higher status or certification.

For example, programs to support Ministry of Health work in the area of schistosomiasis would be generated at the CPU and coordinated at the regional level with extension agents. (The radio programs might be supplemented by a poster campaign.) Feedback from regional workers would then generate new programs, e.g., data supplied by agricultural extension agents working with farmers growing swamp rice might indicate that leech control needs to be tackled in conjunction with worker schistosomiasis. The strength of LRCN will lie in its ability to coordinate among separate agencies which take a specialist rather than a holistic view of development. LRCN as an organization will be in a unique position to collect and channel cross-disciplinary data.

Subject matter specialists from ministries will supply data and work with producers to write scripts. They will have a major role to play in organizing the ministry agents so that the total package of education -- radio programs, group and individual interaction, and action -- is coordinated and well managed.

LRCN educational programming will follow the same pattern of ISD outlined above:

- Assessing Needs.
- Setting Objectives.
- Writing and Testing Programs.
- Revising Programs.
- Transmitting, Broadcasting, and Distributing Programs and Documents.
- Collecting Feedback.

Where feasible, a system of meetings will be instituted among professionals, students, and experts to discuss radio broadcasts.

Some programs, such as English as a Second Language, derive their logic as much from the content as from the specific needs and purposes of the audience. It is, therefore, relatively easy to plan and project manpower needs for production of such programs. But programs in the field of health, agriculture, or family planning are much more open-ended. LRCN will develop strategies for collecting data and responding to community needs through operational practice. It is virtually impossible, at the outset, to predict in a meaningful way how many programs will be required for particular areas or how long it will take to generate the necessary data and to organize local action. Indeed, it will be difficult after a year's production to assess the success and efficiency of the process. Ministries will have a central role to play in this evaluation; but, since they will also be involved in the production process, they will have common problems of finding objective criteria for evaluation. It may be necessary to involve an external evaluator. However, procedures will be developed

around the principles of balance, integrity, sensitivity, and thoroughness, in order to guide and evaluate the production, utilization, and evaluation of programs.

Educational programming -- as opposed to informational or entertainment programming -- will borrow some of the techniques developed in the diffusion of innovations among extension services. Programming will take account of existing levels of awareness among clients for a particular concept, differential rates of adoption of a particular practice, and perceptions of the audience's views of credible sources for particular messages -- educational practices more familiar to nonformal educators than to those working in formal situations.

While nonformal programming will be a priority, LRCN may also provide broadcasts to schools. English as a Second Language or Radio Mathematics for Grades One to Three are subject areas in which radio has been used elsewhere. It may be possible to use existing scripts -- from Nicaragua or Kenya, for example -- and re-record them for Liberian schools. They may require new print materials and adaptation to Liberian cultural and curricular needs. Liaison with the Improved Efficiency of Learning Project will be investigated, as will cooperation with the school system to determine such matters as broadcasting schedules.

The investment in educational programs, particularly those tied to established courses and curricula, is qualitatively different from investment in informational or entertainment programs. It is initially greater because of the rigorous testing, more sophisticated formats, and accompanying print support; but programs can be repeated in subsequent years until the syllabus changes or a new teaching methodology is applied. The total package may also differ in that short programs will probably be made for teachers to prepare them for the pupils' program the next day, so that investment in creating the pupils' broadcast is only one part of the total investment. It is for these reasons that programs from abroad might be adapted rather than starting from scratch, and why LRCN has no plans at this stage to become involved in full-scale schools' broadcasting.

During training, production exercises will use scripted formal education programs as both a training mechanism and as a means of building a library. LRCN will attempt to create a bank of programs in formal education -- English as a Second Language and Primary Mathematics, for example -- during the period up to mid-1984, in order to lessen the pressure on current, time-sensitive program production when LRCN goes on the air.

Over the longer term of the five-year life of the project, LRCN would hope to have created a bank of daily mathematics for Grades 1-3, English language for a variety of levels, and perhaps other series bearing repetition, e.g., literature, history, and agriculture for schools. A twenty-minute pupils' program and ten-minute teachers' program for three grades of mathematics alone occupies one and one-half of the two hours of CPU allocated time.

11. National Campaigns

The typical procedure for producing a national campaign will be as follows:

- The general nature, the priorities, and the schedules for the campaigns will be set at the national planning conference.
- Ministry subject matter specialists (or other subject matter specialists) working directly with CPU producers will specify the objectives of the campaigns.
- Producers and subject matter specialists will specify the precise messages to be delivered. The producers will visit the field, preferably with the subject matter specialist, to interview people locally concerning their current knowledge, attitudes, and beliefs about the subject of the campaign. They will also observe conditions and pertinent practices, and will discuss actual efforts with local field workers and with regional station staff members and area citizens.

- A tentative general plan for broadcast and supporting publications will be outlined, together with local project personnel and regional station staff members. This plan will include the types and amounts of broadcast, print, and graphic materials that are envisioned to be necessary, as well as the general sequence and timing of the broadcasts and print deliveries.
- Regional community workers and producers will provide background information to the CPU producer.
- The producer will review, tape, and print holdings in the central library and will search for existing materials from other agencies in Liberia and abroad.
- The producer will block out, in fine detail, the precise nature of the sounds to be broadcast, e.g., an interview with a mother, sound effects from a clinic or school, so many seconds of a particular type of ethnic music, questions and answers with health experts, a thirty-second advertising spot, the story line of a fifteen-minute drama or comedy, and so on.
- The main outlines of a campaign and specific samples of proposed broadcast and print materials described in text form will be reviewed by the subject matter specialists, other ministry personnel, and LRCN officials.
- Appropriate revisions will be made.
- The materials will be translated into as many languages as necessary.

- Pilot materials will be made. Arrangements for interviews, actors, and musicians will be made beforehand. Each broadcast component of the campaign, e.g., a feature involving talk or music, will be produced. Similarly, each accompanying publication will be produced in draft form.
- Pilot materials will be tested either on tape or by local broadcast. Each broadcast component and publication will be exposed to listeners, viewers, and readers; and their reactions will be recorded systematically in writing or by means of video or audio tape.
- Reactions to pilot materials will be reviewed and the materials revised. Final versions of materials will be produced.
- Arrangements will be made for printing. The printing will be done commercially and distributed to regional stations, then to such local agents as agricultural extension workers for final distribution to the communities and individuals.
- Material will be broadcast via short-wave or conveyed by land to the regional stations, and printed materials will be distributed.
- Regional station community workers and producers will follow up on audience reactions in the field and send systematic reports to the CPU. (It should be noted that much of the campaign broadcasting and publication will be aimed at radio forums or other groups designed to make use of the information, e.g., 4-H clubs, farmers' cooperatives, and women's child and maternal health discussion groups. Normally such groups will have been organized beforehand. The typical procedure for organization of community groups is described in the section on community organization.)

Each step of the foregoing procedure will be modeled during the course of this project. Trainees and LRCN personnel will participate in a pilot operation in which broadcasts will be produced and aired via the short-wave transmitter and print material, and distributed on a limited basis to participating communities.

It is anticipated that a regular short-wave broadcast schedule will be established during the training period and carried out for approximately one year to fifteen months until the first station becomes operable. All components of the final LRCN -- broadcast, community organization, research, and production activities -- will be modeled in the Monrovia area during this preliminary period.

SECTION V

Training

A. Overview

Training will be conducted in overlapping phases. Initial training in the system will be carried out from January 1983 through August 1984. Two training tracks will be maintained -- a technical radio broadcast maintenance track, and a radio programming and publications production track. Ten students will be trained in the technical track and twenty-four students in the programming track. A further 26 production personnel will be required by the system and should begin training in September 1983. The technical training will be carried out under contract with Libtron Industries International Training School, and the curriculum materials will be supplied by the National Radio Institute (NRI) of Electronics. Students will, therefore, be furnished with meaningful certification at the conclusion of their course. They will be prepared to perform all maintenance and first echelon repair and replacement duties.

B. Technical Training

During the past six months, the LRCN engineering staff has explored many avenues regarding training of technicians assigned to the CPU and regional stations. During this period, it has investigated available in-country, technical institutes. It found all lacking in many areas, such as curriculum, facilities, and instructors. LRCN staff then designed a course which would meet our requirements.

Basically, a technician is required who has a good knowledge of the theory of equipment functions; practical, hands-on training in the repair and maintenance of the equipment; and good knowledge of technical English, math as applied to electronics, and preparation of technical reports -- in

short, a technician who knows every nut and bolt and its purpose in the station to which he or she is assigned. This person will be remote from central engineering and thus must be able to cope with technical problems as they arise. Much of this knowledge comes with experience; unfortunately, experienced, qualified broadcast technicians are in limited supply in Liberia.

Analysis of LRCN requirements revealed several major areas to be covered, not only for our immediate needs, but also for those of an ongoing institution. These are: (1) formal, theoretical courses, (2) practical applications, (3) mechanical ability, (4) in-depth knowledge of LRCN broadcast equipment, and (5) ongoing, state-of-the-art study as applied to broadcast technology.

Several technical home study institutions in the U.S. were contacted, and outlines and actual lesson material were studied. The institution offering the best course was the National Radio Institute School of Electronics, a division of McGraw-Hill Continuing Education located in Washington, D.C. NRI has been in existence for over seventy years. Selection was based on easy-to-read and -understand lessons and actual "hands-on" kits supplied where theory is put to practical use by the student. Another consideration was the content of the course being written in U.S. technical terms, since the course must reflect LRCN equipment diagrams and theory.

The Communications Electronics course, which begins with basic electronic theory and covers all areas of advanced communications, electronics theory, and circuitry, was selected. The cost of the complete course, including kits, grading the lesson tests, and the award of a diploma on course completion, is \$1,845 per student. Completion time estimated by NRI for home study of four hours daily is 18 months.

Of concern was how to monitor course progress in a Liberian environment. First, the home atmosphere is not conducive to home study; second, technical English and the degree of English comprehension required may pose

difficulty, as may the level of math and science comprehension; third, the development of mechanical skill is a further problem area. The selected candidates possess the intelligence to become effective technicians, but many high school or institute graduates are lacking in areas of formal classroom training. These gaps must be filled.

Further, additional instruction is required in the practical use of hand tools, maintenance of broadcast equipment, analysis and solution of equipment faults, spare parts control and procurement, and preparation of technical budgets. When the U.S. manufacturer of equipment to be supplied to LRCN is known, equipment manuals and schematics will be studied in detail. As the student becomes firmly grounded in theory and practice, further on-the-job training will be given at the existing ELBC facility. As the project progresses, the student will assist in LRCN equipment installation and testing.

To accomplish the program, a formal classroom with workbench area and experienced, qualified instructors will be required. Progress must be monitored to determine the suitability of each candidate for the job before it is too late.

During the past five months, negotiations have been held with the Liberian owner of a local electronics firm for establishment of a school to fill our needs. He is well known to us and has an impressive background in theory and practical application, including broadcasting. The school is now in progress at his place of business, using course material and curriculum developed by LRCN and modified for their purpose. This training will be completed by the time we are ready to begin our own. Costs for tuition, using our NRI courses, are now being negotiated.

The most important part of the program is the candidate selection process. LRCN has two approaches.

First, the training plan indicates selection of young high school or institute graduates. However, after completion of their training, one important element is missing: maturity. This would not be a problem if their work assignments were directed by a seasoned technician over a period of time, particularly in the areas of responsibility and operational experience. With the exception of the two technicians assigned to the CPU, the remaining eight technicians would be assigned to the up-country regional stations and be remote from central engineering guidance. They would be on their own from the onset of station operation.

A second, more attractive approach would be selection from a large group of people who have some electronics training and who are now in the work force, such as in radio repair or telephone maintenance. These people would have gained some degree of maturity through work experience. Using either approach, recruits would receive the full course, even though the second group may have covered portions of the material previously.

The problem at this time is money. Trainee salary has been set at \$200 per month during the training period. This figure may be adequate for those in the first group. However, those in the second group have families to support; and, in many cases, their present salaries are considerably above this figure. They would not accept a lower amount. Even though we have devised testing procedures, candidate selection cannot begin until this situation has been resolved.

C. Production Training

Students in the programming track will all receive the following general training initially, so that they will be thoroughly trained in all of the functions which they must perform in the system:

- Broadcast and publications development
- ISD methodology
- On-the-air broadcasting
- Community organization
- Research
- Evaluation
- Liaison with project field personnel
- Management and program scheduling
- Arranging and conducting conferences
- Planning
- Training new producer
- Budgeting, accounting, and reporting
- Translation into vernacular languages
- Mechanical skills, such as typing

As the students' talents, inclinations, and interests become apparent, they will be assigned to specialties, e.g., community organizer or producer.

All members of the IIR/LRCN staff will participate in the training, including the principal investigator and personnel from the home office. Training for the first 24 student broadcasters will be completed by March 1984, and for the second 26 by August 1984. A further period of in-service training will continue until the stations are completed.

1. Relevance

The training portion of the LRCN Project has dual goals:

- To build up a staff able to start an effective broadcasting network for rural development communications; and
- To induce a progressive form of instruction which will constitute new and useful opportunities of work for the youth of Liberia.

The training will start with a small group of trainees, formed by those 24 applicants who qualified through a testing process and were hired as interns. They will start with an in-country training program to fill the needs of the Central Production Unit and first four regional stations (RPU's). Further training plans are being projected, based on the needs of the project.

The initial period of training will follow an inductive-deductive process:

- A new series of skill-reflecting tests will be administered, chiefly in the mode of "task assignment" and related to programming/broadcasting activities, in order to determine the potentialities of the trainees.
- Knowing their motivations, potential, and individual characteristics, interns will be exposed to training experiences and materials designed to meet their needs.

2. Scheme for In-Country Training

A preliminary scheme for in-country training follows. Modules are shown with their units, although not necessarily in the order in which they will be taught.

Module: Broadcasting Arts and Techniques

Units:

1. Introduction, learning method
2. Honest broadcasting
3. Making a talk
4. Writing a talk
5. Translation to the vernacular

6. Research for sources of data
7. Spot announcements and your voice
8. Interviews:
 - Section One -- Why Interviewing?
 - People Like People
 - Section Two -- Practice Makes Perfect
 - The Common People
 - Editing Interview
9. Panel discussion
10. Audience research
11. Music programming
12. Live talent programs
13. News
14. Documentary and newsreel
15. Drama:
 - Section One -- Production
 - Music
 - Atmosphere and Scene Setting
 - Section Two -- How to Tell a Story
 - How Drama Began
 - Writing Drama

Module: Training

Units:

1. Determination of training needs
2. Planning for training (See Model to Plan and Design, Appendix B)
3. In-service and on-the-job training
4. Training for the community
5. Environment in training:
 - a. Conceptualizations
 - b. Application and modification
 - c. Classroom walls as barriers or inducements to change
6. Learner/facilitator relationship and models

7. Learner/self-achievement packages
8. Self-evaluation as formative process

Module: Sources and Resources

Units:

1. Searching for sources and resources of information
2. Determining and starting their dual role
3. Drawing out content from sources
4. Feeding-back to sources
5. Building up authority, credibility, and continuity and sensitizing sources
6. Exchanges and interrelationships
7. Functional records

Module: Functional Feedback

Units:

1. What is feedback?
2. Responsiveness (Design messages to ensure feedback)
3. Systematic checklists
4. Interview schedules of ongoing projects
5. Feedback in supporting community action
6. Functional files of feedback
7. Systematic utilization of feedback

Module: Community Organization

Units

1. Organizational policies
2. Objectivity and predictability
3. Reinforcing community action
4. Attitudinal changes to enhance development
5. Units and independent capability
6. Liaison (radio as liaison and/or community pivot)
7. National, regional, and local structures
8. Leadership, its forms and actions
9. Community decision patterns
10. The need for a national communication medium and language
11. Community training and retraining
12. Systematic community participation
13. Local societies
14. Realism, as key to obtain and sustain community participation
15. The need for research in developing plans
16. Cultural interaction and recreation
17. The need to control over-saturation or overloading a community

Module: Communication for Development

Units:

1. Schematic presentation of principles
2. Relationships and phenomena
3. Methods and practices (causality)
4. Mass media and development
5. Media: Its utilization in relation to social strata
6. Upward-downward and horizontal
7. Knowing the audience for development plans
8. Community profiles
9. Hunting for communication content

Module: Rudiments of Research (or Applied Research)

Units:

1. Elementary statistics
2. Data on facts of a numerical kind
3. Field data collection
4. Design of instruments and plans for needs assessment
5. Design of simple systematic plans and analysis
6. Basic sampling methods
7. Procedures to get comprehensive baseline data on attitudes and behavior
8. Effectiveness vs. cost, for data collection, neither too much nor too little
9. Procedures to get routine data on short, medium and long basis
10. Interview methods and analysis
11. Analysis of media content
12. Pre-testing and pilot programs test
13. Utilization of research results

Module: Management

Units:

1. Conceptualization of radio management
2. Functions of management
3. Internal control: instruments, programs, staff
4. Operational inventory maintenance, records, tape and disc library
5. Functional files, card files, idea files, sources, programs, collaboration, sources, etc.
6. Personnel selection, testing, recruitment, training, retraining, and evaluation
7. Budgeting and accounting
8. Conflict resolution

Module: Creativeness and Composition

Units:

1. Playing with music and musical effects
2. Acting and interpreting
3. Creative production
4. Allegory, symbolism, emblems

Further modules are being prepared in:

- Formal Education
- Nonformal education
- English
- Typing
- Vernacular

SECTION VI

Community Organization

A. The Function of a Community Organization Specialist

The central function of a community organizer is to utilize established organizations and to help create new organizations in order to motivate action from the community. Radio forums in other countries have led to solving community problems by encouraging a sense of cooperation and togetherness in rural communities, and by providing a two-way flow of information between local and national development programs. LRCN radio forums will encourage people to give their opinions and to talk about problems openly, promote participation in local activities, and help to identify local interest. Forums may also become important social events in themselves.

Under the direction of the Chief of Production, the Community Organizer will work with regional managers in cooperation with ministries (particularly Rural Development, Sports, and Youth) to foster, support, and utilize new and existing community groups. The duties of a Community Organization Specialist will be:

- To plan and implement ways to assist the animators by conducting training sessions and community demonstrations.
- To devise strategies for community-help programs to improve the quality of life of rural people.
- To conduct research on national development programs and trends.
- To act as a source of information and as a troubleshooter for the CPU.

- To maintain regular contact with ministry personnel and other agencies concerned with rural development for the purpose of exchanging information and coordinating action.

1. Research and Evaluation

The regional stations, under the direction of regional managers, will carry out local evaluation activities to ensure that station programs are having the desired impact on the audience. Research efforts will concentrate initially on collecting baseline information and establishing contacts with local opinion leaders and groups. As regional stations become established, the community organizer's role will become more formative and creative.

Examples of research to be carried out are:

- Identification of existing groups and their functions (local or part of a national network, professional, religious, social). Determination of the potential of the group to conduct radio forums.
- Identification of leaders in the community (appointed, elected, self-proclaimed, informal, formal).
- Determination of patterns of influence. (Does age, sex, belonging to a certain ethnic group affect leadership position in community?)
- Identification of previous development activities of groups and their capacity to raise or attract funds.
- Determination of intergroup relationships and previous patterns of cooperation.
- Survey of perceptions of risk and reward in rural populations.

2. Community Relations

In conjunction with objective research, participatory research will:

- Determine community interest in radio forums and spread the word of their existence.
- Determine what problems need to be addressed in the community, and what problems the community perceives as important and open to resolution.

Community Organization Specialists will become involved in all groups and ages of the community. For example, they will generate interest among youth in development projects and possibly find potential talent for future use on LRCN stations by staging contests, competitions, and tours of LRCN facilities. They might also provide training in broadcast techniques for school "reporters" and thus generate interest in development issues, as well as assist in public relations for LRCN. Specifically, the Community Organization Specialist in each area might organize a schools drama festival, either for theatrical or radio presentation, with regional contests leading to a national final in Monrovia. Sporting competitions might also be organized, with local businesses encouraged to donate prizes, and reports and commentaries on local competition broadcast by LRCN.

3. Radio Forums

Radio forums are based on the rationale that radio can respond to small, select audiences who wish to learn about a particular subject and are already motivated to work as a group. From setting up a group, it can take months to create a radio forum. Existing groups may take less time to organize for radio. The Community Organizer's task, therefore, will be to foster: (a) group self-identification around a particular task or interest, (b) motivation to take part in a forum, (c) organization to

enable the forum to take place, (d) the forum itself, and (e) follow-up to the forum in the form of decision-making and action. LRCN will have to develop policies around such issues as:

- Who pays for secretarial supplies for forums?
- Can LRCN afford to supply radios for forums?
- Do participants receive training. If so, at whose cost?

LRCN will develop indicators to assist Community Organization Specialists to evaluate their success in the communities. Examples of tangible indicators are:

- Has the number of community groups involved in forums increased and by how much?
- Have radio forums resulted in any action being taken? What kind?

Indicators of social development are harder to identify, and it may be easier and more accurate to use participatory, subjective techniques, such as diaries and participant reports. Such evaluation can be illuminating and is certainly more appropriate for radio broadcasting where it serves as a motivational, as well as a descriptive, tool.

B. Selection and Training of Community Organization Specialists

The selection of 24 trainees and their training in all aspects of rural radio production and management will create a cadre of generalists who will later specialize in particular areas. LRCN will require that all staff members have an understanding of rural sociology and the techniques used to analyze community knowledge, attitudes, and practices. In addition to these general skills and attributes, LRCN will develop procedures to

identify those trainees equipped by personality, motivation, and communication skills to fulfill the difficult task of liaising with, motivating, and organizing community development groups.

Community Organization Specialists will need a knowledge of:

- Communication skills
- Practical social psychology
- Group dynamics and organization
- Management techniques
- Radio broadcast utilization
- Educational technology
- Survey and sampling techniques

While all the above can be taught, personality traits can facilitate or frustrate the performance of the agent; and LRCN will have to locate or develop profiles of successful community developers. Research among the communities themselves will provide important clues. As the training program develops, adjustments in the planned approach will be made as required.

SECTION VII

Research

A. Introduction

This section describes research activities of various types which will take place in connection with the establishment of programming priorities and schedules, the study of ethnic and regional characteristics, and the effectiveness of message formulations and media packages and sequences. All members of the IIR staff will participate in the research activities to some extent.

B. The Critical Importance of Research to the LRCN

The success of the LRCN will depend, to a large extent, upon three things:

- Its knowledge of the needs of the rural people of Liberia;
- Its knowledge of whether LRCN programming has a significant audience which is being influenced in the desired directions by the programming; and
- Its ability to alter programming as soon as it learns that current efforts are not achieving the desired results.

It is through research of various kinds that the LRCN will learn of rural people's needs, develop programming which contributes to rural development, and refine the programming until its objectives are met. In the absence of research, LRCN can only guess at, or arbitrarily decide upon, what the needs of rural people are. The LRCN's programming decisions

will, therefore, be based on empirical information and a rational decision-making process provided by a systematic and continuous feedback mechanism. The result will be a network which will be well managed and responsive to rural Liberians.

C. Information Needs for Effective Radio Program Development and Broadcasting

1. Awareness of current national and regional development goals and plans

These will be obtained from:

- a. Liberia's National Development Plan.
- b. Interviews with key persons in the Ministry of Planning and Economic Affairs to provide an understanding of Liberia's development plans.
- c. A summary of findings prepared for the staff and management of LRCN.
- d. Annual repetition of the steps above in order to maintain currency with development plans.

2. Detailed understanding of existing and planned development programs and projects of Liberian ministries and government agencies, and of external development assistance organizations

LRCN needs to know and to stay up to date with the progress of all development efforts taking place or planned for implementation in the regions covered by its stations. In particular, LRCN needs to know the goals, methods, location, length of time in operation, key personnel, and actual achievements of each project or program. Further, LRCN should be

acquainted with the reasons for success or failure of each project. LRCN should also be aware of the communications components of a project: what is being communicated, how the information is being communicated, how message content is formulated, what the patterns of information flow are, and what effects on attitudes or behavior are taking place.

LRCN needs to evaluate development projects for their degree of effectiveness and to learn which ones would be most enhanced by the use of radio (in coordination with other media). It can be assumed that there will be more development projects in operation than LRCN will be able to support within its budget. LRCN will attempt to associate itself with those projects with which it will have the greatest impact and success.

The value in being familiar with development projects around the country is threefold:

- LRCN can serve as a facilitator of cooperation and coordination among related development efforts in the country.
- LRCN can offer its assistance to programs and projects which are especially amenable to communications support.
- LRCN can learn from the successes or failures of the communications techniques of these projects.

In order to accomplish this task, the following procedures will be carried out:

- Obtain and read copies of project reports from each ministry, government agency, and development assistance organization. (The reports will be placed in the LRCN library.)
- Prepare for interviews with key personnel for briefing on development projects. (Finding the knowledgeable person is essential.)

- Hold interviews.
- Make a preliminary evaluation of each project and prepare a report to LRCN management.
- In consultation with management, determine which development projects merit the investment of additional research time to observe the project in the field.
- Conduct field investigations and prepare reports for LRCN management.

3. Assessment of the opportunities for formal education by LRCN stations

One of the mandated programming areas for the LRCN Project is formal education by radio. This may be in conjunction with the public primary or secondary level. It may be formal instruction to improve the skills of development assistants, such as village health workers, agricultural extension agents, or for public school teachers. To reach the target audiences, LRCN will need to know what is ongoing and planned in the various ministries and agencies. Because this kind of programming depends heavily on support materials, coordination with existing curriculum, and cooperation with existing institutions, the opportunities will need to be researched and evaluated carefully. The following steps will be required:

- a. Obtain a copy of the Ministry of Education Annual Report. Interview appropriate ministry personnel about the formal education opportunities for radio.
- b. Conduct interviews, following up as necessary to observe on-going activities or gather additional information.

c. Prepare a report to LRCN management with recommendations of particular educational efforts with which LRCN should join.

4. Assessment of the needs of rural Liberians

Needs assessment research is best done through in-depth interviewing. Initial surveys suggest that large samples are not required, but time and resources saved by not having to interview thousands of people are more than offset by the time and patience required for in-depth information. The following will need to be done:

a. Talk with development workers to avoid repeating previous research.

b. Select and train field researchers in interviewing techniques. Suitable personnel may come from the University of Liberia, Cuttington University College, or the Peace Corps.

c. Supervise needs assessment research among cluster samples of rural peoples in the coverage areas of the stations.

d. Using the same researchers, conduct research on rural people's needs as perceived by those who work directly with them (e.g., agricultural extension agents, village health workers, and teachers).

e. Interpret the data from this research, noting especially any differences in needs identified by rural development workers and the people they serve.

f. Prepare a report for LRCN management and program designers.

g. Share the results of LRCN needs assessment research with government and non-government development assistance organizations, according to the LRCN's policy on sharing research findings.

5. Knowledge of existing communications entities in Liberia

An analysis will be carried out of listener preferences and access to existing channels of communication.

6. Knowledge of literacy rates and the number of speakers of each of the Liberian languages and dialects in the coverage areas of each LRCN station

Language policy recommendations will be developed for each station with regard to the costs and benefits involved.

7. Determination of which medium or combination of media is most effective in Liberia for a given purpose in each setting and with each ethnic group (if there prove to be significant differences among settings and ethnic groups)

a. Surveys of impact of past and current communication strategies will be conducted. (This will be a useful learning exercise for each group of LRCN trainees.)

b. Experimentation will be conducted using single- and multi-media strategies in the pilot programming test communities.

8. Knowledge and use of local community organization structures in the cause of development

9. Development of effective and efficient two-way communications between rural people and government policymakers and business leaders

The object is to expand the LRCN communications system to provide for communication back to Monrovia and the county seats so that policymakers and leaders are as aware as possible of the needs and concerns of people in the rural areas. Examples of kinds of programming which might be

done include the recording of a question expressed by a rural person and the recording of the answer by a responsible official or leader, packaged and broadcast as daily or weekly features. Another example is the recording and broadcast of a meeting of rural peoples and officials in which meaningful dialogue has taken place. A third example would be the solicitation of mailed-in questions or problems with LRCN program producers finding the person with the answer or response (such programs are often titled, "Action Line"). A final example is the development of "stringer" reporters to provide rural market price and quality information on a daily or weekly basis. This approach has practical difficulties for program development, but research can be helpful in gauging the effectiveness of this kind of "dialogue" programming.

10. Development of LRCN policies on the sharing of research results with other organizations

LRCN management will prepare a policy recommendation to the Steering Committee for approval.

11. Strategies to keep LRCN personnel aware of developments in the use of communication media in economic and social development in other countries

Methods might include subscriptions to professional journals, acquisition of project reports for the LRCN Library, and invitations to professionals working in the communication and development field to conduct seminars for LRCN staff.

12. Basic information about target audiences (e.g., farmers, women of child-bearing age, and lactating mothers) to increase program designers' understanding of their audiences

Wherever there are important differences between ethnic and social groups, these differences will have to be known and appreciated. Among the kinds of information needed are: the culture and history of each

ethnic group, the patterns and protocols of communication among members of each group, the geography (population, migration, natural resources) of particular regions in the coverage areas of the stations, identification of the present and potential economic activity in each station coverage area, and the operational decision-making processes (political structure, key persons) in each area and development activity. This material can be synthesized from existing sources and assembled as station area handbooks. Each section should contain a basic bibliography in case the program designer requires more detailed information.

13. Summative evaluation - discussed in Section VIII, Paragraph B.

D. Research Methodologies

1. Identify communities in the Monrovia area for pilot program testing

In addition to preliminary testing of program material which is in the process of being developed, the test communities could be used for experimentation with combinations of media, for campaigns, and for the development of test instruments. Tests will be conducted among at least two language groups. While ethnic groups in the immediate Monrovia area may not be entirely typical of populations in the rural areas, their responses will be accurate enough to alert program designers and researchers to major problems with their materials. Delivery of program materials could be over the air (using ELBC-SW) or by cassette recorder to an assembled group of listeners. The latter resembles the "listener panel" method which has been used to advantage in the development of both programs and commercials.

The pilot program test communities could serve as field communities near Monrovia for conducting field research and training rather than conducting such activities up-country. There are enough ethnic groupings in Monrovia to avoid the problems which would arise from "over-testing" a sample of listeners.

2. Develop a system of continuous audience feedback to the management and program design staff of LRCN so that they will know if the attitude and behavioral change objectives of their programming are being met

a. Develop the LRCN research staff:

- Recruit a person for the Evaluation Specialist position.
- Train the core staff in the principles, limitations, and proper application of audience data.
- Recruit and train a group of part-time field research persons to carry out periodic research under the direction of the Evaluation Specialist.

b. Experiment with and refine a set of research methods which efficiently produce data on audience responses to programming and program content. These might include, but are not limited to: questionnaires, interview schedules, participant observation, awareness tests, knowledge tests, group discussions, audience participation (contests, listener mail), or video recording of listener reactions to pilot programs.

3. Develop cooperative working arrangements with other organizations which conduct field research so that the organizations could conduct research jointly, saving both organizations money

a. Develop agreements with Peace Corps for the use of Volunteers in the LRCN research effort.

b. Develop contacts with researchers at the University of Liberia, Cuttington University College, the Institute for Public Administration, and any other institutions which conduct research of the kind LRCN needs.

c. Share experiences of methods which proved especially effective. Share trained, part-time research staff.

4. Develop a set of modules for the core training program which teach the principles, application, and limitations of research data

SECTION VIII

Evaluation

Three types of evaluation will be carried out: Formative, Summative, and Process.

A. Formative Evaluation

Formative evaluation will be done throughout the life of the project to assess the interest, clarity, and impact of the information conveyed by radio and other means through the LRCN system. Written evaluation forms designed to assess the effectiveness of the messages and the media will be produced for various types of messages and communication means. In addition, it is planned to sound record and/or videotape audience panels to determine the precise nature and implication of their responses. The general form will be to expose audiences to the messages or message packages and to have them follow up with a discussion about the issues. The discussion will be taped and replayed at the CPU for analysis of individual and group responses. Where it is not feasible to tape the responses, observers will record their assessments on written forms. A similar system will be used in exploratory research about topics before messages and media packages are developed.

B. Summative Evaluation

Two forms of summative evaluation will be carried out:

1. The first will be aimed at assessing the impacts of campaigns and courses over time across populations who are exposed to the information. Three general measures will be used:

- Measures of knowledge about the topics of interest.
- Measures of attitudes and beliefs about the topics.
- Measures of adoption of actual practices being advocated by the campaigns.

Insofar as is possible, measures will consist of objective counts of the behavior itself or of the results of the behavior. When necessary, they will consist of reports by respondents and external observers of changes in behavior. It is planned, as far as possible, to use the investment method originally developed in the Ecuador radio study: measures of the money and money equivalents of time spent by respondents in following the advocated practices. Thus, a comparable measure can be employed across disparate practices.

2. The second form of summative evaluation will be an attempt to determine the overall success of the system which is being developed. It is hoped that two forms of measures can be employed for this purpose.

a. The first will be systems development measures. Assessments will be made of the existence and functioning of the system's elements. For example, are radio programs being broadcast? What proportion of the broadcasts are purely entertainment and what proportion informative? How many leaflets have been distributed?

b. The second set of measures will attempt to assess the impact of the system and its communications on the Liberian people, their society, and economy. Here, problems of attribution of causality may prevent any meaningful determination of the impact of the system on the development of rural Liberia; but attempts will be made to correlate changes in agricultural practices, health practices, education, and income levels with information measures attributable to the LRCN. Attempts will also be made to compare practices, incomes, etc., at the end of the project with the baseline information obtained early in the project during the initial research

phase. It may be possible, also, to compare regions of high exposure to the LRCN information with regions or populations that have, for some reason, not been covered by LRCN. (For instance, it may be possible to determine the outcomes of one ethnic group in a region where its language is not covered with outcomes for the same group in a region where its language is covered.)

Another form of impact assessment will be measures of the communications behavior of the people, for example, their listening habits, changes in literacy, changes in English language capability, measures of number of persons listening to broadcasts, and so on. Due attention will be paid to unanticipated outcomes, as well.

C. Process Evaluation

The third general type of evaluation will consist of assessment of the processes that are involved in the project. The general form of this evaluation will be to compare planned goals with achievements throughout the course of the project, and to describe events, problems, and solutions that have occurred in attempting to achieve the goals. Thus, for example, it was originally decided to purchase equipment for the new stations locally through the Liberian Broadcasting Service. It was then decided to purchase through the USAID procurement system. It appears that the decision to purchase through the USAID system may delay the construction and outfitting of the stations by as much as a year. An attempt will be made to track the source of such delays and to judge whether the decision to change to the USAID system was an effective one. (Inability to carry out the Procurement Purchasing function effectively within LBS may warrant whatever reasonable delays are necessary.)

It should be noted that all of the measures mentioned will require the development, tryout, and refinement of particular instruments. Although this is a costly process, in most cases, the utility of the information will justify efforts to make its validity as high as possible. In some cases, particularly because of the attribution problem, the best strategy

may be not to invest in measures that will be only of dubious value. Since the IIR field staff will be preoccupied with other aspects of the project and can devote only a limited time to the evaluation, it is planned to employ an external consultant to take chief responsibility for the evaluation component of the project.

It should also be noted that still other work on evaluation will be carried out in the project. This will be devoted to the development of a personnel evaluation system for the LRCN. Work on this aspect of evaluation will be carried out chiefly by IIR and LRCN personnel.

SECTION IX

IIR Project Administration

A. Project Functions

This project is an unusually complex one. It covers a variety of media, all the geographic areas of Liberia, all the ethnic and linguistic groups in Liberia, all the population age levels, and virtually all types of information and entertainment.

In addition to procurement and construction of the physical plant, it entails research, development, evaluation, and the establishment of a viable institutional infrastructure of historic importance in the development of Liberia as a nation. Therefore, it is planned to streamline the administration of the IIR project. This will ensure that each of the multifarious components of the project is properly carried out at the highest level of effectiveness and efficiency. It will further ensure that the disparate elements of the project will be properly coordinated and aimed at common goals and objectives. Also in keeping with IIR practice, each specialist will be involved in or informed of the activities of the other areas of specialization, sufficient to gain the benefits from all the personnel involved. Five main functions are planned:

1. Leadership and Coordination

The LRCN Project Director, Ms. Florida Traub, and the IIR Chief of Party, Dr. Harold Fisher, will be chiefly responsible for setting work goals and objectives within the project and contract, respectively. It is planned that extensive contacts will be made throughout the ministries most involved in the LRCN system and that a continuing series of discussions about projects, priorities, and schedules will be carried out throughout the life of the project. Information that IIR and LRCN field workers obtain from their research and other involvements in the field will be fed

back to the ministries to assist them in planning. Information about the plans and priorities will be fed into the project by the Chief of Party and the Director of LRCN. In addition, both will coordinate among the various elements of the project by holding systematic staff meetings, by appointing subcommittees of LRCN and IIR personnel from diverse elements of the project, and by jointly considering plans, issues, and problems.

2. Research and Development*

This function, currently advised by Dr. Edward Douglass as counterpart to Ms. Felecia Badio, concerns the development of research models, testing and refining the research instruments, and carrying out the various types of research throughout the life of the project. This will include the initial research to establish baseline information in the various communities. Part of this component will also involve the original organization of community groups. This function will span both the research and development effort and the next component.

3. Training*

"Training" implies a much broader spectrum of tasks than merely training LRCN production personnel. It includes such diverse elements as creating packages of scriptwriting training materials for use in the rural stations and in future central training, developing training materials for extension personnel not only for radio but by radio, creating materials that promote the best use of radio, evaluating producer performance, and researching future training needs. Mr. Augusto Torres is currently adviser to Mr. MacArthur Hill, Coordinator of Training.

*It should be noted that research, training, and production are largely interactive, and to make demarcations too solid is unrealistic and counterproductive.

4. Production*

Production will include nonformal programming, publishing of an educational nature, and information programming. Although the distinction between information and education is fuzzy, for working purposes we define education as information that is packaged as a course over an extended period of time. Ms. Julia Ledee is currently IIR advisor to this function.

5. Technical Development

This function consists of the design, procurement, and construction of the physical plant and equipment. Mr. Jack Miller currently serves as counterpart to Mr. Obae Carr, Chief Engineer of LRCN. In order to gain maximum continuity, we plan to employ Mr. Miller on a part-time consulting basis after his resident tour in Liberia is completed, utilizing his services for the remainder of the project instead of those of a second engineer.

We believe this is a more functionally useful division of technical assistance labor than was originally planned. We plan to support the full-time field staff by assigning Mr. Michael Laflin to the project as an advisor to assist in the following areas: (a) training design, (b) training implementation, (c) research design and implementation, (d) community organization, (e) broadcast, print, and graphic design, (f) evaluation, and (g) administrative and organizational development. We envision that he will spend approximately six months each year assisting as needed at any particular stage of the project, in effect serving as a utility man on a flexible basis.

B. Job Descriptions - follow on Pages 95-104.

*It should be noted that research, training, and production are largely interactive, and to make demarcations too solid is unrealistic and counterproductive.

1. JOB DESCRIPTION: ALL ADVISERS

a. To work with a counterpart, where possible, as an adviser and to cement good relations with Liberian staff members.

b. To work in the best interests of the project, but to be aware that they have a short-term, project-oriented identity which is distinct from the long-term institutional identity of host nationals, and which operates in a limited duration of time. The roles of advising, institution-building, and project completion may, at times, conflict. The team as a whole should set up mechanisms to minimize the adverse effects of such conflict.

c. To review the objectives and performance of each other in the light of individual members' own needs, and to make constructive suggestions.

d. To maintain a weekly log of all contacts with outside agencies for the purpose of project evaluation, of activities that further the progress of the project, and of interpretive comments regarding the state of the project.

e. To assemble the above material into a section of the monthly report which will be sent unedited to IIR and compiled into a summary by the Chief of Party for USAID, and to keep interested agencies informed of project progress in their departments.

f. To institutionalize LRCN in a manner which provides not just good technical and managerial practices, but creates a strong social organization.

g. To coordinate planning and action through regular staff meetings and to provide mutual support assistance.

2. JOB DESCRIPTION: CHIEF OF PARTY

- a. To work with the LRCN Director as her counterpart.
- b. To initiate and oversee the TA team planning process, although detailed planning should be the responsibility of advisers to their departments in consultation with counterparts.
- c. To set long-term and short-term objectives, based on the stated project goals and the Life of Project Plan, but to make necessary adjustments according to the changing situation, in consultation with the TA team and the Liberian authorities.
- d. To monitor the performance of the TA team in the light of those objectives and provide them with an evaluation of their performance at six-month intervals.
- e. To set up, with the Director, an organizational system which meets the demands of both long-term institution-building by host nationals and the exigencies of project completion on the part of the contractor.
- f. To set up and maintain appropriate information exchange systems which coordinate the TA team, the home office, USAID, and host nationals.
- g. To organize the contribution of TA team members to the monthly report, and to write a second summary report for USAID. To improve the information flow to IIR.
- h. To promote linkages with other agencies at a senior level, and to raise the general level of awareness concerning the opportunities provided by LRCN.

i. To keep overall control of the budget, but to provide the department advisers with funds, as available and justified, and to set up procedures for accounting.

j. To develop mechanisms that further the long-term financial health of LRCN and to train a counterpart to continue that work.

k. To assist with training.

l. To delegate routine administrative and logistical matters to the administrative assistant.

3. JOB DESCRIPTION: RESEARCH AND EVALUATION ADVISER

a. To train a counterpart, and to institutionalize the research and evaluation program.

b. To develop objectives that will provide as much information for other departments as time permits, and to consult with those departments regularly with regard to the quality of that information and its relevance to their priorities.

c. To develop an efficient research program that maximizes information collection in terms of value, as well as quality, and to break down that program into a series of quarterly deadlines and targets.

d. To develop an appropriate information dissemination system so that research and evaluation data receive optimum exposure among other departments.

e. To provide a suitable data base against which the project implementation may realistically be evaluated, and to advise on evaluation strategies. To work with the Project Advisor (PA) on the development of suitable criteria for internal project evaluation and to routinely collect data for that purpose, keeping the PA informed when he is not in-country.

f. To develop, justify, and administer a budget for the above tasks.

g. To assist with training.

h. To provide, or advise on the acquisition of, a knowledge base for community organization and development, although advice on the implementation of community organization and development strategies will be provided by consultants and the Project Advisor.

4. JOB DESCRIPTION: TRAINING ADVISER

a. To develop and institutionalize a training course and train a counterpart to carry out the day-to-day administration of the course and to understand the substantive needs of radio training.

b. To monitor trainees' progress and, with the counterpart, to take appropriate action on the basis of that monitoring.

c. To monitor and initiate the production of materials for this and future courses with LRCN trainers and the AV specialist.

d. To develop suitable instruments that will enable the Director to assess not only the technical expertise of the trainees, but also their suitability for specific jobs because of personality factors, interests, and motivation.

e. To coordinate the creation of a handbook of radio training for rural development in Liberia, and to train others to make future modifications.

f. To advise on and participate in the conduct of a survey of rural stations to determine the suitability of the course in the light of producers' actual job needs, and to make any necessary amendments to the course and recommendations to the counterpart.

g. To coordinate plans with training officers in other institutions served by LRCN in order to develop training courses by radio for field workers in agriculture, health, and nutrition, and to advise them on the utilization of radio.

h. To develop the necessary materials and programming to accomplish "g." above.

i. To develop a series of priorities, targets, and deadlines to meet the above.

j. To develop, justify, and administer a training budget under the overall control of the Chief of Party.

5. JOB DESCRIPTION: PRODUCTION ADVISER

- a. To work with and advise a counterpart.
- b. To set up the necessary links with educational agencies which will use LRCN production facilities at the CPU in order to:
 - Identify specific content specialists;
 - Develop suitable program substance;
 - Train specialists in scriptwriting techniques;
 - Produce a bank of core programs in formal and nonformal education for rural listeners; and
 - Supervise the production of supporting materials with the AV specialist, and set up suitable distribution systems through LRCN stations and existing institutions.
- c. To develop a schedule of production in consultation with other LRCN departments that:
 - Produces a balanced bank of programs in terms of audience needs, agency needs, and substantive needs;
 - Utilizes the studio to its maximum;
 - Permits equal access to all producers; and
 - Coordinates with training needs.
- d. To assist with training.

e. To develop a series of quarterly priorities, targets, and deadlines for the above.

f. To develop, justify, and administer a production budget, within the bounds of availability and under the overall control of the Chief of Party.

6. JOB DESCRIPTION: ENGINEERING ADVISER

- a. To advise and assist the LRCN Chief Engineer in all matters relating to the planning, design, procurement, installation, and initial operation of equipment, and the planning, design, and construction of facilities needed for the CPU and the RPU's.
- b. To review preliminary site selections for the RPU's, conduct transmission coverage tests, and recommend final site selections.
- c. To prepare detailed commodity lists with specifications for all hardware and software components required for the CPU and the RPU's, including plans for procurement, overseas shipment, in-country transportation, and delivery to site.
- d. To develop plans for and provide overall supervision of the installation of all equipment, including the hook-up of studio equipment, installation of broadcast transmitters, and erection of antennas for the RPU's.
- e. To provide advice and assistance in the design of the CPU and RPU buildings, prepare construction schedules, and provide overall supervision of their construction.
- f. To provide on-the-job training to the LRCN Chief Engineer, and classroom and on-the-job training to LRCN engineering personnel.
- g. To prepare operation and maintenance plans and manuals for equipment installed in the CPU and RPU's.

7. JOB DESCRIPTION: PROJECT ADVISER

- a. To monitor and evaluate the TA role in the project, and to make recommendations to the Principal Investigator and Chief of Party.
- b. To provide technical assistance where required by the Chief of Party.
- c. To provide backstopping and liaison in Washington, and elsewhere, as required by IIR.
- d. To make three visits per year to LRCN in coordination with IIR/Liberia's requirements.
- e. To make available to agencies, such as the World Bank, universities, and other radio projects, information regarding IRCN, and to promote knowledge of the project among them.

SECTION X

Schedule and Critical Path Analysis

SECTION X

Schedule

| | Sep. Dec. '82 | Jan. Jun. '83 | Jul. Dec. '83 | Jan. Jun. '84 | Jul. Dec. '84 | Jan. Jun. '85 | Jul. Dec. '85 | Jan. Jun. '86 | Jul. Dec. '86 | Jan. Jun. '87 | Jul. Dec. '87 |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <u>LRCN Administration</u> | | | | | | | | | | | |
| 1. Recruitment | | | | | | | | | | | |
| 2. Selection | — | | | | — | | | | | | |
| 3. Training | — | — | | — | — | | | | | | |
| 4. Development of Policies | | — | — | — | — | | | | | | |
| 5. Development of standard Operating Procedures | — | — | — | — | — | — | — | — | — | — | — |
| 6. Development of Non-Routine Guidelines | — | — | — | — | — | — | — | — | — | — | — |
| 7. Development of Coordination Procedures with Ministries and Field | | | | | | | | — | | | |
| 8. Completion of Function, Job, and Task Specifications | | | | | | | | — | | | |
| 9. Completion & Revision of Admin. Manuals | | | — | — | | | | — | | | |
| 10. Administrative Descriptive Report | | | | | | | | | — | — | — |
| <u>Training</u> | | | | | | | | | | | |
| 1. Complete Detailed Training Plan | | | | | | | | | | | |
| 2. Complete Development of In-Country Curriculum | — | | | | | | | | | | |
| a. Technical | | | | | | | | | | | |
| b. Programming | | — | — | | | | | | | | |
| 3. Complete Contract Arrangements for Technical Training | | | | | | | | | — | | — |
| 4. Complete Scope and Sequence of Programming Curriculum | | | | | | | | | | | |
| 5. Procure Training Equipment: | — | | | | | | | | | | |
| a. Technical | | | | | | | | | | | |
| b. Programming | | — | — | | | | | | | | |
| 6. Develop Detailed Lesson Modules | | | | | | | | | | | |
| 7. Complete Design and Construction of Training Spaces for Program | | | | | | | | | | | |
| 8. Complete Arrangements for Practicum: SW Pilot Broadcast Series and Community Organization | | | | | | | | | | | |
| 9. Complete Tests and Evaluation Instruments | | | | | | | | | | | |
| 10. Procure Training Publications | | | | | | | | | | | |
| 11. Complete Classroom Handouts and Training Aids | | | | | | | | | | | |
| 12. Conduct Initial Student Evaluations | | | | | | | | | | | |
| 13. Conduct Initial Training Sessions | | | | | | | | | | | |

SECTION X

Schedule

| | Sep. Dec. '82 | Jan. Jun. '83 | Jul. Dec. '83 | Jan. Jun. '84 | Jul. Dec. '84 | Jan. Jun. '85 | Jul. Dec. '85 | Jan. Jun. '86 | Jul. Dec. '86 | Jan. Jun. '87 | Jul. Dec. '87 |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <u>Training (continued)</u> | | | | | | | | | | | |
| 14. Conduct Student Instructor Evaluations | | | | | | | | | | | |
| 15. Instructional Staff Review Experience and Remaining Lesson Plans, Etc. | | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- |
| 16. Carry Out Remainder of Training with Weekly Reviews | | | | | | | | | | | |
| 17. Plan Each Participant's Training Program | | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- |
| 18. Make Arrangements with Training Institutions | | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- |
| 19. Prepare Participant Before Departure, Carry Out Program Abroad and Re-Entry into Liberia | | | | | | | | | | | |
| <u>Community Organization</u> | | | | | | | | | | | |
| 1. Completion of Regional Surveys | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- |
| 2. Development of Local Community Study Procedures | | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- |
| 3. Tryout of Procedures Near Monrovia | | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- |
| 4. Drawing of Community Samples in Gbarnga | | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- |
| 5. Initial Discussions with Bong Authorities | | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- |
| 6. Study Visits to 20 Sample Communities | | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- |
| 7. Analysis of Results | | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- |
| 8. Revision of Plans (Periodic) | | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- |
| 9. Regional Workshop with Leaders and Project Workers (Organizers) | | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- |
| 10. Collection and Analysis of Community Data (on Organization, Economic Activity, Project Participation from Community Leaders) | | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- |
| 11. Develop or Coopt Community Organizations | | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- |
| 12. Produce Broadcasts and Publications | | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- |
| 13. Distribution of Organizational Packets to Field Workers | | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- |
| 14. Periodic Production and Distribution of Bulletins, Etc. | | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- |
| 15. Conduct Radio Forum Discussions | | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- |
| 16. Arrange for Project Collaboration | | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- |
| 17. Followup Action Efforts, Get Feedback | | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- |
| 18. Modify Broadcasts and Publications | | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- | ----- |

106

SECTION X

Schedule

| | Sep. Dec. '82 | Jan. Jun. '83 | Jul. Dec. '83 | Jan. Jun. '84 | Jul. Dec. '84 | Jan. Jun. '85 | Jul. Dec. '85 | Jan. Jun. '86 | Jul. Dec. '86 | Jan. Jun. '87 | Jul. Dec. '87 |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <u>Community Organization</u> (continued) | | | | | | | | | | | |
| 19. Repeat Cycle from 4-18 at Voinjama | | | | | | | | | | | |
| 20. Repeat Cycle from 4-18 at Zwedru | | | | | | | | | | | |
| 21. Repeat Cycle from 4-18 at Harper | | | | | | | | | | | |
| 22. Repeat Cycle from 4-18 at Robertsport | | | | | | | | | | | |
| <u>Research</u> | | | | | | | | | | | |
| 1. Demographic/Ethnic | | | | | | | | | | | |
| 2. Communications Distribution | | | | | | | | | | | |
| 3. Communications Customs | | | | | | | | | | | |
| 4. Literacy and Language Capability | | | | | | | | | | | |
| 5. Message Formulation | | | | | | | | | | | |
| 6. Media Effectiveness | | | | | | | | | | | |
| 7. Development Plans, Projects (Monrovia) | | | | | | | | | | | |
| 8. Development Plans, Projects (Regions) | | | | | | | | | | | |
| 9. Community Organizations, Leadership, Etc. | | | | | | | | | | | |
| 10. Research/Training Pilot | | | | | | | | | | | |
| 11. Tryout of Various Research Methods | | | | | | | | | | | |
| <u>Production of Broadcasts and Publications</u> | | | | | | | | | | | |
| 1. National Campaigns | | | | | | | | | | | |
| a. Determination of Campaign Priorities | | | | | | | | | | | |
| b. Specification of Message Objectives by Content Specialists | | | | | | | | | | | |
| c. Research into Ethnic Beliefs and Practices about Subjects of Campaign and Regional Conditions Affecting Them | | | | | | | | | | | |
| d. Review of Data from Regions by CPU | | | | | | | | | | | |
| e. Specification of Scope and Content | | | | | | | | | | | |
| f. Specification of Media Mix | | | | | | | | | | | |
| g. Development of Broadcast and Publication Plan and Schedule | | | | | | | | | | | |
| h. Briefing of Local Project Workers | | | | | | | | | | | |
| i. Distribution of Publications to Localities | | | | | | | | | | | |
| j. Community Organization Activities: Meetings, Distribution of Materials, Supplies | | | | | | | | | | | |

SECTION X

Schedule

| | Sep. Dec. '82 | Jan. Jun. '83 | Jul. Dec. '83 | Jan. Jun. '84 | Jul. Dec. '84 | Jan. Jun. '85 | Jul. Dec. '85 | Jan. Jun. '86 | Jul. Dec. '86 | Jan. Jun. '87 | Jul. Dec. '87 |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <u>Production of Broadcasts and Publications (cont.)</u> | | | | | | | | | | | |
| k. Translation of Scripts and Publications | | | | | | | | | | | |
| l. Arrangements for Scripts, Interviews, Music, Drama, and Other Productions | | | | | | | | | | | |
| m. Preparation of Tape Library Segments | | | | | | | | | | | |
| n. Recording of Segments | | | | | | | | | | | |
| o. Editing, Splicing, Etc. | | | | | | | | | | | |
| p. Production of Leaflets, Posters, Photos | | | | | | | | | | | |
| q. Distribution of Materials and Broadcast Schedule to Regions | | | | | | | | | | | |
| r. Follow-through to Communities, Feedback | | | | | | | | | | | |
| s. Local Broadcast Reinforcement of National Campaign | | | | | | | | | | | |
| t. Collection of Evaluation Data | | | | | | | | | | | |
| 2. Local Entertainment and Information Campaigns | | | | | | | | | | | |
| a. Meetings with Local Project Workers, Leaders, Etc. | | | | | | | | | | | |
| b. Determination of Priorities | | | | | | | | | | | |
| c. Specification of Message Objectives with Content Specialists | | | | | | | | | | | |
| d. Local Research on Conditions, Beliefs and Practices | | | | | | | | | | | |
| e. Community Organization Activities | | | | | | | | | | | |
| f. Preparation of Tape Library Segments | | | | | | | | | | | |
| g. Plan for Broadcast and Publication Schedule | | | | | | | | | | | |
| h. Plan for Illustrations and Texts | | | | | | | | | | | |
| i. Arrangements for Interviews, Drama, Panel Discussions, Etc. | | | | | | | | | | | |
| j. Recording | | | | | | | | | | | |
| k. Review, Editing, Etc. | | | | | | | | | | | |
| l. Broadcasts and Distribution of Publications | | | | | | | | | | | |
| m. Community Follow-through and Feedback | | | | | | | | | | | |
| n. Adjustments of Broadcasts to Feedback | | | | | | | | | | | |
| o. Collection of Evaluation Data | | | | | | | | | | | |

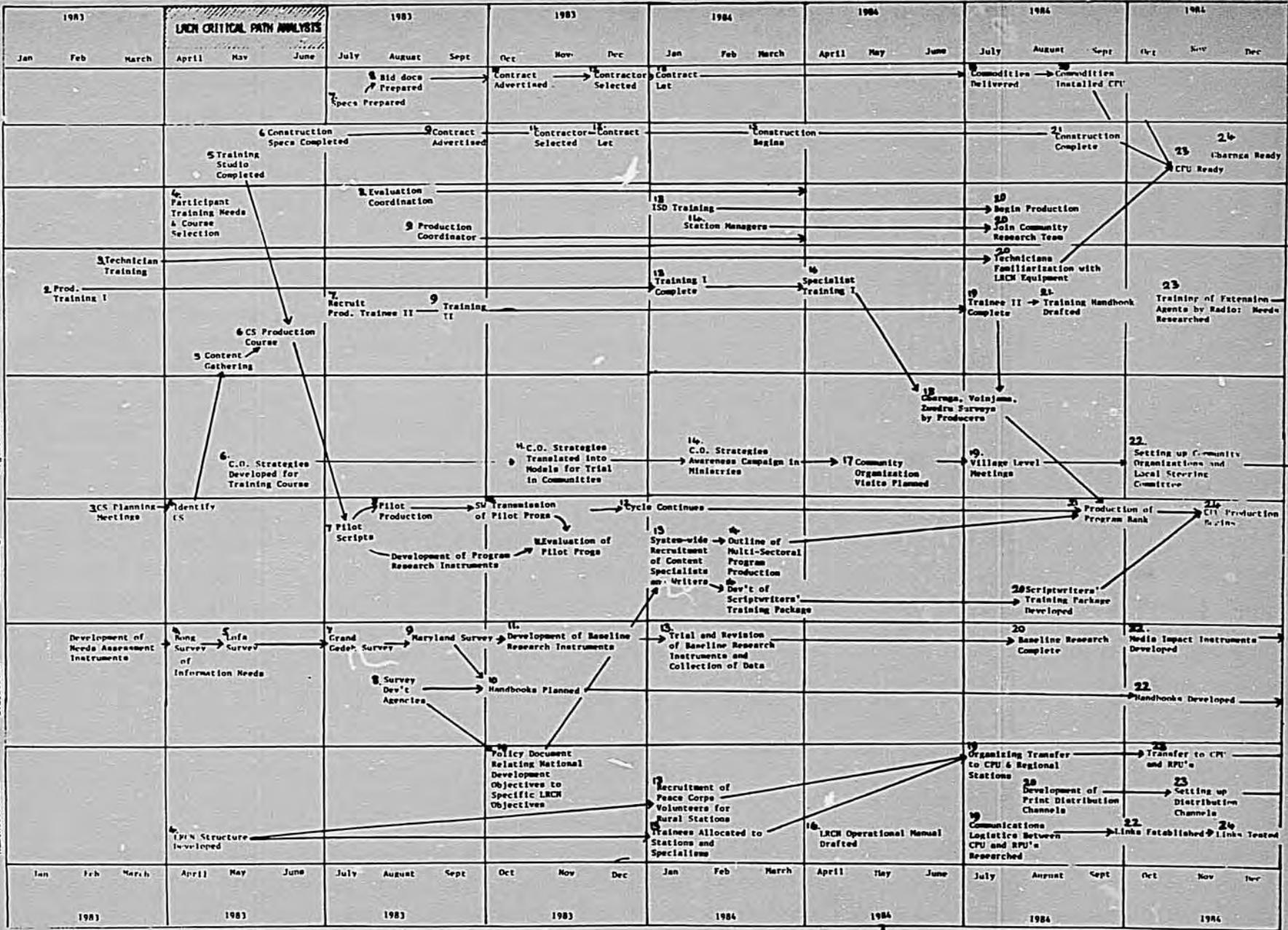
SECTION X

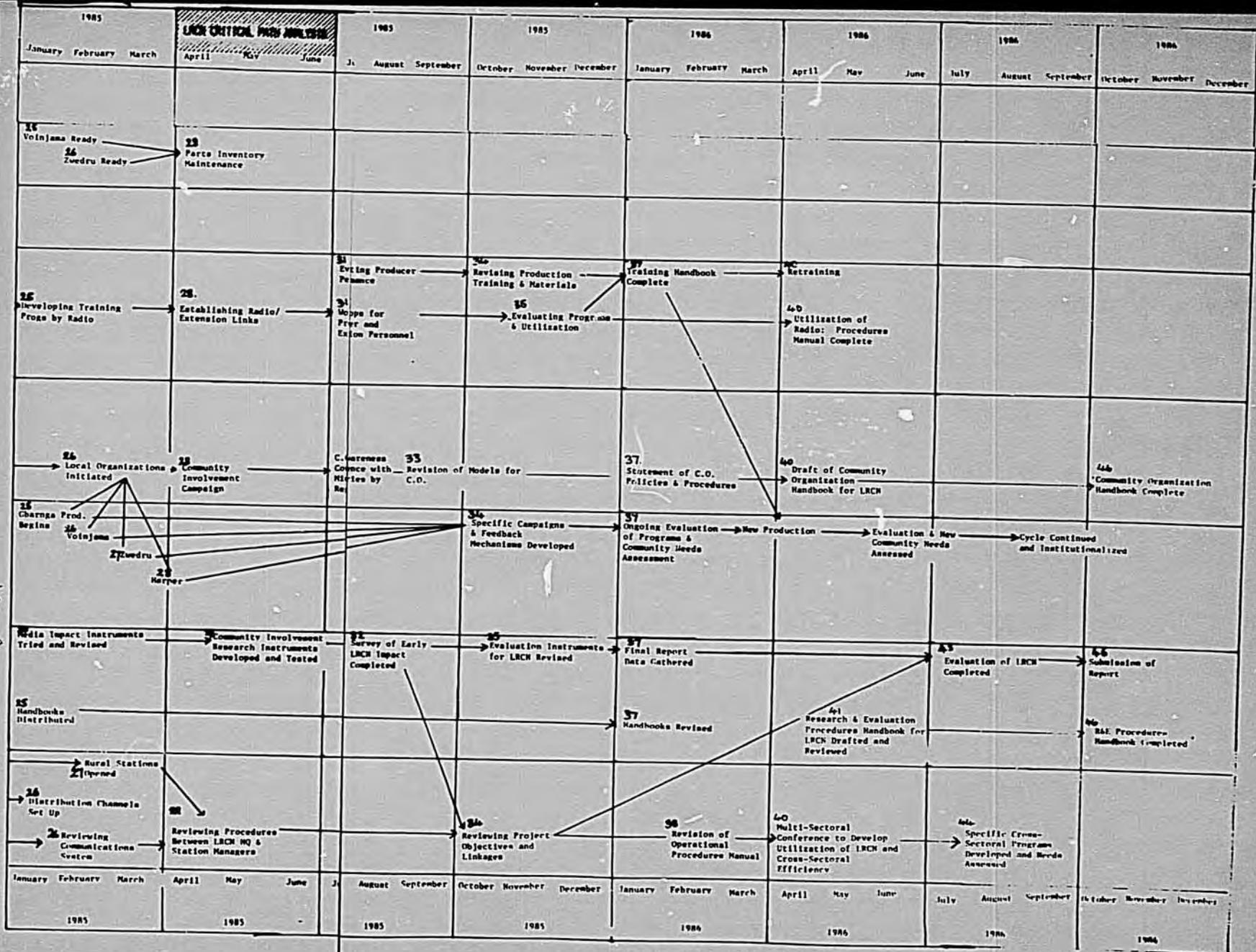
Schedule

| | Sep. Dec. '82 | Jan. Jun. '83 | Jul. Dec. '83 | Jan. Jun. '84 | Jul. Dec. '84 | Jan. Jun. '85 | Jul. Dec. '85 | Jan. Jun. '86 | Jul. Dec. '86 | Jan. Jun. '87 | Jul. Dec. '87 |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <u>Production of Broadcasts and Publications (cont.)</u> | | | | | | | | | | | |
| 3. Educational Broadcasts and Publications | | | | | | | | | | | |
| a. Determination of Priorities with Ministries | | | | | | | | | | | |
| b. Examination of Curricula | | | | | | | | | | | |
| c. Specification of Scope and Sequence for Each Course | | | | | | | | | | | |
| d. Consultations with Content Specialists to Specify Lesson Objectives | | | | | | | | | | | |
| e. Plan for Broadcast and Publication Production | | | | | | | | | | | |
| f. Specification of Lesson Plan Segments, Text, and Illustrations, and of Tests | | | | | | | | | | | |
| g. Writing of Scripts, Texts, and Tests | | | | | | | | | | | |
| h. Translation of Scripts and Publications | | | | | | | | | | | |
| i. Arrangements for Course Participation by Students | | | | | | | | | | | |
| j. Plan for Tutorial Feedback Activities in Synchrony with Broadcasts | | | | | | | | | | | |
| k. Recording and Printing | | | | | | | | | | | |
| l. Broadcasts and Distribution of Publications | | | | | | | | | | | |
| m. Course Meetings and Collection of Feedback | | | | | | | | | | | |
| n. Revisions as Necessary | | | | | | | | | | | |
| o. Broadcast, Publication, Meeting Cycle | | | | | | | | | | | |
| p. Evaluation Data Collection | | | | | | | | | | | |
| <u>Reporting</u> | | | | | | | | | | | |
| 1. Quarterly Reports | | | | | | | | | | | |
| 2. Annual Reports | | | | | | | | | | | |
| 3. Evaluation Reports | | | | | | | | | | | |
| 4. Final Reports | | | | | | | | | | | |

BEND HERE

011





0-011

SECTION XI

Estimated Budget

LRCNG

LIBERIAN RURAL COMMUNICATIONS NETWORK

CONTRACT #AID-0134-C-00-1073-00

LIFE OF PROJECT BUDGET

DATE:

November 1982

SUBMITTED BY: Institute for International Research Inc.

5272 River Road
Bethesda, Maryland 20816

INSTITUTE FOR INTERNATIONAL RESEARCH
 LRCN LIFE OF PROJECT BUDGET
 VS. PRESENT CONTRACT BUDGET

| LRCNG ITEM | PRESENT CONTRACT BUDGET | FROM INCEPTION THRU 12/82 | BUDGETED 01/01/83 -12/31/87 | TOTAL LIFE OF PROJECT | ADDITIONAL FUNDING REQUIRED |
|--------------------------------------|-------------------------------|---------------------------------|-----------------------------------|-----------------------------|-----------------------------------|
| I. SALARIES, WAGES & BENEFITS | | | | | |
| A. Domestic | 229218 | 85229 | 219571 | 304800 | 75582 |
| B. Field Staff | 868133 | 160026 | 728479 | 888505 | 20372 |
| C. Fringe Benefits | 261865 | 60461 | 277323 | 337784 | 75919 |
| D. Host Country Nationals | 0 | 0 | 110734 | 110734 | 110734 |
| II. OVERHEAD | | | | | |
| A. Domestic | 84212 | 33759 | 83980 | 117739 | 33527 |
| B. Foreign Overhead | 187446 | 38545 | 169325 | 207870 | 20424 |
| III. CONSULTANTS | 99915 | 2100 | 163168 | 165268 | 65353 |
| IV. TRAVEL & TRANSPORTATION | 392793 | 100490 | 504480 | 604970 | 212177 |
| V. ALLOWANCES | 1083372 | 83193 | 493264 | 576457 | -506915 |
| VI. OTHER DIRECT COSTS | 103930 | 15558 | 97197 | 112755 | 8825 |
| VII. EQUIPMENT, MATERIALS & SUPPLIES | 169804 | 187945 | 206901 | 394846 | 225042 |
| VIII. PARTICIPANT TRAINING | 117318 | 12734 | 670260 | 682994 | 565676 |
| IX. SUBCONTRACTS | 0 | 0 | 0 | 0 | 0 |
| X. TOTAL DIRECT & OVERHEAD | 3598006 | 780040 | 3724682 | 4504722 | 906716 |
| XI. GENERAL & ADMINISTRATIVE | 269850 | 62345 | 279351 | 341696 | 71846 |
| XII. TOTAL COSTS | 3867856 | 842385 | 4004033 | 4846418 | 978562 |
| XIII. FEE | 126198 | 27462 | 320323 | 347785 | 221587 |
| XIV. TOTAL COSTS & FEE | 3994054 | 869847 | 4324356 | 5194203 | 1200149 |

INSTITUTE FOR INTERNATIONAL RESEARCH
LRCN LIFE OF PROJECT BUDGET RECAP

| LRCNG ITEM | CY 1983 | CY 1984 | CY 1985 | CY 1986 | CY 1987 | TOTAL |
|---|---------------|---------------|---------------|---------------|---------------|----------------|
| I. SALARIES, WAGES & BENEFITS | | | | | | |
| Domestic Salaries & Leave | 53348 | 46964 | 48591 | 42427 | 28241 | 219571 |
| Domestic Fringe Benefits | 13870 | 13126 | 14600 | 13704 | 9806 | 65106 |
| Field Staff Salaries & Leave | 199126 | 205761 | 154641 | 90525 | 78426 | 728479 |
| Field Staff Fringe Benefits | 51773 | 57510 | 46464 | 29239 | 27231 | 212217 |
| Host Country National Wages | 20040 | 21042 | 22094 | 23199 | 24359 | 110734 |
| TOTAL SALARIES, WAGES & BENEFITS | 338157 | 344403 | 286390 | 199094 | 168063 | 1336107 |
| II. OVERHEAD | | | | | | |
| Domestic Overhead @ 29.5% | 19829 | 17727 | 18641 | 16559 | 11224 | 83980 |
| Foreign Overhead @ 18.0% | 45162 | 47389 | 36199 | 21558 | 19018 | 169325 |
| TOTAL OVERHEAD | 64991 | 65115 | 54840 | 38116 | 30242 | 253305 |
| III. CONSULTANTS | 34000 | 42800 | 20608 | 34301 | 31459 | 163168 |
| IV. TRAVEL & TRANSPORTATION | 98164 | 123672 | 108189 | 92018 | 82437 | 504480 |
| V. ALLOWANCES | 134901 | 146381 | 100818 | 65269 | 45895 | 493264 |
| VI. OTHER DIRECT COSTS | 19764 | 21643 | 19558 | 18004 | 18228 | 97197 |
| VII. EQUIPMENT, MATERIALS & SUPPLIES | 201200 | 1284 | 1374 | 1470 | 1573 | 206901 |
| VII. PARTICIPANT TRAINING | 301150 | 129858 | 100936 | 78951 | 59365 | 670260 |
| IX. SUBCONTRACTS | 0 | 0 | 0 | 0 | 0 | 0 |
| X. TOTAL DIRECT & OVERHEAD | 1192327 | 875156 | 692713 | 527223 | 437262 | 3724682 |
| XI. GENERAL & ADMINISTRATIVE @ 7.5% | 89425 | 65637 | 51953 | 39542 | 32795 | 279351 |
| XII. TOTAL COSTS | 1281752 | 940793 | 744667 | 566765 | 470057 | 4004033 |
| XIII. FEE @ 8.0% | 102540 | 75263 | 59573 | 45341 | 37605 | 320323 |
| XIV. TOTAL COSTS & FEE | 1384292 | 1016056 | 804240 | 612106 | 507661 | 4324356 |

113

INSTITUTE FOR INTERNATIONAL RESEARCH
LRCN LIFE OF PROJECT BUDGET

| LRCNA ITEM | Base Per Month | Inflation Factor (1983 is base yr) | CY | CY | CY | CY | CY | TOTAL |
|--|----------------------|---|--------------|--------------|--------------|--------------|--------------|---------------|
| | | | 1983 | 1984 | 1985 | 1986 | 1987 | |
| I. SALARIES, LEAVE & BENEFITS | | | | | | | | |
| A. DOMESTIC | | | | | | | | |
| Spector- Principal Investigator | 4791 | 1 | 19164 | 14373 | 14373 | 14373 | 9582 | 71865 |
| Months | | | 4 | 3 | 3 | 3 | 2 | |
| Cieutat- Program Director | 4791 | 1 | 9582 | 7187 | 7187 | 0 | 0 | 23955 |
| Months | | | 2 | 1.5 | 1.5 | 0 | 0 | |
| Laflin- Project Associate | 2492 | 1.07 | 14952 | 15999 | 17119 | 18317 | 9800 | 76186 |
| Months | | | 6 | 6 | 6 | 6 | 3 | |
| Secretary/Clerical | 1200 | 1.07 | 4800 | 5136 | 5496 | 5880 | 6292 | 27604 |
| Months | | | 4 | 4 | 4 | 4 | 4 | |
| Subtotal | | | 48498 | 42694 | 44174 | 38570 | 25673 | 199609 |
| Leave @ 10% | | | 4850 | 4269 | 4417 | 3857 | 2567 | 19961 |
| Subtotal | | | 53348 | 46964 | 48591 | 42427 | 28241 | 219570 |
| Benefits @ 26% | | 1.075 | 13870 | 13126 | 14600 | 13704 | 9806 | 65106 |
| Total Domestic Staff | | | 67218 | 60090 | 63191 | 56131 | 38046 | 284676 |

INSTITUTE FOR INTERNATIONAL RESEARCH
LRCN LIFE OF PROJECT BUDGET

PAGE 2

| LRCNA | | Inflation Factor (1983 is base yr) | CY | CY | CY | CY | CY | TOTAL |
|--|----------------------|---|--------|--------|--------|--------|--------|--------|
| ITEM | Base Per Month | | 1983 | 1984 | 1985 | 1986 | 1987 | |
| I. SALARIES, LEAVE & BENEFITS | | | | | | | | |
| B. FIELD STAFF | | | | | | | | |
| Fisher- Chief of Party | 3221 | 1.05 | 38652 | 37203 | 42614 | 41016 | 46982 | 206466 |
| Months | | | 12 | 11 | 12 | 11 | 12 | |
| Miller- Engineer | 3150 | 1.05 | 37800 | 36383 | 20837 | 0 | 0 | 95020 |
| Months | | | 12 | 11 | 6 | 0 | 0 | |
| Torres- Production | 2887 | 1.05 | 31757 | 36376 | 35012 | 20052 | 0 | 123198 |
| Months | | | 11 | 12 | 11 | 6 | 0 | |
| Douglass- Development | 2526 | 1.05 | 27786 | 29175 | 0 | 0 | 0 | 56961 |
| Months | | | 11 | 11 | 0 | 0 | 0 | |
| Ledee- Education | 2275 | 1.05 | 25025 | 28665 | 20065 | 0 | 0 | 73755 |
| Months | | | 11 | 12 | 8 | 0 | 0 | |
| Administrative Assistant- To be named | 1667 | 1.05 | 20004 | 19254 | 22054 | 21227 | 24315 | 106855 |
| Months | | | 12 | 11 | 12 | 11 | 12 | |
| This individual will be a US citizen hired locally in Monrovia. No shipping, housing, travel or furniture & appliances will be provided. | | | | | | | | |
| Subtotal | | | 181024 | 187055 | 140583 | 82296 | 71297 | 662255 |
| Leave @ 10% | | | 18102 | 18706 | 14058 | 8230 | 7130 | 66225 |
| Subtotal | | | 199126 | 205761 | 154641 | 90525 | 78426 | 728480 |
| Benefits @ 26% | | 1.075 | 51773 | 57510 | 46464 | 29239 | 27231 | 212218 |
| Total Field Staff | | | 250899 | 263271 | 201105 | 119764 | 105658 | 940698 |

115

INSTITUTE FOR INTERNATIONAL RESEARCH
 LRCN LIFE OF PROJECT BUDGET

| LRCNA ITEM | Base Per Month | Inflation Factor (1983 is base yr) | CY 1983 | CY 1984 | CY 1985 | CY 1986 | CY 1987 | TOTAL |
|-------------------------------------|----------------------|---|------------|------------|------------|------------|------------|---------|
| I. SALARIES, LEAVE & BENEFITS | | | | | | | | |
| C. HOST COUNTRY NATIONALS | | | | | | | | |
| Secretary | 400 | 1.05 | 4800 | 5040 | 5292 | 5557 | 5834 | 26523 |
| Months | | | 12 | 12 | 12 | 12 | 12 | |
| Clerk Typists- 3, \$350/person | 1050 | 1.05 | 12600 | 13230 | 13891 | 14586 | 15315 | 69623 |
| Mc.ths | | | 12 | 12 | 12 | 12 | 12 | |
| Messenger/General Help | 220 | 1.05 | 2640 | 2772 | 2911 | 3056 | 3209 | 14588 |
| Months | | | 12 | 12 | 12 | 12 | 12 | |
| Total Host Country Nationals | | | 20040 | 21042 | 22094 | 23199 | 24359 | 110734 |
| I. TOTAL SALARIES, LEAVE & BENEFITS | | | 338157 | 344403 | 286390 | 199094 | 168063 | 1336108 |

116

| LRCNB ITEM | | Inflation Factor (1983 is base yr) | CY 1983 | CY 1984 | CY 1985 | CY 1986 | CY 1987 | TOTAL |
|---------------|---|---|------------|------------|------------|------------|------------|--------|
| II. | OVERHEAD | | | | | | | |
| | Domestic Overhead @ 29.5% | 1 | 19829 | 17727 | 18641 | 16559 | 11224 | 83979 |
| | Foreign Overhead @ 18.0% | 1 | 45162 | 47389 | 36199 | 21558 | 19018 | 169325 |
| II. | TOTAL OVERHEAD | | 64991 | 65115 | 54840 | 38116 | 30242 | 253305 |
| III. | CONSULTANT FEES | Base Per Day | | | | | | |
| | Miller, after the end of his tour, and others. \$200/day used as rep- resentative rate. | | | | | | | |
| | A. Domestic Consultants | | | | | | | |
| | | 1.07 | | | | | | |
| | *Space Allocation Only Use not anticipated* | 1.07 | | | | | | |
| | Total Domestic Consultants | | | | | | | |
| | B. Field Consultants | | | | | | | |
| | Days | 200 | 34000 | 42800 | 20608 | 34301 | 31459 | 163169 |
| | | | 170 | 200 | 90 | 140 | 120 | |
| | | 1.07 | | | | | | |
| | Total Field Consultants | | 34000 | 42800 | 20608 | 34301 | 31459 | 163169 |
| III. | TOTAL CONSULTANTS | | 34000 | 42800 | 20608 | 34301 | 31459 | 163169 |

117

| LRCNB ITEM | | Inflation Factor (1983 is base yr) | CY 1983 | CY 1984 | CY 1985 | CY 1986 | CY 1987 | TOTAL | |
|---------------|---|---|------------|------------|------------|------------|------------|-------|-------|
| IV. | TRAVEL & TRANSPORTATION | | | | | | | | |
| A. | Domestic Travel | | | | | | | | |
| | | Base Per Month | | | | | | | |
| | Local coordination trips to USAID & local backstopping trips to suppliers post office, embassy etc. | 50 | 1.07 | 600 | 642 | 687 | 735 | 786 | 3450 |
| | Months | | | 12 | 12 | 12 | 12 | 12 | |
| | Other- No other domestic travel anti- cipited at this time | | | | | | | | |
| | Total Domestic Travel | | | 600 | 642 | 687 | 735 | 786 | 3450 |
| B. | INTERNATIONAL TRAVEL | | | | | | | | |
| | | Base Per Trip | | | | | | | |
| B.1 | Domestic Staff | | | | | | | | |
| | Spector- R/T, Wash DC to Monrovia | 2000 | 1.1 | 6000 | 6600 | 4840 | 2662 | 2928 | 23030 |
| | Trips | | | 3 | 3 | 2 | 1 | 1 | |
| | Cieutat- R/T, Wash DC to Monrovia | 2000 | 1.1 | 2000 | 0 | 0 | 0 | 0 | 2000 |
| | Trips | | | 1 | 0 | 0 | 0 | 0 | |
| | Laflin- R/T, Wash DC to Monrovia | 2000 | 1.1 | 6000 | 6600 | 4840 | 5324 | 5856 | 28620 |
| | Trips | | | 3 | 3 | 2 | 2 | 2 | |
| B.2 | Consultants | | | | | | | | |
| | Specific departure points unknown at this time. Chicago used as represent- ative city. R/T, Chicago to Monrovia | 2200 | 1.1 | 11000 | 12100 | 5324 | 5856 | 6442 | 40722 |
| | Trips | | | 5 | 5 | 2 | 2 | 2 | |
| | International Travel Balance Forward | | | 25000 | 25300 | 15004 | 13842 | 15227 | 94373 |

118

| LRCNB ITEM | Base Per Trip | Inflation Factor | CY 1983 | CY 1984 | CY 1985 | CY 1986 | CY 1987 | TOTAL |
|---|---------------------|---------------------|------------|------------|------------|------------|------------|--------|
| IV. TRAVEL & TRANSPORTATION | | | | | | | | |
| International Travel Balance Forwarded | | | 25000 | 25300 | 15004 | 13842 | 15227 | 94373 |
| B.3 Field Staff | | | | | | | | |
| Fisher: | | | | | | | | |
| R&R, Family of two, \$1800/person | 3600 | 1.1 | 0 | 3960 | 0 | 4792 | 0 | 8752 |
| Trips | | | 0 | 1 | 0 | 1 | 0 | |
| Home Leave, Family of two, R/T Monrovia to Bowling Green, Ohio, \$2200/person | 4400 | 1.1 | 4400 | 0 | 5324 | 0 | 0 | 9724 |
| Trips | | | 1 | 0 | 1 | 0 | 0 | |
| Return home, Family of two, O/W Monrovia to Bowling Green, \$1100/person | 2200 | 1.1 | 0 | 0 | 0 | 0 | 3221 | 3221 |
| Trips | | | 0 | 0 | 0 | 0 | 1 | |
| Miller: | | | | | | | | |
| R&R, Family of two, \$1800/person | 3600 | 1.1 | 0 | 3960 | 0 | 0 | 0 | 3960 |
| Trips | | | 0 | 1 | 0 | 0 | 0 | |
| Home Leave, Family of two, R/T Monrovia to Homasassa, Florida, \$2300/person | 4600 | 1.1 | 4600 | 0 | 0 | 0 | 0 | 4600 |
| Trips | | | 1 | 0 | 0 | 0 | 0 | |
| Return Home, Family of two, O/W Monrovia to Homasassa, Florida, \$1150/person | 2300 | 1.1 | 0 | 0 | 2783 | 0 | 0 | 2783 |
| Trips | | | 0 | 0 | 1 | 0 | 0 | |
| Torres: | | | | | | | | |
| R&R, Family of four, \$1800/person | 7200 | 1.1 | 7200 | 0 | 8712 | 0 | 0 | 15912 |
| Trips | | | 1 | 0 | 1 | 0 | 0 | |
| Home Leave, Family of four, R/T Monrovia to Wash DC, \$2000/person | 8000 | 1.1 | 0 | 8800 | 0 | 0 | 0 | 8800 |
| Trips | | | 0 | 1 | 0 | 0 | 0 | |
| Return Home, Family of four, O/W Monrovia to Quito, Ecuador, \$1200/person | 4800 | 1.1 | 0 | 0 | 0 | 6389 | 0 | 6389 |
| Trips | | | 0 | 0 | 0 | 1 | 0 | |
| International Travel Balance Forward | | | 41200 | 42020 | 31823 | 25023 | 18448 | 158513 |

119

| LRCNB ITEM | Base Per Trip | Inflation Factor | CY 1983 | CY 1984 | CY 1985 | CY 1986 | CY 1987 | TOTAL |
|--|---------------------|---------------------|--------------|--------------|--------------|--------------|--------------|---------------|
| IV. TRAVEL & TRANSPORTATION | | | | | | | | |
| International Travel Balance Forwarded | | | 41200 | 42020 | 31823 | 25023 | 18448 | 158513 |
| B.3 Field Staff (Continued) | | | | | | | | |
| Douglass: | | | | | | | | |
| R&R, Family of four, \$1800/person ... | 7200 | 1.1 | 7200 | 7920 | 0 | 0 | 0 | 15120 |
| Trips | | | 1 | 1 | 0 | 0 | 0 | |
| Home Leave- None, insufficient tour length | | | | | | | | |
| Return Home, Family of four, O/W Monrovia to Champaign, Illinois, \$1100/person ... | 4400 | 1.1 | 0 | 4840 | 0 | 0 | 0 | 4840 |
| Trips | | | 0 | 1 | 0 | 0 | 0 | |
| Ledee: | | | | | | | | |
| R&R, One person, \$1800/person | 1800 | 1.1 | 1800 | 0 | 0 | 0 | 0 | 1800 |
| Trips | | | 1 | 0 | 0 | 0 | 0 | |
| Home Leave, One person, R/T Monrovia to Atlanta, Georgia, \$2200/person | 2200 | 1.1 | 0 | 2420 | 0 | 0 | 0 | 2420 |
| Trips | | | 0 | 1 | 0 | 0 | 0 | |
| Return Home, One person, O/W Monrovia to Atlanta, Georgia, \$1100/person | 1100 | 1.1 | 0 | 0 | 1331 | 0 | 0 | 1331 |
| Trips | | | 0 | 0 | 1 | 0 | 0 | |
| Total International Travel | | | 50200 | 57200 | 33154 | 25023 | 18448 | 184024 |

120

| ITEM | Base Per Shipment | Inflation Factor (1983 is base yr) | CY 1983 | CY 1984 | CY 1985 | CY 1986 | CY 1987 | TOTAL |
|--|-------------------|------------------------------------|---------|---------|---------|---------|---------|-------|
| IV. TRAVEL & TRANSPORTATION | | | | | | | | |
| C. Transportation & Storage | | | | | | | | |
| C.1 Household Effects | | | | | | | | |
| Allowance: 2500 lbs accompanied | | | | | | | | |
| 1500 lbs unaccompanied | | | | | | | | |
| Fisher- Return to Bowling Green, Ohio | | | | | | | | |
| \$5000 for 2500 lb shipment | 5000 | 1.1 | 0 | 0 | 0 | 0 | 7321 | 7321 |
| Shipments | | | 0 | 0 | 0 | 0 | 1 | |
| Miller- Return to Homosassa, Florida | | | | | | | | |
| \$5500 for 2500 lb shipment | 5500 | 1.1 | 0 | 0 | 6655 | 0 | 0 | 6655 |
| Shipments | | | 0 | 0 | 1 | 0 | 0 | |
| Torres- Return to Quito, Ecuador | | | | | | | | |
| \$7000 for 2500 lb shipment | 7000 | 1.1 | 0 | 0 | 0 | 9317 | 0 | 9317 |
| Shipments | | | 0 | 0 | 0 | 1 | 0 | |
| Douglass- Return to Champaign, Illinois | | | | | | | | |
| \$5000 for 2500 lb shipment | 5000 | 1.1 | 0 | 5500 | 0 | 0 | 0 | 5500 |
| Shipments | | | 0 | 1 | 0 | 0 | 0 | |
| Ledee- Return to Atlanta, Georgia | | | | | | | | |
| \$3000 for 1500 lb shipment | 3000 | 1.1 | 0 | 0 | 3630 | 0 | 0 | 3630 |
| Shipments | | | 0 | 0 | 1 | 0 | 0 | |
| C.2 Unaccompanied Baggage (Airfreight) | | | | | | | | |
| Allowance: 250 lbs for employee | | | | | | | | |
| 200 lbs for 1st dependent | | | | | | | | |
| 150 lbs for 2nd dependent | | | | | | | | |
| 100 lbs for each additional | | | | | | | | |
| Fisher: | | | | | | | | |
| Return to post after home leave | | | | | | | | |
| \$2000 for 450 lb shipment | 2000 | 1.1 | 2000 | 0 | 2420 | 0 | 0 | 4420 |
| Shipments | | | 1 | 0 | 1 | 0 | 0 | |
| Return to Bowling Green, end of tour | | | | | | | | |
| \$2000 for 450 lb shipment | 2000 | 1.1 | 0 | 0 | 0 | 0 | 2928 | 2928 |
| Shipments | | | 0 | 0 | 0 | 0 | 1 | |
| Transportation & Storage Balance forward | | | 2000 | 5500 | 12705 | 9317 | 10249 | 32771 |

| ITEM | Base Per Shipment | Inflation Factor (1983 is base yr) | CY 1983 | CY 1984 | CY 1985 | CY 1986 | CY 1987 | |
|--|-------------------|------------------------------------|---------|---------|---------|---------|---------|-------|
| IV. TRAVEL & TRANSPORTATION | | | | | | | | |
| C. Transportation & Storage Balance Forwarded | | | | | | | | |
| C.2 Unaccompanied Baggage (Continued) | | | 2000 | 5500 | 12705 | 9317 | 10249 | 39771 |
| Miller: | | | | | | | | |
| Return to post after home leave | | | | | | | | |
| \$2200 for 450 lb shipment | 2200 | 1.1 | 2200 | 0 | 0 | 0 | 0 | 2200 |
| Shipments | | | 1 | 0 | 0 | 0 | 0 | |
| Return to Homosassa, Fla, end of tour | | | | | | | | |
| \$2200 for 450 lb shipment | 2200 | 1.1 | 0 | 0 | 2662 | 0 | 0 | 2662 |
| Shipments | | | 0 | 0 | 1 | 0 | 0 | |
| Torres: | | | | | | | | |
| Return to post after home leave (in US) | | | | | | | | |
| \$3000 for 700 lb shipment | 3000 | 1.1 | 0 | 3300 | 0 | 0 | 0 | 3300 |
| Shipments | | | 0 | 1 | 0 | 0 | 0 | |
| Return to Quito, Ecuador, end of tour | | | | | | | | |
| \$3500 for 700 lb shipment | 3500 | 1.1 | 0 | 0 | 0 | 4659 | 0 | 4659 |
| Shipments | | | 0 | 0 | 0 | 1 | 0 | |
| Douglass: | | | | | | | | |
| No home leave, insufficient tour length | | | | | | | | |
| Return to Champaign, Ill, end of tour | | | | | | | | |
| \$3200 for 700 lb shipment | 3200 | 1.1 | 0 | 3520 | 0 | 0 | 0 | 3520 |
| Shipments | | | 0 | 1 | 0 | 0 | 0 | |
| Ledee: | | | | | | | | |
| Return to post after home leave | | | | | | | | |
| \$1800 for 250 lb shipment | 1800 | 1.1 | 0 | 1980 | 0 | 0 | 0 | 1980 |
| Shipments | | | 0 | 1 | 0 | 0 | 0 | |
| Return to Atlanta, Georgia, end of tour | | | | | | | | |
| \$1800 for 250 lb shipment | 1800 | 1.1 | 0 | 0 | 2178 | 0 | 0 | 2178 |
| Shipments | | | 0 | 0 | 1 | 0 | 0 | |
| Transportation & Storage Balance Forward | | | 4200 | 14300 | 17545 | 13976 | 10249 | 60269 |

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|-------|--|-------------------------|---|------------|------------|------------|------------|------------|--------|
| LRCNC | ITEM | Base Per Shipment | Inflation Factor (1983 is base yr) | CY 1983 | CY 1984 | CY 1985 | CY 1986 | CY 1987 | TOTAL |
| IV. | TRAVEL & TRANSPORTATION | | | | | | | | |
| C. | Transportation & Storage Balance Forward | | | 4200 | 14300 | 17545 | 13976 | 10249 | 60269 |
| | C.3 Vehicle Shipment (end of tours) | | | | | | | | |
| | Fisher- to Bowling Green, Ohio | 3500 | 1.1 | 0 | 0 | 0 | 0 | 5124 | 5124 |
| | Shipments | | | 0 | 0 | 0 | 0 | 1 | |
| | Miller- to Homosassa, Florida | 3500 | 1.1 | 0 | 0 | 4235 | 0 | 0 | 4235 |
| | Shipments | | | 0 | 0 | 1 | 0 | 0 | |
| | Torres- to Quito, Ecuador | 4500 | 1.1 | 0 | 0 | 0 | 5990 | 0 | 5990 |
| | Shipments | | | 0 | 0 | 0 | 1 | 0 | |
| | Douglass- to Champaign, Illinois | 3500 | 1.1 | 0 | 3850 | 0 | 0 | 0 | 3850 |
| | Shipments | | | 0 | 1 | 0 | 0 | 0 | |
| | Ledee- to Atlanta, Georgia | 3500 | 1.1 | 0 | 0 | 4235 | 0 | 0 | 4235 |
| | Shipments | | | 0 | 0 | 1 | 0 | 0 | |
| | C.4 Storage | | | | | | | | |
| | | Base Per Month | | | | | | | |
| | Fisher- \$86/month, \$200 final delivery | 86 | 1.1 | 1032 | 1135 | 1249 | 1374 | 1711 | 6500 |
| | Months | | | 12 | 12 | 12 | 12 | 12 | |
| | Miller- \$69/month, \$200 final delivery | 69 | 1.1 | 828 | 911 | 701 | 0 | 0 | 2440 |
| | Months | | | 12 | 12 | 6 | 0 | 0 | |
| | Torres- \$100/month, \$200 final delivery | 100 | 1.1 | 1200 | 1320 | 1452 | 999 | 0 | 4971 |
| | Months | | | 12 | 12 | 12 | 6 | 0 | |
| | Douglass- \$96/month, \$200 delivery | 96 | 1.1 | 1152 | 1467 | 0 | 0 | 0 | 2619 |
| | Months | | | 12 | 12 | 0 | 0 | 0 | |
| | Ledee- \$121/month, \$200 final delivery | 121 | 1.1 | 1452 | 1597 | 1371 | 0 | 0 | 4420 |
| | Months | | | 12 | 12 | 8 | 0 | 0 | |
| | Total Transportation & Storage | | | 9864 | 24580 | 30788 | 22337 | 17084 | 104654 |

| LRCND ITEM | Inflation Factor (1983 is base yr) | CY 1983 | CY 1984 | CY 1985 | CY 1986 | CY 1987 | TOTAL |
|--|---|------------|--------------|---------------|---------------|--------------|---------------|
| IV. TRAVEL & TRANSPORTATION | | | | | | | |
| D. Local Liberian Travel | | | | | | | |
| | Base Per Vehicle | | | | | | |
| Project Vehicle Operation & Maintenance | | | | | | | |
| 10 vehicles each 20,000 miles/yr @ \$.75 | | | | | | | |
| per mile = \$15,000/vehicle/year. IIR | | | | | | | |
| contributes 1/5, GOL 4/5. IIR expense | | | | | | | |
| per vehicle per year | 3000 | 1.1 | 30000 | 33000 | 36300 | 39930 | 43923 |
| Vehicles | | | 10 | 10 | 10 | 10 | 10 |
| Field Staff Up-Country Travel | | | | | | | |
| | Base Per Trip | | | | | | |
| Transport cost of \$150/trip | 150 | 1.1 | 7500 | 8250 | 7260 | 3993 | 2196 |
| Trips | | | 50 | 50 | 40 | 20 | 10 |
| Total Local Liberian Travel | | | 37500 | 41250 | 43560 | 43923 | 46119 |
| | | | | | | | 212352 |
| IV. TOTAL TRAVEL & TRANSPORTATION | | | 98164 | 123672 | 108189 | 92018 | 82437 |
| | | | | | | | 504480 |
| V. ALLOWANCES | | | | | | | |
| | Base Rate | | | | | | |
| A. Post Differential- 25% of base Field | | | | | | | |
| Staff Salaries & Accrued Leave | .25 | 1 | 49782 | 51440 | 38660 | 22631 | 19607 |
| Base Salaries & Leave | Base Only | | 199126 | 205761 | 154641 | 90525 | 78426 |
| | | | | | | | Base Only |
| Total Post Differential | | | 49782 | 51440 | 38660 | 22631 | 19607 |
| | | | | | | | 182120 |
| B. Per Diem- Monrovia = \$94/day | | | | | | | |
| Other = \$42/day | | | | | | | |
| International Travel = \$6/day | | | | | | | |
| B.1 Domestic Staff to Monrovia | | | | | | | |
| | Base Per Trip | | | | | | |
| Spector- 2 days international travel, | | | | | | | |
| 20 days Monrovia = \$1892/trip | 1892 | 1.07 | 5676 | 6073 | 4332 | 2318 | 2480 |
| Trips | | | 3 | 3 | 2 | 1 | 1 |
| Per Diem Balance Forward | | | 5676 | 6073 | 4332 | 2318 | 2480 |
| | | | | | | | 20879 |

| LRCND ITEM | Base Per Trip | Inflation Factor (1983 is base yr) | CY 1983 | CY 1984 | CY 1985 | CY 1986 | CY 1987 | TOTAL |
|---|---------------------|---|------------|------------|------------|------------|------------|--------|
| V. ALLOWANCES | | | | | | | | |
| B. Per Diem Balance Forwarded | | | 5676 | 6073 | 4332 | 2318 | 2480 | 20879 |
| B.1 Domestic Staff to Monrovia (Cont.) | | | | | | | | |
| Cieutat- 2 days international travel, 15 days Monrovia = \$1422/trip | 1422 | 1.07 | 1422 | 0 | 0 | 0 | 0 | 1422 |
| Trips | | | 1 | 0 | 0 | 0 | 0 | |
| Laflin- 2 days international travel, 25 days Monrovia, 25 days upcountry = \$3412/trip | 3412 | 1.07 | 10236 | 10953 | 7813 | 8360 | 8945 | 46306 |
| Trips | | | 3 | 3 | 2 | 2 | 2 | |
| B.2 Consultants to Monrovia | | | | | | | | |
| Representative Trip- 2 days international travel, 20 days Monrovia, 10 days upcountry = \$2312/trip | 2312 | 1.07 | 11560 | 14843 | 5294 | 5665 | 3031 | 40392 |
| Trips | | | 5 | 6 | 2 | 2 | 1 | |
| B.3 Field Staff Return Home at end of tours | | | | | | | | |
| One day international travel per person | | | | | | | | |
| Fisher- Family of two | 12 | 1.07 | 0 | 0 | 0 | 0 | 16 | 16 |
| Trips | | | 0 | 0 | 0 | 0 | 1 | |
| Miller- Family of two | 12 | 1.07 | 0 | 0 | 14 | 0 | 0 | 14 |
| Trips | | | 0 | 0 | 1 | 0 | 0 | |
| Torres- Family of four | 24 | 1.07 | 0 | 0 | 0 | 29 | 0 | 29 |
| Trips | | | 0 | 0 | 0 | 1 | 0 | |
| Douglass- Family of four | 24 | 1.07 | 0 | 26 | 0 | 0 | 0 | 26 |
| Trips | | | 0 | 1 | 0 | 0 | 0 | |
| Ledee- One person | 6 | 1.07 | 0 | 0 | 7 | 0 | 0 | 7 |
| Trips | | | 0 | 0 | 1 | 0 | 0 | |
| Per Diem Balance Forward | | | 28894 | 31695 | 17460 | 16371 | 14471 | 109091 |

125

INSTITUTE FOR INTERNATIONAL RESEARCH
LRCN LIFE OF PROJECT BUDGET

| LRCND ITEM | Base Per Trip | Inflation Factor (1983 is base yr) | CY 1983 | CY 1984 | CY 1985 | CY 1986 | CY 1987 | TOTAL |
|--|---------------------|---|------------|------------|------------|------------|------------|--------|
| V. ALLOWANCES | | | | | | | | |
| B. Per Diem Balance Forwarded | | | 28894 | 31895 | 17460 | 16371 | 14471 | 109091 |
| B.4 Field Staff Up-Country Travel | | | | | | | | |
| 10 day trips at \$42/day = \$420/trip ... | 420 | 1.07 | 21000 | 22470 | 19234 | 10290 | 5505 | 78500 |
| Trips | | | 50 | 50 | 40 | 20 | 10 | |
| Total Per Diem | | | 49894 | 54365 | 36694 | 26662 | 19977 | 187591 |
| C. Quarters Allowance- None, provided directly by USAID | | | | | | | | |
| D. Temporary Lodging Allowance | Base Per Day | | | | | | | |
| Rates: \$50/day for adults | | | | | | | | |
| \$25/day for persons under 11 yrs | | | | | | | | |
| Paid for 1st and last 15 days of tour | | | | | | | | |
| Fisher- 2 adults | 100 | 1.07 | 0 | 0 | 0 | 0 | 1966 | 1966 |
| Days | | | 0 | 0 | 0 | 0 | 15 | |
| Miller- 2 adults | 100 | 1.07 | 0 | 0 | 1717 | 0 | 0 | 1717 |
| Days | | | 0 | 0 | 15 | 0 | 0 | |
| Torres- 4 adults | 200 | 1.07 | 0 | 0 | 0 | 3675 | 0 | 3675 |
| Days | | | 0 | 0 | 0 | 15 | 0 | |
| Douglass- 4 adults | 200 | 1.07 | 0 | 3210 | 0 | 0 | 0 | 3210 |
| Days | | | 0 | 15 | 0 | 0 | 0 | |
| Ledee- 1 adult | 50 | 1.07 | 0 | 0 | 859 | 0 | 0 | 859 |
| Days | | | 0 | 0 | 15 | 0 | 0 | |
| Total Temporary Lodging | | | 0 | 3210 | 2576 | 3675 | 1966 | 11427 |

| LRCNE ITEM | | Inflation Factor (1983 is base yr) | CY 1983 | CY 1984 | CY 1985 | CY 1986 | CY 1987 | TOTAL | |
|--|---------|---|------------|------------|------------|------------|------------|-------|-------|
| V. ALLOWANCES | | | | | | | | | |
| E. Education (Dependent Children) | | | | | | | | | |
| Rates for Monrovia: | | | | | | | | | |
| Grade | At Post | Away from Post | | | | | | | |
| K-6 | \$4250 | \$4250 | | | | | | | |
| 7-8 | 4800 | 4800 | | | | | | | |
| 9-12 | 4950 | 4950 | | | | | | | |
| | | Base Per Year | | | | | | | |
| Torres- 2 daughters away from post in | | | | | | | | | |
| Torres- 2 daughters away from post in | | | | | | | | | |
| grades 9-12 | | | | | | | | | |
| Years | | 9900 | 1.07 | 9900 | 10593 | 11335 | 6064 | 0 | |
| | | | | 1 | 1 | 1 | .5 | 0 | |
| Douglass- 2 sons at post, one in grades | | | | | | | | | |
| 1-6 & one in grades 7-8 | | | | | | | | | |
| Years | | 9050 | 1.07 | 9050 | 9684 | 0 | 0 | 0 | |
| | | | | 1 | 1 | 0 | 0 | 0 | |
| Total Education Allowance | | | | 18950 | 20277 | 11335 | 6064 | 0 | 56625 |
| F. Educational Travel- None | | | | | | | | | |
| G. Separate Maintenance Allowance- None | | | | | | | | | |
| H. Post Allowance (C.O.L.A.) | | | | | | | | | |
| Rates based on State Department Standardized | | | | | | | | | |
| Regs, Post Classification & Payment Tables | | | | | | | | | |
| Section 941 | | | | | | | | | |
| | | Base Per Month | | | | | | | |
| Fisher- Employee & 1 family member | ... | 298 | 1.05 | 3575 | 3754 | 3941 | 4139 | 4345 | 19754 |
| Months | | | | 12 | 12 | 12 | 12 | 12 | |
| Miller- Employee & 1 family member | ... | 277 | 1.05 | 3325 | 3491 | 1833 | 0 | 0 | 8649 |
| Months | | | | 12 | 12 | 6 | 0 | 0 | |
| Torres- Employee & 3 family members | ... | 302 | 1.05 | 3625 | 3806 | 3997 | 2098 | 0 | 13526 |
| Months | | | | 12 | 12 | 12 | 6 | 0 | |
| Post Allowance Balance Forward | | | | 10525 | 11051 | 9771 | 6237 | 4345 | 41929 |

| LRCNE ITEM | Base Per Month | Inflation Factor (1983 is base yr) | CY 1983 | CY 1984 | CY 1985 | CY 1986 | CY 1987 | TOTAL |
|--|----------------------|---|---------------|---------------|---------------|--------------|--------------|---------------|
| V. ALLOWANCES | | | | | | | | |
| Post Allowance Balance Forward | | | 10525 | 11051 | 9771 | 6237 | 4345 | 41929 |
| Douglass- Employee & 3 family members.. Months | 277 | 1.05 | 3325 12 | 3491 12 | 0 0 | 0 0 | 0 0 | 6816 |
| Ledee- Employee only | 202 | 1.05 | 2425 12 | 2546 12 | 1782 8 | 0 0 | 0 0 | 6754 |
| Total Post Allowance | | | 16275 | 17089 | 11553 | 6237 | 4345 | 55499 |
| V. TOTAL ALLOWANCES | | | 134901 | 146381 | 100818 | 65269 | 45895 | 493264 |
| VI. OTHER DIRECT COSTS | | | | | | | | |
| A. Communications- Rate based on project experience for telephones, telex, cables and postage | | | | | | | | |
| Months | 600 | 1.07 | 7200 12 | 7704 12 | 8243 12 | 8820 12 | 9438 12 | 41405 |
| Total Communications | | | 7200 | 7704 | 8243 | 8820 | 9438 | 41405 |
| B. Defense Base Act Insurance- \$3.05/\$100 of remuneration for Field Staff and Consultants | | | | | | | | |
| B.1 Field Staff | .0305 | 1.05 | 7592 | 8237 | 6500 | 3995 | 3634 | 29958 |
| Base salaries, lve. & post diff. | | Base Only | 248908 | 257201 | 193301 | 113156 | 98033 | Base Only |
| B.2 Consultants | .0305 | 1.05 | 1373 | 1850 | 693 | 779 | 437 | 5132 |
| Base fees | | Base Only | 45000 | 57780 | 20608 | 22051 | 11797 | Base Only |
| Total Defense Base Act Insurance | | | 8964 | 10087 | 7193 | 4774 | 4072 | 35090 |

128

| LRCNE ITEM | Base Per Month | Inflation Factor (1983 is base yr) | CY 1983 | CY 1984 | CY 1985 | CY 1986 | CY 1987 | TOTAL |
|---|----------------------|---|----------------------|----------------|----------------|----------------|----------------|---------------|
| VI. OTHER DIRECT COSTS | | | | | | | | |
| C. Printing & Reproduction | | | | | | | | |
| These costs support the IIR Field Staff only. Printing & Repro to support in-country training is listed in Participant Training | | | | | | | | |
| Xerox copies @ \$100/month Months | 100 | 1.07 | 1200 12 | 1284 12 | 1374 12 | 1470 1 | 1573 12 | 6901 |
| Total Printing & Reproduction | | | 1200 | 1284 | 1374 | 1470 | 1573 | 6901 |
| D. Passports, Visas, Repairs & Maintenance, Medical Exams, other Services | | | | | | | | |
| Months | 200 | 1.07 | 2400 12 | 2568 12 | 2748 12 | 2940 12 | 3146 12 | 13802 |
| Total Passports, Visas etc. | | | 2400 | 2568 | 2748 | 2940 | 3146 | 13802 |
| VI. TOTAL OTHER DIRECT COSTS | | | 19764 | 21643 | 19558 | 18004 | 18228 | 97198 |
| VII. EQUIPMENT, MATERIALS & SUPPLIES | | | | | | | | |
| These costs support IIR Field Staff. Equipment, materials & supplies to support in-country training are shown in Participant Training section | | | | | | | | |
| General office supplies Months | 100 | 1.07 | 1200 12 | 1284 12 | 1374 12 | 1470 12 | 1573 12 | 901 |
| Vehicles- Support both IIR Field Staff & in-country training, \$15,000/van Vans | 15000 | 1.07 | 150000 10 | 0 0 | 0 0 | 0 0 | 0 0 | 150000 |
| Freight- \$5000/van Vans | 5000 | 1.07 | 50000 10 | 0 0 | 0 0 | 0 0 | 0 0 | 50000 |
| VII. TOTAL EQUIPMENT, MATERIALS & SUPPLIES | | | 201200 | 1284 | 1374 | 1470 | 1573 | 206901 |

INSTITUTE FOR INTERNATIONAL RESEARCH
 LRCN LIFE OF PROJECT BUDGET

| LRCNF ITEM | Inflation Factor (1983 is base yr) | CY 1983 | CY 1984 | CY 1985 | CY 1986 | CY 1987 | TOTAL | |
|---|---|------------------|------------|------------|------------|------------|-------|-------|
| VIII. PARTICIPANT TRAINING | | | | | | | | |
| A. Training in U.S. | | | | | | | | |
| A.1 Training | | | | | | | | |
| Participants will attend a university program. Specific university to be selected in coordination with the GOL and USAID. Costs for one year would be \$6,000; \$5,000 for tuition and fees and \$1,000 for other expenses (books, typing, research etc.) | | | | | | | | |
| | | Base Per Year | | | | | | |
| Evaluation Specialist | 1.07 | 6000 | 0 | 0 | 0 | 0 | 6000 | |
| Years | | 1 | 0 | 0 | 0 | 0 | | |
| ISD Specialist A | 1.07 | 6000 | 0 | 0 | 0 | 0 | 3000 | |
| Years | | .5 | 0 | 0 | 0 | 0 | | |
| ISD Specialist B | 1.07 | 6000 | 3210 | 0 | 0 | 0 | 3210 | |
| Years | | 0 | .5 | 0 | 0 | 0 | | |
| Chief of Production | 1.07 | 6000 | 3210 | 0 | 0 | 0 | 3210 | |
| Years | | 0 | .5 | 0 | 0 | 0 | | |
| Station Manager A | 1.07 | 6000 | 0 | 2290 | 0 | 0 | 2290 | |
| Years | | 0 | 0 | .3333 | 0 | 0 | | |
| Station Manager B | 1.07 | 6000 | 0 | 2290 | 0 | 0 | 2290 | |
| Years | | 0 | 0 | .3333 | 0 | 0 | | |
| Station Manager C | 1.07 | 6000 | 0 | 0 | 2450 | 0 | 2450 | |
| Years | | 0 | 0 | 0 | .3333 | 0 | | |
| Station Manager D | 1.07 | 6000 | 0 | 0 | 2450 | 0 | 2450 | |
| Years | | 0 | 0 | 0 | .3333 | 0 | | |
| Training in U.S. Balance Forward | | | 9000 | 6420 | 4579 | 4900 | 0 | 24899 |

| LRCNF ITEM | Inflation Factor (1983 is base yr) | CY 1983 | CY 1984 | CY 1985 | CY 1986 | CY 1987 | TOTAL | |
|---|---|------------|-------------|------------|------------|------------|--------|-------|
| VIII. PARTICIPANT TRAINING | | | | | | | | |
| Training in U.S. Balance Forwarded | | 9000 | 6420 | 4579 | 4900 | 0 | 24899 | |
| A.2 Travel & Subsistence | | | | | | | | |
| Travel- None, cooperating country pays the cost of travel | | | | | | | | |
| | Base Per Month | | | | | | | |
| Subsistence- \$750/month while in U.S. Months | 750 | 1.07 | 13500 18 | 9630 12 | 6869 8 | 7350 8 | 0 0 | 37350 |
| Total Training in U.S. | | 22500 | 16050 | 11449 | 12250 | 0 | 62248 | |
| B. Training In-Country | | | | | | | | |
| Training In-Country will include training of engineers and programming training. Equipment, supplies, personnel & commercial services to support the training are included in this section. | | | | | | | | |
| B.1 Engineer Training | | | | | | | | |
| Course materials- To be purchased in U.S., including books, programmed learning materials & training aids | | 18450 | 11000 | 5000 | 3000 | 3000 | 40450 | |
| In place production studio & radio link | | 12800 | 0 | 0 | 0 | 0 | 12800 | |
| Classroom audio equipment | | 6000 | 2000 | 2000 | 0 | 0 | 10000 | |
| Supplies & Replacement Parts | | 2000 | 2000 | 2000 | 1000 | 1000 | 8000 | |
| B.2 Programming Training | | | | | | | | |
| Training Environment- Cubicles with display boards | | 10000 | 0 | 0 | 0 | 0 | 10000 | |
| Training In-Country Balance Forwarded | | 49250 | 15000 | 9000 | 4000 | 4000 | 81250 | |

| LRCNP ITEM | Inflation Factor (1983 is base yr) | CY 1983 | CY 1984 | CY 1985 | CY 1986 | CY 1987 | TOTAL |
|---|---|------------|------------|------------|------------|------------|--------|
| VIII. PARTICIPANT TRAINING | | | | | | | |
| Training In-Country Balance Forwarded | | 49250 | 15000 | 9000 | 4000 | 4000 | 81250 |
| Equipment: | | | | | | | |
| Classroom equipment | | 43000 | 0 | 0 | 0 | 0 | 43000 |
| Studio Equipment | | 8000 | 3000 | 1000 | 0 | 0 | 12000 |
| Photographic & recording equipment & supplies | | 10000 | 4000 | 4000 | 2000 | 1000 | 21000 |
| Spares & repair parts | | 1000 | 1000 | 1000 | 1000 | 1000 | 5000 |
| Research Services | | 2400 | 2000 | 2000 | 2000 | 1500 | 10300 |
| | Base | | | | | | |
| | Per Trip | | | | | | |
| Transportation of trainees- \$100/trip | 100 | 7500 | 6420 | 6869 | 6125 | 3277 | 30192 |
| Trips | | 75 | 60 | 60 | 50 | 25 | |
| Per Diem for trainees- \$10/day, 14 day | | | | | | | |
| trips = \$140/trip | 140 | 10500 | 8988 | 9617 | 8575 | 4588 | 42268 |
| Trips | | 75 | 60 | 60 | 50 | 25 | |
| B.3 Printing & Reproduction- Radio broadcasts will be supported with art and graphics which will be originally produced & then reproduced. Commercial reproduction services will be used for this purpose. | | 15000 | 13000 | 5000 | 5000 | 3000 | 41000 |
| B.4 Other Training costs- Program support services will include the use of illustrators, actors, interviewers, drivers, laborers, training coordinators, tuition for technical training etc. as needed, dictated by the specific type of programming being done. | | 70000 | 20000 | 20000 | 10000 | 6000 | 126000 |
| B.5 Freight on Equipment, Materials & Supplies | | 30000 | 10000 | 5000 | 5000 | 5000 | 55000 |
| Total Training In-Country | | 246650 | 83808 | 63487 | 43701 | 29365 | 467010 |

| LRCNF ITEM | Inflation Factor (1983 is base yr) | CY 1983 | CY 1984 | CY 1985 | CY 1986 | CY 1987 | TOTAL |
|--|---|---------------|---------------|---------------|--------------|--------------|---------------|
| VIII. PARTICIPANT TRAINING | | | | | | | |
| C. Regional & National Conferences | | | | | | | |
| The conduct of 2 national & 7 regional workshops | | 20000 | 20000 | 20000 | 20000 | 20000 | 100000 |
| D. Data Processing, research & evaluation costs possibly to include the procurement of a microcomputer | | 12000 | 10000 | 6000 | 3000 | 10000 | 41000 |
| VIII. TOTAL PARTICIPANT TRAINING | | 301150 | 129858 | 100936 | 78951 | 59365 | 670260 |

POSTSCRIPT

A. Since the Life of Project Plan was drafted and approved, it has been learned that Harper RPU has been extensively vandalized, and that the cost of reconstruction will be higher than originally planned. The actual sum required is not yet known. The desirability of including Harper in the network is not questioned, since equitable development of Liberia is plainly one of the objectives of the Liberian Rural Communications Network and to exclude Harper would unbalance the design of the system. However, the financial operational commitment that its inclusion requires should be clearly recognized.

B. Construction funds total \$6.2 million. It is estimated that the CPU and three RPU's will cost approximately \$4 million in 1982 dollars. There seems, therefore, to be more than sufficient construction money.

C. Operational funds committed by the Government of Liberia total \$5.8 million, 1982-87. However the operational costs of the CPU, three RPU's, and Harper for the same period will be over \$7.5 million, a shortfall of \$1.7 million.

D. How will this shortfall be overcome?

1. Reduction in staffing.

We are training six professional production staff for Harper, those who were originally recruited for Sinoe before the Greenville station was postponed. Linguistically we believe that those staff can cover some of the languages spoken in the Harper editorial area, but not all. Were the staff quota to remain at that level there would be groups who could not be reached in their own languages.

The staffing requirement of the regional stations was not a figure plucked out of thin air; it was calculated on output and allowed for very little redundancy in producer performance. We regard ten professionals as the minimum staffing requirements for development programming. If LRCN is to operate as a music network, then fewer personnel will be required. But given the objectives of LRCN, the difficulty of travel in rural Liberia, the absolute need to do so to generate programs that will spur development, and the consequent time that producers will spend on the road and with rural communities, then ten producers per station should be considered as a figure to be increased, not decreased.

2. Greater use of volunteers.

Some volunteer assistance will be available. Another 20 Peace Corps Volunteers are expected to join the network. The allocation of 4 PCV's to each rural station will be of massive assistance to the stations in the early days of LRCN, and would constitute a constructive and rewarding use of their services. However, they cannot be seen as a long-term solution nor as part of the institutionalization of LRCN.

3. The use of para-professional, rural radio auxiliaries.

The details of community organization have not yet been developed. Indeed visits to the rural areas to explore the needs and wishes of the rural constituency are only at a preliminary stage. It is plain that contacts will have to be made with rural communities, and that a system of radio auxiliaries to complement the outreach personnel of the rural stations will have to be initiated. The main thrust of the community organization effort will be to identify the radio auxiliaries; the main unknown quantity is the basis on which they will work with LRCN. Their primary functions will be to collect information and feedback, and to enhance the utilization of LRCN programs through strategic interventions. But while their influence on programming will be direct, they will rarely perform as producers. In that sense they will not lessen the need for a full complement of LRCN staff.

4. The role of content specialists or other rural agents as producers.

We expect the interest expressed by ministries in working with LRCN as crucially important. Similar working cooperation will be developed at the local level, and is already taking place. In a sense, the LRCN project is only a starting point; the true institutionalization will only begin when LRCN has established itself as a reliable vehicle for other agencies. Only then will LRCN begin to act as an agent of change, because only then will the other agencies have an opportunity to reach the rural clients and themselves initiate new developments. Indeed, we believe that other agencies will work so closely with LRCN staff (in the interests of all concerned) that the administrative affiliations of those concerned will become blurred in the minds of local people. But once again, while the agents of other ministries and organizations will be intimately tied to the operations of the rural stations, they will not be able to replace the production and community organization staff of LRCN. Their roles will be complementary but different, even if they are given short production courses and wish to act as producers.

5. Funding from other agencies.

It seems, from preliminary soundings, that other agencies are interested in the services that LRCN offers. There also seems to be an awareness that broadcasting is not cost-free, but that it offers a more cost-effective method of reaching rural areas than many of its alternatives, such as extension. The problem that LRCN faces is that, while this principle has been recognized internationally, there is a dearth of hard data to support the principle, and no definitive system has been developed to exploit the advantages of radio. Little is known in any factual sense about the nature and degree of radio's impact in delivering rural information -- only that it has not been proved to be less effective in information dissemination than extension, which itself has a patchy track record.

Given this state of knowledge, two points can be made:

- o Funding agencies realize that radio has much to offer, both in substance and cost efficiency, and are genuinely interested in its use in Liberia.
- o They may be more interested at this stage in gaining further knowledge about the operation of radio, and in particular in developing a system that is regional specific rather than sector specific. It may be that some of the operational costs could be contributed in the form of using rural station staff to take part in a research project of this nature, which would at the same time be quite consistent with the objectives of LRCN.

The easiest way to overcome the problem is to cut staff, but it is also the quickest way to guarantee that LRCN becomes a music network with no relevance or use for development agencies. All other options, bar item 5, are necessities for the operation of the system, but are not substitutes for fully trained, full-time production staff. Only the last is a viable option. We would suggest that other agencies, such as the World Bank or USAID projects, or perhaps UN agencies, might see that LRCN provides a unique facility to them for rural communications and be prepared to support such a service both substantively and financially on a long-term basis.

APPENDIX A

Program Production

APPENDIX A

MODELS OF PRODUCTION: FORMAL SCRIPTED PROGRAM

| <u>PROCESS</u> | <u>PERSONNEL/SOURCES</u> | <u>ACTION</u> | <u>INSTITUTIONAL PROCEDURES/ RESOURCES</u> |
|---|--|--|---|
| 1. Needs determination | Producer, subject panel, community organizer, ministry planners (plans and curricula) | Producer assembles group and does own research. | Research, testing, survey mechanisms; data bank; subject panels; informal contacts; program development budget. |
| 2. Objectives setting | Producer, subject panel | Conceptualizes response to needs and sets priorities-- limited number of objectives. | Subject panels. |
| 3. Timing, costing, decision to proceed | Producer, station manager | Producer justifies expense; SM allocates funds; deadlines set. | Budgeting and approval procedures; program schedules; data relevant to timing of broadcast |
| 4. Media selection (if necessary) | Producer | Applies principles of medium/message/audience/characteristics synthesis. | Availability of other media/channels; trained operators and maintenance. |
| 5. Script development | Producer, scriptwriter, secretary | Consultation, writing, typing script. | Channels of access to suitable writers; typing. |
| 6. Recording pilot program | Producer, talent, perhaps technical operator | Booking talent and studio time; procuring SFX and music; editing if necessary; arranging for testing. | Access to talent (trained); studio; library of music and SFX; system for booking studio; provisions of software and stock monitoring/purchase. |
| 7. Testing pilot | Producer, target group sample, editorial group of producers, testing/evaluation personnel, secretary | Selects sample, develops test instruments, reviews results. May refer to editorial group of producers. | Expertise in test construction/administration/interpretation; facilities for duplication/printing; editorial group/listening sessions; transport. |

A-1

APPENDIX A (CONT.)

| <u>PROCESS</u> | <u>PERSONNEL/SOURCES</u> | <u>ACTION</u> | <u>INSTITUTIONAL PROCEDURES/ RESOURCES</u> |
|--|---|--|--|
| 8. Revision of script, second test, if thought necessary | Scriptwriter, producer, (subject panel, perhaps), (target sample) | Revision of script; consultation with subject panel if major re-conceptualization needed; re-testing; production of supplementary materials. | Printing capacity for large volume. |
| 9. Recording | Producer, talent | Booking talent and studio time; procuring SFX and music; editing if necessary; arranging for testing. | Access to talent (trained); studio; library of music and SFX; system for booking studio; provisions of software and stock monitoring/purchase. |
| 10. Logistical arrangements | Producer, community organizers, subject panels, distributors, ministries, non-government organizations, users | Distribute materials. Contact interested agencies for necessary support. Promotion, publicity -- decisions and action on timing and means of payment of talent and writer. | Transport; network of local distributors. Institutional links with users and facilitators. Radio spot mechanisms; coordination mechanisms. |
| 11. Broadcast | Users | Transmit. | Daily schedule; organization of tapes; continuity notes. |
| 12. Feedback | Producer, evaluator, user sample | Visit users during broadcast; post-broadcast testing (attitudes, behavior, cognitive); opinion sounding; monitor letters. | Testing instruments; transport links with other stations. |

A-2

APPENDIX A (CONT.)

MODELS OF PRODUCTION: MAGAZINE PROGRAM WITH INTERVIEWS

| <u>PROCESS</u> | <u>PERSONNEL/SOURCES</u> | <u>ACTION</u> | <u>INSTITUTIONAL PROCEDURES/ RESOURCES</u> |
|---|---|---|---|
| 1. Needs determination | Producer, subject panel, community organizer, experts, ministry planners, rural press | Producer consults sources, data bank, does own community research. | Formal and informal procedures for identifying needs; data bank, transport; development time and budget. |
| 2. Objectives and conceptualization | Producer, researchers, station manager, subject panel | Producer consults subject panel concerning objectives and conceptualization; consults SM and researchers re format, length, timing, etc.; SM consulted re budget, go-ahead. | Series of programs may have institutionalized budget, format, time, duration, etc., and subject panel more a source of ideas. Series objectives and program objectives may be periodically re-examined. |
| 3. Identification of sources | Producer, subject panel, experts, informal contacts | Asking questions of cooperating institutions. | Data bank, other producers. |
| A-3 4. Assembling data and resources | Producer | Collecting questions, history, etc., from books, experts, sources; assembling equipment. | Data bank. |
| 5. Fieldwork | Producer, sources | Collecting information, interviews, SFX. | Transport. |
| 6. Editing | Producer | Listening to material, making content decisions, rough and fine editing, writing narration and links, collecting music. | Studio time, music library; secretary |
| 7. Insert and assembly | Producer, talent | Assembling program, perhaps using outside talent; editorial approval? | Studio time. |

APPENDIX A (CONT.)

Scripted Radio Drama

1. Needs assessment (e.g., school curriculum, encouraging writers).
2. Choice of drama, critical analysis, and development of direction style.
3. Selection of cast.
4. Rehearsal of cast outside studio.
5. Assembly of SFX, music, etc., booking studio.
6. Recording.
7. Editing, if necessary.

Unscripted Radio Drama

1. Needs assessment.
2. Setting objectives.
3. Development of conceptualization.
4. Casting.
5. Improvisation through 'rehearsal' outside studio.
6. Recording.
7. Editing, adding music, SFX, etc.

Both formats are likely to be heavily used. The need for critical analysis and the development of a 'style' by the producer cannot be overstated. It requires sharp intelligence and grows through experience, but training is necessary and valuable.

In unscripted drama, social and educational needs can be more directly addressed. Conceptualization continues through improvisation, and objectives may need to be more flexibly interpreted than in scripted drama. Production styles also differ and, while training and experience are valuable, the personal and unconventional approaches of the cast to the situation often defy direction in the customary sense.

APPENDIX B

Training

APPENDIX B

A MODEL TO PLAN AND DESIGN
DEVELOPMENTAL COMMUNICATION TRAINING

