

PD 854

AGENCY FOR INTERNATIONAL DEVELOPMENT
PROJECT DATA SHEET

1. TRANSACTION CODE: **A**
A = Add
 C = Change
 D = Delete

DOCUMENT Amendment Number: **2** DOCUMENT CODE: **3**

COUNTRY/ENTITY: **Liberia**

5. PROJECT NUMBER: **669-0134**

6. REAL/OFFICE: **AFR** **06**

5. PROJECT TITLE (maximum 40 characters): **Rural Information Systems**

7. ESTIMATED DATE OF OBLIGATION (Under "B." below, enter 1, 2, 3, or 4)
 A. Initial FY: **80** B. Quarter: **B** C. Final FY: **87**

8. COSTS (\$000 OR EQUIVALENT \$) =

A. FUNDING SOURCE	FIRST FY 80			LIFE OF PROJECT		
	B. FX	C. L/C	D. Total	E. FX	F. L/C	G. Total
Appropriated Total	3,500	2,000	5,500	11,067	2,333	13,400
(Grant)	(500)	(0)	(500)	(6,700)	()	(6,700)
(Loan)	(3,000)	(2,000)	(5,000)	(4,367)	(2,333)	(6,700)
1.						
2.						
Host Country		477	477			
Other Donor(s)	43	14	57	330	110	440
TOTALS	3,543	2,491	6,034	11,397	7,928	19,325

9. SCHEDULE OF AID FUNDING (\$000)

PROVISION	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH CODE	D. OBLIGATIONS TO DATE		E. AMOUNT APPROVED THIS ACTION		F. LIFE OF PROJECT	
			1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan
ARDN	243	290	5,500	6,700	1,200	0	6,700	6,700
TOTALS			5,500	6,700	1,200	0	6,700	6,700

10. SECONDARY TECHNICAL CODES (maximum 6 codes of 3 positions each)
610 560

11. SPECIAL CONCERNS CODES (maximum 7 codes of 4 positions each)
BR

11. SECONDARY PURPOSE CODES

12. PROJECT PURPOSE (maximum 430 characters)

- To develop the LRCN into a professional rural broadcasting organization capable of delivering agricultural, educational, health nutrition and family planning information to rural Liberians.
- To provide a format for rural Liberians to express their needs and opinions to GOL policy makers.

13. SCHEDULED EVALUATIONS

Interim	MM	YY	MM	YY	Final	MM	YY
						09	88

14. SOURCE/ORIGIN OF GOODS AND SERVICES
 000 541 Local Other (Specify)

15. AMENDMENTS/NATURE OF CHANGE PROPOSED (This is page 1 of a page PP Amendment)
 The extension will consist of long- and short-term technical assistance, the procurement of commodities deemed essential to keep the network self-sufficient and in-country training.

Concurrence on methods of implementation and financing.

H Hunter
 CON: HHunter

APPROVED BY: *Mary C Kilgour*
 Title: **Mary C. Kilgour
 Director, USAID/Liberia**

Date Signed: **MM DD YY**
016 216 87

16. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION
 MM DD YY

ACTION MEMORANDUM FOR THE DIRECTOR, USAID/LIBERIA

FROM: George Hazel, SPPD

SUBJECT: Rural Information Systems Project Amendment, 669-0134

Action Requested: Your approval is required to authorize an amendment to the subject project increasing the LOP total by \$1.2 million in grant funds and extending the PACD by 18 months.

Background: The Rural Information Systems Project (RIS) was authorized in August, 1980. Obligations to date total \$12.2 million (\$5.5 million grant and \$6.7 million loan financing). The purpose of the project, as originally stated, was to provide rural Liberians with the data they need, in a form they can understand, to make informed decisions concerning the use of development opportunities and facilities available to them. The Project financed the establishment of the Liberian Rural Communications Network (LRCN) to support rural development programs of government and private agencies by producing and transmitting development related radio programs in English and indigenous languages. Major delays in implementation were experienced, and the project did not become operational until 1982, two years after authorization. A 1983 evaluation noted serious management and production weaknesses at LRCN, and a lack of clarity regarding the organizational relationship of LRCN and the Liberia Broadcasting System (LBS). The scope of the project was subsequently scaled down, reducing from seven to three the number of broadcast stations to be established and the target group from 1.2 million to 600,000 rural beneficiaries.

The central headquarters unit in Monrovia and three regional stations (Voinjama, Gbarnga and Zwedru) were completed last year. Since the regional stations have only been on the air nine months, it is too early to measure the exact impact of their broadcasts. Informal responses, however, indicate that it may be considerable, and prospects for a major impact in the knowledge and use of health, agricultural and community facilities by rural beneficiaries in Lofa, Bong and Grand Gedeh counties are not unrealistic.

Rationale: There is a strong justification for continuing AID's support to the LRCN just as it is at the critical juncture of developing an audience and the institutional

capacity with which to serve them. The important question of LRCN's financial and administrative autonomy in terms of its organizational relationship to LBS also needs resolution, and this process will be advanced and supported through project efforts.

Description of Amendment Activities: The proposed amendment focusses the purpose of the project more sharply to: (1) develop the LRCN into a professional rural development broadcasting organization capable of delivering agricultural, educational, health, nutrition and family planning information to rural Liberians; and (2) provide a format for rural Liberians to express their needs and opinions to GOL policy makers. The principal output of this project is a rural broadcasting network consisting of three regional radio stations and a headquarters in Monrovia. During the 18 month extension period, the emphasis will be on developing the institutional capacity of LRCN to have each radio station and department at the central headquarters operating at a professional level. To do this, the project will finance two long-term production/management advisors (one at central headquarters and one at the regional level), an administrative officer, and 18 months of short-term technical assistance in key areas such as community relations, finance, production, research and engineering. A small amount of short-term, in-country training will also be provided. Principal commodity purchases include transmitters, production equipment, spare parts and various printed materials. An evaluation towards the end of 1988 will also be financed. Two Peace Corps Volunteers will continue their work with the project throughout the extension period.

Financial Summary: The \$1.2 million in additional funds will increase the LOP total to \$13.4 million (\$6.7 grant and \$6.7 loan). The actual cost of activities to be financed by AID under the amendment is \$1.4 million, however \$200,000 of this amount comes from unexpended funds in the present TA contract. The GOL will provide a contribution of \$1.7 million from currency generated under the FY87 PL-480 Agreement to finance LRCN operating costs, and the Peace Corps \$40,000 in technical assistance over the 18 month extension. AID's LOP grant budget is represented below in \$000:

<u>GRANT</u>	<u>PRESENT PROJECT</u>	<u>AMENDMENT</u>	<u>TOTAL</u>
Tech. Assist.	4,325	745	5,070
Training	421	5	426
Commodities	90	320	410
Other costs	664	30	694
Evaluation	-	40	40
Contingency	-	60	60
Total	<u>5,500</u>	<u>1,200</u>	<u>6,700</u>

Conditionality: The Amendment to the Project Agreement contains three conditions precedent to disbursement for the purchase of commodities. These basically require that the LRCN conduct an audit, re-establish monthly Technical Committee meetings, and submit a three-year time-phased implementation plan. Two covenants address the issue of the organization of the national broadcasting network and funding for the LRCN.

Procurement: The TA for the 18 month extension will be selected competitively. It is expected that the contractor selected will also have responsibility for procurement of commodities.

Congressional Notification: Congress has been advised of the program change and the waiting period expired June 17.

Delegation of Authority: Under Delegation of Authority 551, Section 4(2), you may authorize a project amendment which does not exceed a LOP total of \$30 million, provided that the amendment does not entail significant policy issues, deviate from the project purpose or require approval of a waiver by the AA/AFR. This amendment meets these requirements.

Section 4(3) further states that you may authorize PACD extensions provided they do not result in a total life of project greater than ten years. This amendment falls within this authority as well.

Recommendation: That you sign the attached Project Authorization Amendment for the Rural Informations Systems Project to:

- (a) Increase the LOP total by \$1.2 million in grant funds; and
- (b) Extend the PACD by 18 months to March 30, 1989.

Clear:

SPPD:RBraden (draft)

HRD:SHandelman(draft)

CONT:HHunter (draft)

DP:BPerez (draft)

EO:MTaylor (draft)

DD:MRugh

Draft: MJune:0514T:6/18/87

PROJECT AUTHORIZATION

Name of Country: Liberia
Name of Project: Rural Information Systems
Number of Project: 669-0134

Pursuant to Section 103 of the Foreign Assistance Act of 1961 as amended, the Liberian Rural Information Systems Project was authorized on August 29, 1980 and amended on August 26, 1986. The Authorization is hereby further amended as follows:

A. Section One is deleted in its entirety and the following is substituted in lieu thereof:

"pursuant to Section 103 of the Foreign Assistance Act of 1961, as amended, I hereby authorize the Rural Information Systems Project for Liberia ("Cooperating Country") involving planned obligations not to exceed \$6,700,000 in grant funds and \$6,700,000 in loan funds over a period of eight years and seven months from the date of authorization, subject to the availability of funds and in accordance with the AID/OYB allotment process to help in financing the foreign exchange and local currency costs of the project."

B. The second paragraph of Section Two is deleted in its entirety and the following is substituted in lieu thereof:

"Under the Grant/Loan, AID will provide technical assistance, in-country and overseas training for communications personnel, commodities required to support technical advisors, broadcasting and programming equipment and facilities for the LRCN, vehicles and vehicle maintenance, and limited spare parts for broadcasting facilities. Total project costs are estimated at \$19,325,000 of which A.I.D. is to provide \$13,400,000; the Cooperating Country the equivalent of \$5,485,000 in commodities, personnel and operating expenses; and the Peace Corps is providing \$440,000."

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C. The Authorization cited above, as amended on August 26, 1986, remains in full force and effect except as herein further amended.

Date: 6-26-87

Signed: Mary C Kilgour
Mission Director
USAID/Liberia

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ACRONYMS

AIDS:	Acquired Immune Deficiency Syndrome
CEF:	Christian Education Foundation
CPU:	Central Production Unit. The programming unit of LRCN headquarters located in Monrovia
DAP:	Development Agency Producer: Content experts from the respective development ministries and agencies who received training in radio production and are assigned full time to their respective agencies to produce LRCN programs
ELBC:	Call letters of the LBS radio station
ELRG:	Call letters of the LRCN station in Gbarnga
ELRV:	Call letters of the LRCN station in Voinjama
ELRZ:	Call letters of the LRCN station in Zwedru
ELTV:	Call letters of the LBS television station
ELWA:	Call letters for Christian Evangelistic radio station located in Monrovia.
GOL:	Government of Liberia
GTZ:	West German Foreign Aid Program
ISB:	Independent Side Band
LBS:	Liberian Broadcasting System
LOP:	Life of Project
LRCN:	Liberia Rural Communications Network
NCRDP:	Nimba County Rural Development Project
ORS:	Oral Rehydration Solution
PACD:	Project Assistance Completion Date
PRC:	Peoples' Redemption Council

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RBS: Regional Broadcast Stations. The network of three broadcast stations of LRCN located in Gbarnga, Voinjana and Zwedru

RIS: Rural Information Systems Project

USAID United States Agency for International Development

VDC: Village Development Council

I. SUMMARY AND RECOMMENDATIONS

- A. Project Title: Rural Information Systems
- B. Project Number: 669-0134
- C. Grantee: Government of Liberia
- D. Implementing Organization: Liberia Rural Communications Network of LBS

E. Total Project Costs (\$000):

	As of 9/30/87	18 Month Extension	Revised Total
AID	\$12,200	\$1,200	\$13,400
PC	400	40	440
GOL	3,785	1,700	5,485
Total	\$16,385	\$2,940	\$19,325

- F. Life of Project: Current: 85 months (PACD 9/30/87)
Revised: 103 months (PACD 3/30/89)

- G. Goal: To raise the standard of living of Liberia's rural population.

- H. Purposes:
1. To develop the LRCN into a professional rural development broadcasting organization capable of delivering agricultural, educational, health, nutrition and family planning information to rural Liberians.
 2. To provide a format for rural Liberians to express their needs and opinions to Government policy makers.

I. Project Amendment

Description: The purpose of the 18-month extension is to complete the in-country professional training of the LRCN staff in such areas as programming, audience research, financial management, broadcast engineering and technical services and to provide essential commodities to assure uninterrupted broadcasting over the facilities of LRCN.

The project extension will consist of 36 person months of long-term and 18 months of short-term advisory assistance, the procurement of commodities deemed essential to keep the network self-sufficient and in-country training. Long-term technical assistance will consist of two resident advisors in broadcast production and station management, supplemented by short-term (2-6 weeks) consultants in specialized areas. Commodities will consist of such items as back-up transmitters, spare parts and related production equipment.

The intended outcome of the 18 month extension is a professional, self-sufficient rural radio network. It should attract and keep rural audiences with programs which will increase their use of existing government services, provide them with an opportunity to make their needs and views known to government officials and encourage adoption of practices conducive to their increased well-being.

J. Recommendation:

That the project be amended to increase the AID grant funding level from \$5.5 million to \$6.7 million and to maintain the loan funding level at \$6.7 million for a revised AID LOP funding level of \$13.4 million. Also, extend the PACD from September 30, 1987 to March 30, 1989, an 18 month extension for a LOP term of 103 months (8 years, 7 months).

II. PROJECT DESCRIPTION

A. Background

Although the Government of Liberia accelerated its efforts and increased its budget allocations for rural development activities in the early 1970s, the highly centralized approaches to development prevented the timely and efficient flow of basic services to Liberia's widely dispersed, multi-lingual population of 2.0 million people.

The Government realized that successful integrated rural development requires effective two-way communication. Individual projects in health, family planning, farmer training, agricultural extension, adult education and teacher training are often limited by inadequate communication systems. Villagers are unaware of and make only limited use of existing development opportunities because information about these programs is not readily available to them in a form that they can understand. Service ministries have considerable information, but it rarely reaches enough people in a timely and relevant form to make a meaningful impact on their lives.

Thus, the Government of Liberia turned to local radio broadcasting in local languages as an effective instrument for the promotion of rural development. In response to the interest in development programming, USAID conducted a communication technology seminar in Liberia during October, 1977. The seminar included participants from the Ministries of Education, Health, Agriculture, Information and other development related agencies. In May of 1979, a team of senior level personnel from the Ministries mentioned above, accompanied by an Education and Human Resources officer from USAID/Liberia, participated in the Basic Village Education Workshop in Jamaica. Following the workshop, the group visited the Basic Village Education Project in Guatemala. Upon their return to Liberia, this group became the nucleus of the project design committee composed of Government of Liberia and USAID/Liberia personnel.

The Rural Information Systems Project, creating the Liberian Rural Communications Network (LRCN), was authorized in August, 1980. The LRCN is designed to support rural development by:

1. Promoting the increased utilization of existing government services by the rural population;
2. Providing development and other services to a greater portion of the rural population;
3. Increasing communication between villages and the local regional government;

4. Promoting increased self-help activities;
5. Distributing news and entertainment, especially of local relevance;
6. Informing the rural population of and involving them in local and national development activities.

To carry out these functions, the LRCN was established to provide a communications network to support rural development programs of government and private agencies by producing and transmitting development related programs in English and several indigenous languages.

The project effectively began its operations phase in 1982, two years after its authorization. Delays in implementation were caused by organizational problems within the LRCN, jurisdictional disputes with the Liberian Broadcasting System (LBS), a subsequent reduction in project size from seven stations to three, difficulties of the Government in providing sufficient counterpart funding and the lack of uniform professional quality of some members of the initial U.S. technical assistance team.

In November, 1983, a first project evaluation indicated that there were major management and production weaknesses at LRCN in addition to organizational problems among LBS, the Project Steering Committee, the project Director and the Deputy Director.

In March, 1986, a second evaluation of the LRCN concluded that, in the intervening periods major changes had been made in the deployment and orientation of technical assistance personnel, in the management style of the GOL staff and in the technical and managerial quality of Mission involvement, and that these changes, together with the growing experience of the project staff, have transferred the project into one of great promise for facilitating Liberian development. The extent to which that promise is realized will depend upon the project's ability to weather the crisis in the Liberian economy long enough to become fully institutionalized. Its success, said the evaluators, will also depend upon Government of Liberia actions to ensure its sustained development focus and continued growth in the quality of its programming. The evaluation team concluded that there is good reason to believe that these latter conditions can be achieved if financial support can be maintained over the next few years.

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The central headquarters unit was completed early in 1986, and the three regional stations were completed and put on the air in September, 1986. Staff training for station managers, field assistants and representatives of the development agencies has been completed, and resident long-term advisors under a technical assistance contract with the International Institute for Research (IIR) are in Liberia at the headquarters as well as at the regional stations.

B. Liberian Radio Context

In general there are very few radio stations serving the rural Liberian population. Monrovia-based signals are highly dependent upon good weather conditions, and even when good conditions prevail, signals are still not received in some rural communities. Most broadcast in English, which is not understood by a high proportion of the rural population. ELWA, a religious radio station, is the only other radio station which broadcasts in local languages. There are, however, a number of recent developments:

I. The LBS System

LBS is constructing a new radio complex on the Kakata highway. The complex will include 6-8 studios in which programs for the AM and FM services of LBS will be produced. Since LBS's existing transmitters will be used, there will be no increase in the coverage area for the radio network. The LBS Chief Engineer estimates completion of the new complex in 12-18 months.

Equipment for the new studios is to be funded by the "National Radio Fund" which was collected in 1986 through an enforced 25% payroll deduction from the salaries of civil servants and private sector employees. LBS officials estimated that the tax would yield approximately \$15 million; but, so far only \$4-5 million appears to have been collected. It is not clear whether donor funding will be solicited.

A second 25% payroll deduction was announced, but strong public outcry caused the government to shelve it for the moment or perhaps permanently. There is little doubt that LBS needs new facilities and equipment. Its present studios are cramped and equipment is old and poorly maintained. Spare parts are not purchased because there is little money in the LBS recurrent budget to buy them. Whether equipment for 6-8 new studios can be obtained and then maintained with adequate amounts of spare parts is an open question at this point. Also unclear is whether the amount and scope of programming will increase as a result of the new facilities and if present LBS staff will have to be augmented and retrained.

The implications of the new LBS facilities for LRCN appear to be that:

1. There will be little or no increase in ELBC's coverage area since present transmitters will not be augmented. Thus, there will continue to be areas in rural Liberia which are only served by LRCN.

2. There is little evidence that programming will be in local languages, nor will it differ from the present news/entertainment format.

II. Proposed NCRDP radio station in Nimba County.

Before RIS was amended, one of the additional four stations was to be located in Nimba County. The Nimba County Rural Development Project (NCRDP), funded by the West German Donor GTZ, is currently active in programming with the Gbarnga station. They have three DAP producers who produce rural development programs in English, Gio and Mano.

However, the Gbarnga station cannot be received in upper Nimba where NCRDP concentrates its activities, and is only poorly received in other areas. In addition, ELRG is based in an area where Kpelle is the important language, a language not found in Nimba. As a result, NCRDP has proposed construction of a new station to be located in Saclepea, Nimba Co., and funded by GTZ.

The implications for LRCN are as follows:

1. NCRDP plans to begin negotiating with LRCN after funding is assured (estimated to be in September 1987). The new station is, tentatively, to be part of the LRCN network. NCRDP plans to purchase the same production equipment for the sake of uniformity and ease of repair.
2. The new NCRDP station will expand the coverage area receiving development information, and thus increase the effectiveness of LRCN.
3. In programming, the proposed NCRDP station will utilize programs from other LRCN stations and continue producing agricultural oriented programming for the other stations. It will add several new areas of concentration of interest to NCRDP in Nimba. For example, programs on swamp reclamation, water-borne diseases, and logistical marketing information.

4. As negotiations have not yet taken place between LRCN and NCRDP, it is too early to judge if there will be recurrent cost implications for the headquarters or for LRCN's three regional stations.

III. Proposed Development Station in Buchanan

The Christian Education Foundation (CEF) has proposed a secular, community service radio station for the Bassa people to be located in Buchanan. It has received funding commitments from Radio Netherlands and the Interchurch Coordination Committee (a European coalition of Protestant Churches) which would enable the purchase of equipment and provide funds for some training. However, CEF has been unsuccessful, thus far, in soliciting the necessary funds for the radio station construction, recurrent costs and necessary additional training. Therefore, it is unlikely that the project will be implemented, at least in the near future.

C. Current Status of the Project

At the present time, the three regional stations each produce six hours daily of local news, entertainment, and development messages of interest to their respective listening areas. The regional stations also broadcast the national news and a program called "Network Liberia" produced in Monrovia. A typical program schedule is shown in Annex C.

The central headquarters in Monrovia does not broadcast, but contributes to the regional stations' supply of programs by producing programming to be translated into local languages or broadcast in English, and programming in support of national development campaigns such as breast-feeding, oral rehydration therapy and family planning. The headquarters also uses the transmitter facilities of the Liberian Broadcasting System to transmit programs such as "Network Liberia" to Monrovia and its environs.

Since the regional stations have only been on the air for nine months, it is too early to tell precisely what impact their broadcasts are having. We do know that development agencies of Liberia, in all sectors, have responded enthusiastically and generously to LRCN even before the stations were fully engaged in on-air transmission. Development agencies such as the World Bank and GTZ have perceived a need for assistance in their information and extension efforts, and they are willing to pay for it.

LRCN has already demonstrated a valuable organizational and coordinating role in rural development by discovering and pointing out inconsistencies in the information that the development agencies have been providing to their rural clients.

The stations have received letters and personal visits from people who have heard and appreciated the programming in their own languages, and there is some evidence, even after nine months, that the programs have been effective in motivating people to bring their children to health centers for immunizations.

Although the LRCN has gotten off to a promising start, it has not yet become fully institutionalized. For example, the relationship between the headquarters and the regional stations is not completely clear to LRCN management; programming and production require more imaginative formats and techniques; performers and announcers need to improve their presentational skills; financial practices and procedures are still disorganized and not clearly presented in logical formats; the impact of the programming is not yet fully understood, and the technical and maintenance sections need to be more aggressive in serving the needs of the regional sections.

To address those problems which were initially identified in the 1986 evaluation, USAID and LRCN began negotiations for a project extension in early 1987. USAID proposed a 2-year project extension, including a continuation of the five technical advisors for the first year, and short-term consultants during the second year.

LRCN demurred, taking the position that long-term resident advisors were no longer necessary, but that a variety of short-term specialists with two long-term advisors at central headquarters in Monrovia was more appropriate to its needs. USAID took the position that only one advisor was required for central headquarters and that eighteen months would be sufficient for this individual and the short-term consultants to achieve the objectives of the project extension.

After negotiating this issue with LRCN, the result is an eighteen month extension, with a second long-term advisor to be located at one of the three regional stations who would travel to one other station on a regularly scheduled basis. The central headquarters advisor will cover the third regional station. Finally, 18 person months of short-term consultants will be provided.

There is still one key organizational and administrative issue which should be resolved during the 18 month extension if

LRCN is to stand on its own after project assistance ends. LRCN is legally subordinate to LBS, which may put LRCN's programming and budgeting autonomy in question at the end of the project. To ensure that the development character of LRCN survives, USAID considers it important that the GOI find a solution to the issue of LRCN's autonomy.

The issue of administrative and financial autonomy for LRCN began with the issuance of PRC Decree 20 on October 10, 1980. This amended the Public Authorities Law to change the name of the Liberia Broadcasting Corporation to the Liberia Broadcasting System, (LBS). However, the key element of the decree was the establishment of the Liberian Rural Communications Network as the development oriented public service arm of LBS. LBS would be controlled by a Board of Directors under the chairmanship of the Minister of Information.

Structurally, Decree 20 makes LRCN an integral part of LBS and makes no provision for LRCN's autonomy. This was raised as an issue during the first external evaluation of LRCN in October, 1983. It was raised again at LRCN's first national conference in August, 1984. In mid-1985, the LRCN Steering Committee, chaired by a former Minister of Information, discussed the issue of LRCN's autonomy and concluded that in order to define LRCN's status and to give it some degree of control over its development, an amendment to Decree 20 was necessary. The adoption of the amendment has been stalled since it was drafted in 1985.

The need for autonomy for LRCN was underscored by the second evaluation of LRCN in March, 1986. The members of the evaluation team believed that an amendment granting budgetary and policy autonomy to LRCN is essential to its survival.

In the interim, LRCN hired an attorney who drafted a legislative proposal for LRCN's autonomy, since it would now have to be renegotiated as a legislative act.

In response, the former Minister of Information and the present Director-General of LBS disagreed with the LRCN position, since they both saw LRCN as a department of LBS. They developed an alternate draft, the effect of which would be to place the Director of LRCN in a position of secondary authority and place LRCN's budget under the increased control of LBS.

At this point, there is a stand off between LRCN and LBS on the autonomy issue. There are two draft proposals for amending Decree 20, each reflecting different views, with LBS

pushing toward further incorporation of LRCN into the organizational structure of LBS and with LRCN trying to reinforce its physical separation with legislative autonomy. USAID takes the position that LRCN has a better chance for budgetary support as well as programming independence if it can maintain its de facto autonomy. Although the Director of LRCN maintains good relations with the Director-General of LBS with regard to policy and fiscal operations, a new Director-General might take a more proprietary view of LRCN and consider its personnel and facilities as interchangeable with those of LBS. Also, should LRCN eventually revert to the GOL recurrent budget, it might well receive considerably less budgetary support than it does now since it will be forced to compete with other units of LBS for very limited funds.

This is an important issue for both LRCN and LBS with merit on both sides. It deserves careful study and debate, as well as a speedy decision. For this reason, USAID is including a covenant in this amendment by which the grantee agrees to submit a national broadcasting plan setting forth the relationships among the various components of LBS.

D. Description of the Project Amendment

1. Project Goal

The general goal of the project continues to be to raise the standard of living of Liberia's rural population. However, because the number of radio stations has been reduced from seven to three, only about 50% of the rural population is currently being served by the project.

2. Project Purpose

In principle, the project purpose is unchanged but it has been divided into two purposes to reflect a clearer picture of the project. The revised project purposes are:

a. To develop the LRCN into a professional rural development broadcasting organization capable of delivering agricultural, educational, health, nutrition and family planning information to rural Liberians.

b. To provide a format for rural Liberians to express their needs and opinions to government policy makers.

3. Project Outputs

The principal output of this project is a rural broadcasting network consisting of three radio stations and a

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central headquarters. During the 18 month extension period, the emphasis will be on developing the institutional capacity of LRCI to have each radio station and department at the central headquarters operating at a professional level. The radio stations will be expected to produce 6 hours of daily development programs usable by rural Liberians. Each of the departments of the central headquarters will be expected to provide support to the 3 radio stations. Although most of the short term technical assistance will be directed towards the rural radio stations, the project extension will address the coordination and information sharing between the central headquarters and the stations. As part of the institutional development objective, it is expected that LRCI will have implemented effective budget, inventory control and research systems.

4. Project Inputs

AID Inputs

a. Technical Assistance

Over the LOP, AID will have provided \$5.8 million in TA, of which \$745,000 will be used during the extension period. The technical assistance during this period will consist of two full time advisors for 18 months and approximately 18 person months of short-term TA. The services of the current locally contracted expatriate administrative officer will also be continued during the extension.

b. Training

Over the life of the project, AID will have funded \$426,000 of training costs, but during the extension period training will be limited to on-the-job training and in-country seminars.

c. Commodities

During the life of the project, \$3.7 million will have been spent by AID to fully equip the 3 radio stations and the central headquarters. During the project extension, \$320,000 will be used to fund 3 backup transmitters, an independent sideband transmitter, spare parts and production equipment.

d. Construction

At a cost of \$2.1 million, the project has funded the cost of 3 radio stations, a central headquarters and an

adjoining warehouse. It plans to fund 3 small storage facilities for the radio stations at a cost of approximately \$75,000 which will be funded out of current project funds. None of the \$1.2 million extension funds will be needed for construction.

GOL Inputs - The GOL will provide at least \$5.485 million over the LOP, of which \$1.7 million will be provided during the first year of the extension period. The principal GOL inputs have been used to fund the operating budget of LRCN. Most of these funds have come out of the PL-480 supported development budget.

Peace Corps Inputs - Since the beginning of the project, Peace Corps has contributed the services of 11 volunteers to LRCN. As of May, 1987, there are three volunteers in programming: one at Voinjama, one at Gbarnga and the other at the central headquarters. Peace Corps estimates their fiscal contribution is \$20,000 per volunteer per year. As two will continue with the project until the PACD in March 1989, the total Peace Corps contribution is approximately \$440,000.

5. Intended Results

Because LRCN has achieved growing recognition from its listeners who are beginning to identify the regional stations as "theirs," it appears that a loyal, regular listenership is emerging even after only nine months of broadcasting. For this reason, LRCN needs to measure the impact of its programs in specific measurable terms if it is to achieve its potential as a broadcast extension service.

Current statistics from a 1987 baseline study covering the broadcast area (approximately 600,000 people in 3 counties) indicate various levels of knowledge in a variety of development areas. At the end of the project extension period, LRCN should at minimum expand this knowledge in the following areas:

Health

	<u>Bong</u>	<u>Grand Gedeh</u>	<u>Lofa</u>
Correct knowledge of # of times a child should be vaccinated	140	160	220
Expected level (March 1989)	300	300	350
Knowledge of Family Planning and Pregnancy Prevention	270	280	140
Expected level (March 1989)	400	350	350
Correct knowledge of mixing Oral Rehydration Solution (ORS)	120	80	50
Expected level (March 1989)	250	100	200

Village Development

Knowledge of the concept of Village Development Councils (VDC's)*	440	370	470
Expected level (March 1989)	600	600	600

Education

Knowledge of the concept of Parent- Teacher Associations (PTA's)	400	360	290
Expected level (March 1989)	600	600	500

Agricultural Production

Correct knowledge of kind of place which is good for a fish pond:	210	330	160
Expected level (March 1989)	350	450	300
Percentage that own Fish Ponds:	20	30	20
Expected level (March 1989)	50	50	50

These indicators of increases in knowledge are based upon baseline data collected and analyzed by the research department of LRCN with consultant assistance. A next step in the research activity for LRCN is to develop baseline data for measurement of behavioral change, since, ultimately, this will be the true measure of LRCN's success in transforming radio messages into action, e.g., to increase the number of children vaccinated.

Early in the project extension period, consultant assistance will continue to be provided to LRCN to develop the required baseline data from which to extrapolate measures and indicators of behavioral change by the various audience groups of LRCN. Finally, LRCN will undertake field measurements of behavioral change and compare them against the baseline.

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*VDC's are generally responsible for building and maintaining feeder roads and bridges, wells, schools and clinics, etc.

These are examples of intended results which can be documented due to the LRCN baseline study. These are minimal. It is expected that the programming will have wider, more general effects as well: for instance, increased emphasis placed on children attending school, increased agricultural production due to discussion of improved/new techniques, improved health and stronger village cooperation among others. Finally, by the end of the project, 80% of LRCN programming will reflect the ideas and opinions of its listeners.

The Role of Technical Advisors in Achieving Intended Results.

To reach the targets outlined above will require a variety of skills in a number of specialized areas. To assist LRCN to sharpen these skills as well as to help complete the organizational and financial framework of LRCN, the project will provide 18 months of long and short-term advisory assistance in the following areas:

1. Long-Term Advisors:

The two long-term advisors will help LRCN to maintain a high level of development programming in order to attract and maintain listener groups and to effect an increase in their knowledge and behavior patterns. Although one will be located at the central headquarters of LRCN, with the other at one of the regional stations, both will stress those production, management and research skills required on a daily basis to assure that LRCN delivers useful and entertaining programming to its rural audience.

2. Short-Term Advisors:

a. Community Relations: Purpose: To develop techniques for gaining support for LRCN from the communities served by the regional stations. Included are client relations, fund raising, publicity campaigns and development of listening groups. The short-term advisor will work directly with the LRCN senior staff member who has been appointed to the recently created Department of Community Relations.

b. Finance: Purpose: To assist the Chief of Administration and the Finance Officer of the central headquarters to implement newly installed financial control systems at the central headquarters and the regional stations.

c. Production: Purpose: To help raise the level of production techniques and to broaden program formats in order to increase and maintain listenership with the objective of increasing LRCN programming effectiveness.

d. Research: Purpose: To strengthen the research departments at the central headquarters and the regional stations so that target audiences can be identified, feedback systems refined and program impact (behavioral change) measured.

e. Engineering: Purpose: To improve long-term maintenance and repair capacity of the Engineering Department of the central headquarters and of the technicians at the regional stations. The objective is to keep the stations on the air on a regular schedule which is necessary to build and maintain listenership.

f. Unspecified: Purpose: To provide assistance in those areas which are now unclear or unforeseen, but may be essential to the achievement of the intended results of the project. Potential examples are computer skills T.A. or specialized programming, e.g. AIDS education.

III. PROJECT ANALYSIS

A. Technical Analysis

The Liberian Rural Communications Network (LRCN) consists of a central office located in Monrovia and three Regional Broadcasting Stations located in Gbarnga, Voinjama and Zwedru. The central headquarters has four departments, Program Production, Engineering and Technical Maintenance, Development Services, and Administration. The organizational structure of LRCN is shown in Chart I.

1. LRCN Headquarters

(a) Management

The Director of LRCN is the highest official of the organization and is responsible for overall policy and management. A management committee, headed by the LRCN Director, comprised of the chiefs of administration, programming, development services, and engineering, plans and coordinates all major activities of LRCN, and is responsible for the relationship between LRCN and outside constituencies. The Chief of Party is an ex officio member of the committee.

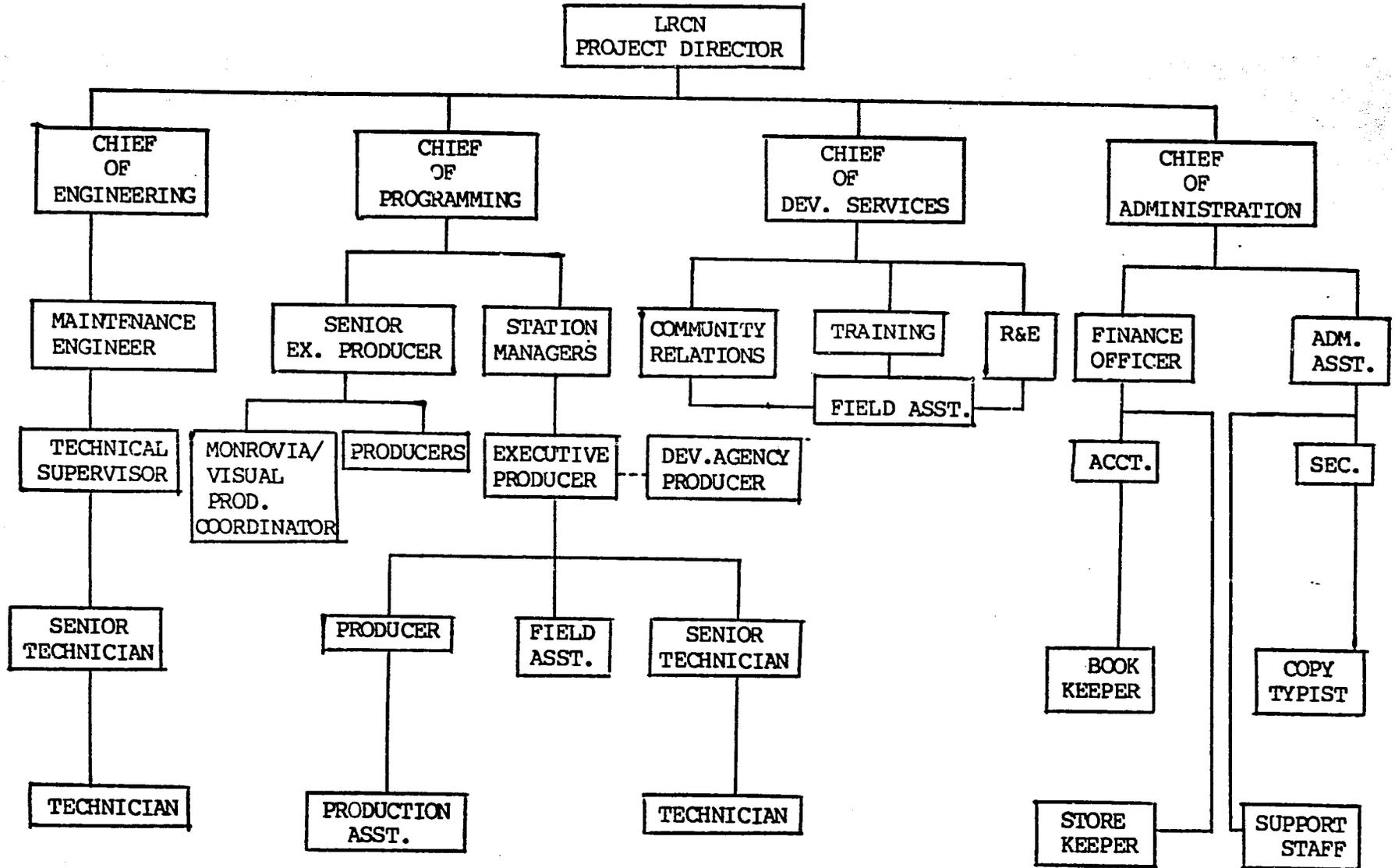
To provide overall policy and guidance to LRCN, there is a committee which consists of the Director of LRCN, the Chief of Party, the USAID project manager, the Director General of the Liberian Broadcasting System (LBS) and a representative of the Ministry of Information. At the regional stations, there are program advisory committees comprised of regional representatives of the superintendant's office and representatives of ministry and development agencies and projects.

(b) Program Production Department

The Programming Department of LRCN is responsible for the supervision of network programming and the production of national programs transmitted over the Independent Sideband Transmitter (ISB) to the regional stations. It was originally intended that the Programming Department would supply thirty percent of regional programming, but it is currently supplying only ten percent. There are five persons in the Department, headed by the Chief of Programming to whom report the senior executive producer and the regional station managers.

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ORGANIZATION CHART OF LRCN



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Program quality at the central headquarters has shown improvement, but the level of production and programming skills has still not reached a desired level of professionalism. Programmers are still tentative, research and feedback systems need to be more fully developed, and new techniques should be utilized for more effective programming. In the project extension, technical assistance is provided in program production both through the resident advisors and short-term consultants.

(c) Engineering and Technical Maintenance Department

The Engineering and Technical Maintenance Department is responsible for the planning, design, implementation and maintenance of LRCN's technical facilities. It consists of seven persons in a largely vertical chain of command up to the Chief of Engineering.

The Engineering Department has suffered from a tendency toward over-centralization. In the past, the engineers did not regularly visit the regional station. Recently, they have begun to do so and should continue to visit the stations on a rotating basis, on a scheduled basis.

The current construction of a warehouse at the central headquarters and future construction of storage facilities at the regional stations will facilitate more efficient spare parts replacement. However, a system for spare parts inventory and reliable delivery to the regional stations needs to be developed by the Engineering Department.

One aspect of the engineering technical assistance will be the improvement of the long-term maintenance and repair capacity of the Engineering Department and the technicians in the regional stations. Engineering technical assistance will also help develop a better system of support for the regional units and a more reliable spare parts supply system. The effective management of the inventory system is a matter that will have to be addressed in the overall administrative organization of LRCN.

The ISB, which sends programs from central headquarters to the regional stations, has not functioned properly. The project extension provides for technical assistance to repair or modify the ISB system. If this is impossible, another ISB, or an alternative system, is included in the commodities component of the project extension. To ensure that the regional stations stay on the air without interruption, the project extension will also supply three back-up transmitters and necessary spare parts.

(d) Development Services Department

The Development Services Department is responsible for all training and research activities and for the participation of community organizations which contribute to the programming of LRCN. The Chief of Development Services is responsible for the activity of three other staff members.

The Chief of Development Services has done a considerable amount of staff training, but the areas of research and community relations have been less effective. The research section has not been effective in research design and methodology and has not yet produced meaningful research on a continuous basis, nor provided sufficient assistance to the regional stations. The community relations section is now placing emphasis on fund raising. It appears that technical assistance in research and community relations would be more effective if it took place at the regional stations where it will focus on feedback systems.

(e) The Administration Department

The Administration Department is responsible for financial management, non-technical supplies, personnel, secretarial and clerical services, and building maintenance and security. There are two divisions reporting to the Chief of Administration through: (1) a Finance Officer, who is responsible for the accountant, bookkeeping and stores clerk, and (2) an Administrative Assistant, who is responsible for all other support services. There are twenty-three members of the Administration Department. The Chief of Administration acts as Project Director in the absence of the Director.

The Finance Officer is responsible for the control, management and recording of the financial assets and liabilities of LRCN. Receipts and expenditures within the central unit are processed and recorded under the Finance Officer and consolidated with monthly reports sent in by the regional units. Financial record keeping with the regional units is delegated to an assistant, who is sometimes aided by the station manager.

The Finance Officer is also responsible for maintaining and updating actual receipts and expenditures relative to fiscal year budget projections, and reporting significant variances to the Chief of Administration for information and action. Under the guidance of the Project Director, through the Chief of Administration, the Finance Officer manages the preparation of annual proposed budgets. Under guidelines provided by the Finance Officer, the Chiefs of the four

divisions at the central unit and the managers of the regional units propose budgets which are then consolidated and passed on for revision and approval to higher administration within LRCN. When approved within LRCN, the proposed budget is submitted to the Ministry of Planning and Economic Affairs for review and eventual inclusion in the development budget. :

The basic support services provided under the Administration Department seem adequate for the needs of the central unit, but responses to regional requests have not been prompt. There are still major unresolved issues of administrative organization:

- (1) The Administrative Assistant, although under the Administration Department, does much work under the direct guidance of the Project Director, thereby confusing lines of control and authority.
- (2) The stores clerk, although nominally under the Finance Officer, reports directly to the Chief of Administration, leading to uncertainty about his role and responsibility.
- (3) An inventory control and supply system across departments needs to be developed.
- (4) The position of the Chief of Administration as a de facto Deputy Project Director needs to be clarified.
- (5) As LRCN takes on greater responsibility for its own financial survival, the level at which the Finance Office participates in policy decisions must be maintained and reinforced.

When an inventory unit has been created at LRCN, in-country technical assistance in inventory management will be sought in the project extension. Further discussion of administrative organization is found in the final section of the technical analysis.

Financial management at LRCN is roughly functional in most aspects, but there is need for considerable improvement. Accounting statements are at less than the level of Generally Accepted Accounting Principles, complicating communication with outside organizations. In addition, the reliability of LRCN accounting statements has to be questioned due to the lack of an audit since its creation. Accounting statements are not maintained and current and required quarterly expenditure reports are not yet made in a timely manner. Additional training included in the extension, will enable LRCN to make effective use of computers that have been installed.

Annual budgets of LRCN have not been prepared on a timely basis. More importantly, the budget process has not been used as a serious device for organizational planning. The \$2,388,524 proposed budget by LRCN for fiscal year 1987/88 represents a twenty-eight percent increase over the stated actual expenditures, and an eighty-nine percent increase over the true operating budget of 1986/87.

In order to improve the capacity of the finance office to maintain timely and complete financial statements and more effective financial controls, technical assistance in finance and accounting is provided in the project extension. This assistance will extend beyond the finance office to encourage effective use of the budgeting process for realistic institutional planning by senior management.

There is not presently at LRCN a capability to make effective use of computers in financial management, inventory control, research and a variety of record keeping and data processing activities. Technical assistance in computer use, provided in-country, is included in the project extension in order to improve management efficiency at LRCN.

2. Regional Production Units

The typical staff of the regional stations includes:

- (1) A Manager
- (2) An Executive Producer
- (3) A Field Assistant (Development Services)
- (4) A Senior Technician and a Technician
- (5) A support staff of approximately seven, including a secretary, a driver, guards, and a groundskeeper
- (6) And four to seven producers, who are sometimes assisted by volunteers.

The regional stations are not large enough to require departmental structures such as those that exist in the central headquarters.

Roughly twelve persons constitute the core staff of a regional station, although only two persons might be required simply to operate the transmitter. The number of producers depends upon the number of languages covered, the intensity of the interaction between the listening audience and the station, and the number of broadcast hours per day at the station.

Although the regional stations have been on the air for nine months with programming in local languages, they have not

yet achieved a desired level of professional expertise. Quality of programs is uneven, producers need additional work in program design and production, the executive producers need increased skills in planning long-term development efforts, and the field assistants need additional training in client and community relations. Programs need to be more varied in formats and approaches, and producers are not yet aware of all the benefits of good field research to their program content and format.

Much of the technical assistance in production provided in the project extension will be directed to, if not located at, the regional stations where most production occurs. Technical assistance in research and community relations provided in the project extension will focus primarily on the regional stations.

There is a lack of effective communication between the regional stations and senior management of LRCN. The administrative organization of LRCN in which the three regional managers report to the Chief of Programming at the central unit, rather than to the Director of LRCN, impedes communication.

Technical assistance in administrative organization is provided in the project extension to assist in the development of more effective links between the central unit and the regional stations, and to improve the organizational structure of LRCN so that technical assistance in specific fields can be better utilized.

B. REVISED IMPLEMENTATION AND EVALUATION PLANS

1. Implementation Plan

Until September 30, 1987 (current PACD) the AID funded contractor will continue to provide 5 technical advisors to LRCN. However, after September 30, 1987, each of the advisors stationed at the radio stations and the technical advisor at the central headquarters will have completed their assignments. Thereafter, under the terms of the project extension, there will be two long-term technical advisors and a locally hired administrative assistant provided to LRCN to the project completion date of March 30, 1989.

In addition to the long-term technical assistance, the project will provide 18 person months of short-term technical assistance to LRCN in production, research, engineering, finance and community relations. A plan for the implementation of the short-term technical assistance is set forth in schedule 1.

To ensure timely implementation of the project, it will be necessary to advertise in the CBD for a contractor in June 1987 for the 18 month extension period. Thus, required TA will be available after September 30, 1987. The current contractor has indicated that he will be bidding on the contract. In addition, USAID plans to include a requirement in the contract giving the contractor responsibility for the procurement of all commodities. This consolidation of responsibilities should facilitate implementation of the project.

SCHEDULE 1

SCHEDULE 1

LOCAL SHORT TERM TECHNICAL ASSISTANCE SCHEDULE, OCTOBER 1987 TO JUNE 1989 (AS OF APRIL 15, 1987)

1987-----1988-----1989-----
 [Oct.][Nov.][Dec.][Jan.][Feb.][Mar.][Apr.][May][June][July][Aug.][Sep.][Oct.][Nov.][Dec.][Jan.][Feb.][Mar.][Apr.][May]

TYPE OF TECHNICAL ASSISTANCE

TYPE OF TECHNICAL ASSISTANCE	1987	1988	1989
1. COMMUNITY RELATIONS (12 weeks)		(XXXXXX)	(XXXXXX)
2. ENGINEERING (10 weeks)	(//////)	(////////)	(//////)
3. FINANCE (8 weeks)		(888888)	(888888)
4. PRODUCTION (16 weeks)	(888888)	(888888)	(888888)
5. RESEARCH (16 weeks)		(000000)	(000000)
6. UNSPECIFIED (10 weeks)			(???????)

1987-----1988-----1989-----
 [Oct.][Nov.][Dec.][Jan.][Feb.][Mar.][Apr.][May][June][July][Aug.][Sep.][Oct.][Nov.][Dec.][Jan.][Feb.][Mar.][Apr.][May]

* Chart uses 4 week months, 40 weeks total.
 ** Community relations and research are done together at each regional station.

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2. Scope of Work for Long-Term Advisors:

A. Chief-of-Party

1. Advise the Project Director on matters relating to policy, in particular-
 - a. the relationship of LRCN to other Liberian media and information institutions;
 - b. the relationship between network components;
 - c. revenue generating activities and the sale of air time;
 - d. LRCN's relations with the international media community;
 - e. coordination with donor agencies and donor-funded development projects utilizing LRCN's services;
 - f. short and long-term training needs before and after the PACD.
2. Together with LRCN and USAID, approve selection of short-term consultants, specify their scopes of work and coordinate their activities.
3. Advise the Chief of Programming and assist with training at the central headquarters as required.
4. Oversee and coordinate the work of the second upcountry advisor.
5. Travel to a designated regional station on a regular basis to advise the management team, evaluate the content and technical standards of production and conduct training as required.
6. Assist with the planning, execution and reporting of research and evaluation activities.
7. Assist with the procurement, installation and utilization of project commodities.
8. Report to the USAID Project Officer on an every-day informal basis, as well as making a formal quarterly report to be reviewed by the project implementation committee.
9. Administer the business and personnel affairs of the contractor, coordinate the departure of the technical assistance team and draft the final report to LRCN in March 1989.

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B. Regional Production Advisor

This advisor will be based at a designated regional station but will also travel to a second regional station on a regular basis and will assist at the central headquarters as required. His/her responsibilities will be to:

1. Advise the Management teams of the designated regional stations on management and production, monitor the stations output in terms of content and technical quality and conduct training as required.
2. Assist consultants with specialized training at the regional stations as required.
3. Advise Field Assistants on the planning, execution and reporting of research conducted by the regional stations.
4. Assist with training and special activities at the central headquarters as required.
5. Assist with the identification and solicitation of local development and private sponsors for LRCN programs.
6. Report monthly to the Chief of Programming and Chief of Party on progress toward designated goals.

3. Monitoring and Evaluation Plan

The project will be under the direct responsibility of the Chief of the USAID Human Resources Division (HRD) who will monitor the contractor's performance in the implementation of the project. Within the Mission, the Chief of HRD will meet on a regularly scheduled basis with the project implementation committee as outlined in Mission Order 220.

An external project evaluation is planned for FY89 which will be carried out by two outside evaluators funded under this extension. The evaluation will cover the entire funding period of the RIS project and will therefore be considered as an end of project evaluation.

4. Key Implementation Benchmarks

<u>Benchmarks</u>	<u>Dates to be Completed</u>
1. Central Production Unit produces 20% of development oriented network programming	December 31, 1987
2. Administrative plan for LRCN including such items as lines of reporting from regional stations to central headquarters, linkages with University of Liberia and Cuttington College	December 31, 1987
3. Five year financial plan from 1988-1993 including projected revenues, expenses, alternative means of reducing costs and generating revenues	March 31, 1988
4. LRCN's new financial management system in place and fully implemented at central headquarters and the regional stations	April 30, 1988
5. Comprehensive National Broadcasting Plan	March 31, 1988
6. A quarterly plan providing a schedule of research activities	March 31, 1988
7. Work plan for central headquarters including long-term efforts in teacher training, family planning and training for LRCN junior staff	March 31, 1988

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C. UPDATED SOCIAL SOUNDNESS SUMMARY:

The original social soundness analysis conducted in August 1980 concluded:

The project will directly benefit the 1.2 million people now living in rural Liberia, a great majority of whom are subsistence farmers currently beyond the reach of Government services. Because of Liberia's strong tradition of using oral communications as a means of learning and of preserving knowledge, and the acceptance by rural Liberians of radio as a credible source of information, the project is considered socially acceptable.

Since the project was downgraded from seven stations to three, the broadcast area covers 600,000 people, approximately 50% of Liberia's rural population. Of this, less than 25% are estimated to be literate. These educated individuals tend to be concentrated in the towns. In the villages the audience which understand English spoken on the radio tends to be men, younger than 38 years old, educated, and have access to a radio.

For the first 6 months of broadcasting, half of all programming time was in English. The recent addition of several local languages to LRCN programming, reducing English programming to 20%, will target crucial excluded groups: low income, less educated men and women. Increased health, agricultural, and family planning knowledge will provide high pay-offs for these groups and their children.

A baseline study conducted by LRCN with Applied Communication Technology, and jointly analyzed with Inter-cultural Communication Services, was completed in April 1987. It has provided LRCN rural stations with a clearer picture of their audience and their understanding of development information. The data are broken down into population sub-groups according to age, sex, education level and ability to understand English spoken on the radio.

In summary, approximately 60% of inhabitants of Bong, Grand Gedeh and Lofa Counties have access to a radio. Of that group about 84% listen daily. At least 50% already had knowledge of LRCN in the three counties before it started development broadcasting. Knowledge of the differences between LRCN and other radio stations is still low but comprehension is growing with the addition of local language programming.

The baseline study established the level of knowledge at the start of broadcasting of development subjects. For example, indicators were gathered on knowledge of fish ponds, immunization, family planning, village development councils, parent-teacher associations, baby-feeding, Oral Rehydration Therapy (ORT), pregnancy check-ups and tetanus shots. In 1988, a follow-up study will be conducted by LRCN with the aid of short-term technical assistance which will document the changes in the level of knowledge in these areas.

The present economic crisis of Liberia has made development services and information delivery even more difficult than in the past. From already available data it is evident LRCN is a socially acceptable means of providing information that will improve the future health, education and agricultural production of rural Liberians.

D. WOMEN IN DEVELOPMENT

This project directly benefits women in a number of ways. In health, information is geared toward preventive care aimed at improving the health of mothers and children. For example, programming includes discussions of breastfeeding, family planning, directions on how to mix ORS properly and vaccination campaigns. Agricultural information will also benefit women as the baseline data indicate a much higher proportion of women are farmers than men:

Farmers,	Bong	Grand Gedeh	Lofa
Total respondents	(204)	(238)	(200)
Women	77% (204)	68% (117)	84% (120)
Men	47% (99)	27% (121)	58% (80)

The radio education campaign actively encourages the enrollment of girls in elementary and secondary schools. Finally, as literacy rates are lower for women than men, LRCN provides a new and unique source of information which is easily accessed and culturally acceptable to Liberian women.

E. UPDATED ECONOMIC SUMMARY:

The Project Paper Economic Analysis estimated the project will reach 1.2 million rural Liberians at a cost of less than \$9/person/year. When the project was scaled down to only 3 stations broadcasting in the more populous counties, the coverage was revised to approximately 600,000. The cost figures per person have also been revised due to new data on the number of people who have access to a radio, how many listen each day and a revised recurrent cost of LRCN per day:

600,000 people covered by three regional stations
.6 have access to a radio
.8 listen each day

288,000 people listen each day
\$3,456 LRCN recurrent budget per day (1987)

1.2 per day/person listening
365 days

\$ 4.38 per person/year

This is approximately half the original estimate of \$ 9.00 per person/year.

In a country where less than 25% of the population is literate, and most information spreads by word-of-mouth rather than printed material, LRCN is a low cost means of communication in rural Liberia.

F. COST ESTIMATE AND FINANCIAL SUMMARY

Under this amendment the total project cost will increase from \$16,385,000 to \$19,325,000 with the AID contribution increasing from \$12.2 million to \$13.4 million, Peace Corps contribution from \$400,000 to \$440,000 and the GOL inputs from \$3,785,000 to \$5,485,000. The additional \$1.2 million to be provided under this amendment will be grant funded and will increase the grant funded level to \$6.7 million. The loan fund will remain at its current level of \$6.7 million. AID funds will be used for technical assistance (long-term and short-term), commodities and in-country training. The GOL will provide approximately \$1.7 million out of its development budget to cover the operating expenses of LRCN over the 18 month extension period.

In establishing the budget at \$1.2 million to fund the AID component of the project extension a review was made of the project funds to determine the amount of funds currently available, the expenditure rate, and planned equipment purchase

or construction to cover all projected AID costs up to the current PACD of September 30, 1987. Based on this review and allowing for a contingency to cover unexpected expenses over the next five months, a budget of \$1.2 million will be necessary to cover the AID inputs for the 18 month extension period. It appears likely that there will be approximately \$200,000 in unexpended contract funds which will be applied to the long-term T.A. The revised PACD will be March 30, 1989. The revised project Cost Estimate and Financial Summary, which include the cost for the 18 month extension, is set forth in Table 1. A summary of the cost allocation for the 18 month extension period is shown in Table 2.

TABLE 1
REVISED COST ESTIMATE AND FINANCIAL SUMMARY (\$000)

	PROJECT TO DATE				THIS AMENDMENT				REVISED TOTAL PROJECT COSTS			TOTAL
	AID	GOL	PC	Total	AID	GOL	PC	Total	AID	GOL	PC	
<u>GRANT</u>												
Technical Assistance	4,325	-	400	4,725	745	-	40	785	5,070	-	440	5,510
LRCN Operating Costs	-	3,785	-	3,785	-	1,700	-	1,700	-	5,485	-	5,485
Training	421	-	-	421	5	-	-	5	426	-	-	426
Commodities	90	-	-	90	320	-	-	320	410	-	-	410
Other Costs	664	-	-	664	30	-	-	30	694	-	-	694
Evaluation	-	-	-	-	40	-	-	40	40	-	-	40
Contingency	-	-	-	-	60	-	-	60	60	-	-	60
Total Grant	5,500	3,785	400	9,685	1,200	2,700	40	2,940	6,700	5,485	440	13,625
<u>LOAN</u>												
Technical Asst.	736	-	-	736	-	-	-	-	736	-	-	736
Construction	2,148	-	-	2,148	-	-	-	-	2,148	-	-	2,148
Commodities	3,351	-	-	3,351	-	-	-	-	3,351	-	-	3,351
LRCN Operating Costs	185	-	-	185	-	-	-	-	185	-	-	185
Other Costs	280	-	-	280	-	-	-	-	280	-	-	280
Total Loan	6,700	-	-	6,700	-	-	-	-	6,700	-	-	6,700
Total Project Costs	12,200	3,785	400	16,385	1,200	1,700	40	2,940	13,400	5,485	440	19,325

AID = Agency for International Development; GOL = Government of Liberia; PC = Peace Corps

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TABLE 2
PROJECT EXTENSION BUDGET AND ESTIMATED ACCRUED EXPENDITURES (\$)

	FY 88	FY 89 (6 months)	TOTAL
A. AID Budget.			
1. Technical Assistance			
a. Long-term COP (18 p.m.)	205,000	115,000	320,000
b. Long-term Production TA (18 p.m)	150,000	75,000	225,000
b. Adm. Asst. (18 p.m.)	20,000	15,000	35,000
c. Short-term (18 p.m.)	240,000	90,000	330,000
d. Local Contract (12 p.m.) for Computer & Inventory TA	20,000	10,000	30,000
2. Training	5,000		5,000
Short-term, in-country training for technicians, Correspondents, Volunteer producers			
3. Commodities			
a. Independent Sideband Transmitter	100,000		
b. Three stand-by transmitters installed and purchased at \$45,000	135,000		
c. Antenna modifications	20,000		
d. Vehicle for engineering work	30,000		
e. Spare parts	20,000		
f. Production equipment	15,000		
Total Commodities			320,000
4. Other Costs	30,000		30,000
Books, recordings, professional journals, technical manuals			
5. Contingency	30,000	30,000	60,000
6. Evaluation (2 persons for one month)		45,000	45,000
A. AID Total:	1,020,000	380,000	1,400,000
AID Pipeline (9/30/87)	200,000		200,000
New Obligation Authority	820,000	380,000	1,200,000
B. GOL Budget (Ministry of Planning)	1,700,000	-	1,700,000
C. Peace Corps	30,000	10,000	40,000
D. Total Project Extension	2,550,000	390,000	2,940,000

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G. Financial Analysis of LRCN

a. Operating Budget Projections

The operating budget for LRCN during fiscal year 1986-87 is \$1,261,342. Actual expenditures through the end of January 1987 were under budget at an annual rate of \$260,000. This may be due in part to the delay in the start-up of the regional stations until late in the first quarter of the fiscal year. There is also a prudent policy at LRCN of restraining expenditures in the early part of the fiscal year until the budget level from the GOL is known. In fiscal year 1986-87, the level was not known until the end of the first quarter. Had LRCN been operating at normal capacity for the entire year, a more realistic budget would have been \$1,500,000.

Although there has not been sufficient time to have a full shake-down and determination of long-run recurrent costs, a level of \$1,500,000 should be adequate for maintaining existing broadcast time and quality. With an anticipated inflation rate of ten percent, projected LRCN budgets over the next four years would be:

<u>1987/88</u>	<u>1988/89</u>	<u>1989/90</u>	<u>1990/91</u>
1,650,000	1,815,000	1,996,500	2,196,150

The proposed budget for LRCN for the fiscal year 1986/87 was \$1,901,887. The Ministry of Planning approved a budget allotment to LRCN of \$1,000,000. The operating budget of LRCN for 1986/87 was set at \$1,261,342. LRCN can function with an operating budget greater than its budget allotment by (1) generating revenue, (2) increasing bills payable, or (3) drawing down on its assets. Only the first is recommended.

LRCN can raise funds through the sale of air time to private parties, government ministries and donor agencies, and through a variety of fund raising activities. Even though the LBS stations have only a limited reach beyond Monrovia, it is the policy of LRCN to accept advertising sponsorship only from local businesses and national organizations with offices in the regions served by LRCN in order to avoid having a competitive relationship with LBS. (Only the non-commercial religious broadcasting station, ELWA, makes a major effort to reach the listening audience served by LRCN. Other broadcasting stations located in Liberia are shown in Annex D.) Time sold to non-donor customers is not expected to exceed \$1,000 during fiscal 1986/87. At current rates, it is anticipated that sale of time to donors and other fund raising activities should contribute approximately \$10,000 to the fiscal year 1986/87 operating budget of LRCN, some two percent.

Another source of funds used by LRCN in excess of its budget allotment is increases in bills payable. As of the end of January, 1987, LRCN had \$391,869 in bills payable. Ninety percent of that amount in back income taxes due to the GOL. It is USAID's view that this procedure must not be continued and that back taxes must be paid. It is our understanding that LRCN, recognizing that holding back taxes due is both illegal and a false economy, met in May with officials of the Bureau of the Budget, in order to settle the tax arrears.

The primary source of funding for the LRCN operating budget is its allotment of funds by the GOL through the development budget of the Ministry of Economic Affairs and Planning (MPEA). These funds will provide approximately eighty percent of the operating budget of LRCN in fiscal year 1986/87.

Support for the GOL development budget through PL-480 counterpart funds seems likely to continue at least at current levels. Discussions with MPEA officials indicate that LRCN will continue to be funded as a high priority project under the development budget. USAID continues to view LRCN as an important project, not only for its value in use by development oriented ministries of the GOL, but also as a vehicle for other USAID development projects in health, agriculture and education.

In the agreement between USAID and the GOL on the allocation of counterpart funds, one may expect at least the continuation of current funding levels of LRCN. Although LRCN has limited experience in fund raising, both the small amount of air time available and the low income level of the LRCN listening audience suggest that, even with air time purchases by donor agencies, the growth of revenues by LRCN will not be great. Although accumulation of unpaid taxes has been a common practice among governmental units in Liberia, this practice is not expected to continue. As a result, the forecast of funding sources for LRCN over the next four years is indicated as follows:

	<u>1987/88</u>	<u>1988/89</u>	<u>1989/90</u>	<u>1990/91</u>
LRCN Revenue	20,000	30,000	35,000	40,000
1. Range of GOL Anticipated				
Allocation: High	1,700,000	1,800,000	1,800,000	1,800,000
Low	1,700,000	1,200,000	1,300,000	1,400,000
2. Shortfall Range:				
High	0	0	161,500	356,150
Low	0	585,000	661,500	756,150

b. Potential Expenditure Reductions

Should GOL development budget allotments to LRCN continue at a higher projected range, a shortfall of operating funds would begin in 1989/90 and increase thereafter. USAID assumes that if the 1987/88 projected level of \$1.7 million holds, a significant portion of this amount would be used by LRCN to pay its back taxes. If allotments turn out to be at the less optimistic, lower projected levels, then shortfalls would obviously begin earlier (1988/89) and be larger.

In either case, LRCN must take action to close the shortfall gap through efforts to reduce expenditures. This would require decreases in major expenditure line items which will not impair the network's capacity to stay on the air for 6 hours per day.

It appears that the most logical place to cut expenses at central headquarters. There seems to be an imbalance in budget allocations between it and the regional broadcast stations. Forty-seven percent of LRCN expenditures occur in the central headquarters, with the balance distributed among the regional stations. Fifty-six percent of expenditures are for salaries, wages and benefits. Although some expenditure reductions may be made at the regional stations it is not feasible since such a step would probably require cutting back on broadcast time. Such an extreme action would defeat the purpose of the project and would clearly be a step backward for LRCN. USAID strongly opposes such an action and considers any reduction of air time or staff at the regional stations to be an unacceptable alternative to reduce costs.

Any expenditure reductions at the central headquarters or at regional units that involved dismissal of personnel would place great strain upon LRCN management and would damage morale of the organization. Long-run, non-disruptive savings in the personnel costs of LRCN could be achieved by a policy of not replacing any workers who leave the central unit and filling open positions at regional units through transfers from the central unit.

LRCN is aware of cost reductions possible through the use of LEC power rather than its own generators. The future availability of LEC power is difficult to predict and beyond the control of LRCN. LRCN is currently significantly under budget in utilities expenditures, due to non-payment of bills, late hook-up of regional units, or a lack of metering by LEC. Budgeted utilities expenditures, which are greater than actual expenditures, constitute less than two percent of the total LRCN 1986-1987 budget.

It is not possible to determine the magnitude of cost saving through the use of LEC power because LRCN does not have a metering system for the delivery of LEC power. The installation of such devices has been recommended by AID, but they are not yet in place. The lack of metering not only complicates LRCN decision making, but could also lead to short delivery in fuel.

Rough estimates suggest the actual rate of fuel consumption by LRCN generators is running forty to fifty percent less than the ten gallons an hour rate used in estimating the 1986-1987 budget. This is reflected in fuel expenditures that have been forty percent less than expected. Thus, fuel expenditures should amount to less than ten percent of the LRCN 1986-1987 budget, rather than the sixteen percent anticipated. Aside from this recognition of over-budgeting for generator fuel in 1986-1987, it is difficult to see much potential for reduction in actual fuel expenditures.

Equipment expenditures, maintenance and repair, and spare parts constituted eleven percent of the total 1986/87 operating budget of LRCN. Although actual expenditures for these lines were below budget through the end of January 1987, they may be expected to fill and even exceed the current budgeted amounts over the next four years. As new equipment ages, more maintenance, spare parts and replacement equipment will be required. The cost of hard currency for spare parts and potentially large equipment replacement implies that a maximum effort must be made by LRCN to maintain its physical facilities. Technical assistance in engineering has been provided in the project extension to help avoid the deterioration of valuable LRCN equipment. With reasonable maintenance and repair, there should be no major requirements for equipment replacement over the next five years.

Growth in equipment, maintenance and repair, and spare parts expenditures should roughly balance the initial over-budgeting at LRCN for fuel costs.

It is clear that LRCN must address the issue of financial sustainability if it is to maintain its level of programming. There are two.

(1) Expenditure Reduction

As outlined above, the most logical area for budget cuts is at the central headquarters. Each department should be reassessed in terms of its productivity and personnel required to maintain high levels of performance at minimum cost. The

central headquarters is a valuable component of LRCN, but essential broadcasting services at the regional stations could be maintained in the face of major reductions at the central headquarters.

What is unacceptable is a reduction in staff or broadcast hours at the regional stations, since they are at the heart of the project and reflect its uniquely rural flavor. Should no additional significant revenues be generated by LRCN, USAID recommends that the stations be kept on the air and that judicious budget cuts be made at the central headquarters. Toward this end, USAID is including in the Project Agreement a Condition Precedent to the disbursement of any commodities which requires that LRCN complete a three year plan which will project expenditures, including salaries, staffing and programming and current and future sources of revenues within the framework of a three year budget.

(2) Increased Revenues

Revenue for LRCN is currently generated through the sale of time to private and donor clients. This is marginal (approximately \$33,000 per year) in terms of meeting the operational costs of running the network. The primary source of funding for the LRCN budget is the development budget through PL-480 counterpart funds. Clearly even with the best of expenditure reduction efforts at LRCN, continued and growing support for LRCN under the development budget will be necessary.

USAID strongly recommends this and is including a covenant to the Project Agreement which calls for the continued funding of LRCN through the development budget for a minimum of three years after the revised PACD under this Amendment, i.e., 1992.

USAID will support the inclusion in the development budget of LRCN in negotiation with the Ministry of Planning and Economic Affairs, but in return will expect LRCN to review its budget, to have an annual audit conducted and to effect judicious cuts at the central headquarters in order for LRCN to achieve long term financial sustainability in a difficult economic environment.

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IV. REVISED CONDITIONS AND COVENANTS

The following conditionality will be added to the Project:

A. Conditions Precedent

Prior to the disbursement for the purchase of transmitters and related equipment to be financed with funds from this amendment to the Grant Agreement, the Grantee will, except as the parties may otherwise agree in writing, furnish to AID in form and substance satisfactory to AID, evidence that:

(1) A financial audit of LRCN has been carried out by an independent public accounting firm;

(2) LRCN has re-established the practice of technical committee meetings and that such meetings are being held on a monthly schedule. The membership of the committee shall include representatives from the Ministry of Information, Ministry of Planning, LBS, LRCN and USAID; and

(3) LRCN has completed a three year plan specifying personnel, salary levels, program content and scheduling within the framework of a three year budget.

B. Covenants

National Broadcasting Plan

The Grantee covenants that by March 31, 1988, it will prepare a comprehensive national broadcasting plan setting forth the organizational relationships among all the components of the LBS and plans for financing each component.

RURAL INFORMATION SYSTEMS LOGFRAME

GOAL	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
GOAL (Revised)	MEASURE OF GOAL ACHIEVEMENT		
To raise the standard of living of Liberia's rural population.	Increased agricultural production and health standards, higher levels of educational achievement throughout the broadcasting area in rural Liberia.	Established by impact research conducted by LRCM, statistics from ministries and PVOs/NGOs involved in development projects and GOL, IMF, AND UN records and reports.	The GOL will continue to use LRCM for development purposes.
PURPOSES (Revised)	MEASURE OF PURPOSE ACHIEVEMENT END OF PROJECT STATUS (EOPs)	MEANS OF VERIFICATION	ASSUMPTIONS
1. To develop the LRCM into a professional rural development broadcasting organization capable of delivering agricultural, educational, health, nutrition and family planning information to rural Liberians.	Current levels of knowledge documented by the 1987 baseline study (in the broadcasting area of approximately 618,800) will increase to the following percentage by March 1989. 1. Correct knowledge of # of times a child should be vaccinated will range from 38-35%.	1. Count, health and education use records. 2. GOL Ministry records. 3. Project evaluation report.	1. GOL funding will continue at approximately the same level. 2. Improved health, agricultural and educational information is delivered which is culturally acceptable and economically feasible.
2. To provide a format for rural Liberians to express their needs and opinions to GOL policy makers.	2. Knowledge of Family Planning and Pregnancy Prevention will increase to approximately 38-48%.	4. Baseline survey follow-up on the effectiveness of development broadcasting in Lofa, Grand Gedeh and Bong Counties.	

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PURPOSES (Revised)	MEASURE OF PURPOSE ACHIEVEMENT END OF PROJECT STATUS (EOPs) Cont.	MEANS OF VERIFICATION	ASSUMPTIONS
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3. Correct knowledge of how to mix
CRS will increase to 15-25%.

4. Knowledge of the concept of
Village Development Councils will
increase to 8%.

5. Knowledge of the concept of PTA's
will be between 50-60%.

6. Correct knowledge of how to build
a fish pond will range from 30-45%.

7. At the end of the project 80% of
the programs will reflect the ideas
and opinions of the listeners.

In addition to these specific
outputs, it is expected that
programming will have wider
more general effects as well.
For instance, increased
emphasis placed on children
attending school, increased
agricultural production due to
discussion of improved/new
techniques, improved health and
stronger village cooperation
among others.

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OUTPUTS (Revised)	MAGNITUDE OF OUTPUTS	MEANS OF VERIFICATION	ASSUMPTIONS FOR ACHIEVING OUTPUTS
1. An effective rural broadcasting network capable of supporting government and private development efforts.	1. 3 Functioning rural radio stations supported by a central office in Monrovia (CPU).	1. USAID Project files. 2. Contractor's Reports. 3. LRCN Records.	1. That LRCN will provide full cooperation to the technical advisors.
2. The institutionalization of LRCN into an efficient, viable organization with each radio station and CPU department operating at a professional level.	2a. Each of the 3 radio stations broadcasting approximately 6-8 hours of development information daily which provides information usable by rural Liberians. 2b. Each of the departments at the CPU producing information in support of the 3 radio stations. 2c. LRCN has developed and implemented an effective budget and inventory control system. 2d. An effective research system will be providing inputs to LRCN programming.	4. Evaluation reports.	2. That technical advisors' recommendations are implemented in a timely period.

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PURPOSES (Revised)	MEASURE OF PURPOSE ACHIEVEMENT END OF PROJECT STATUS (EOPs) Cont.	MEANS OF VERIFICATION	ASSUMPTIONS
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3. Correct knowledge of how to a
GRS will increase to 15-25%.

4. Knowledge of the concept of
Village Development Councils will
increase to 60%.

5. Knowledge of the concept of PI
will be between 50-60%.

6. Correct knowledge of how to bu
a fish pond will range from 30-45

7. At the end of the project 80%
the programs will reflect the ide
and opinions of the listeners.

In addition to these specific
outputs, it is expected that
programing will have wider
more general effects as well.
For instance, increased
emphasis placed on children
attending school, increased
agricultural production due to
discussion of improved/new
techniques, improved health and
stronger village cooperation
among others.

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INPUTS (Revised)	LEVEL OF EXPENDITURE FOR EACH ACTIVITY	MEANS OF VERIFICATION	ASSUMPTIONS
USAID			
1. Technical Assistance	Long-term and short-term technical assistance \$5.8 million	1. Project Manager's files	1. Procurement of Technical Assistance and Commodities are done on schedule.
2. Training	Participant Training and in-country training \$4 million	2. USAID Controller's records	2. Training programs are done on schedule.
3. Commodities and Other Costs	Broadcasting equipment for 3 radio stations and a central office (CPU), office equipment, supplies and vehicles \$5.8 million		
4. Construction	Construction of 3 rural radio stations and 1 CPU \$2.2 million		
GOL			
Project Personnel and General Operating Expenses for LRCN	\$7.3 million	1. GOL PL-488 records 2. LRCN records	GOL continues to provide funds to LRCN from Development Budget

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REPUBLIC OF LIBERIA
 MINISTRY OF PLANNING AND ECONOMIC AFFAIRS
 P. O. BOX 9016
 MONROVIA

BLOCK STAMP CENTER		
ROUTE	AMT.	INFO.
LIBR		✓
DO/FRG		✓
SIPU		✓
ECON		
MRD	✓	N/A
CON		
ARD		
EQ		
PER		
GSC		
AF		✓
June 2, 1987		
FILE STATION #	05	
BY	Chwon	
DATE	6/18	
APPROVED		
DELETED BY	NAN	

ANNEX - B

OFFICE OF THE MINISTER

AMPEA-500/F-4.4/'87

Dr. Kilgour:

I have the honor to inform you that the USAID and Government of Liberia funded Rural Communications Network project which was launched since August 1980 is progressing very well and is widely accepted by the Liberia Rural population. The broadcast facilities were inaugurated over eight months ago and have been fully operational with far reaching effects.

The project is expected to end in September 1987, but this will only have allowed twelve months of being on the air when Project Technical Assistance is scheduled to end. We strongly believe that this period is inadequate to build an effective and efficient educational broadcasting institution especially so when this kind of program is new to us. The full impact of the project is just beginning to be felt.

We are therefore requesting USAID to assist us with a two-year extension of the LRCN project. The two years extension will not include additional construction nor provision for new equipment, rather, it will concentrate on the following:

- a) diagnosing and correcting any deficiencies in the system;
- b) specialized training for broadcasters;
- c) excellent support personnel;
- d) impact evaluation;
- e) refinement of program planning;
- f) design extension of LRCN's service into areas such as teachers training and adult education; and

Dr. Mary C. Kilgour
 Director
 USAID/Liberia
 Monrovia, L I B E R I A

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AMPEA-500/F-4.4/'87

June 2, 1987

- g) support of other development projects and agencies requiring help in reaching and servicing their clients.

In view of the importance Government attaches to this program, we are suggesting that the following actions be taken for the period October 1987 through September 1989:

1. USAID provides approximately \$2 million to cover:
 - a) Technical Assistance
 - b) Commodities
 - c) Training
2. Government of Liberia provides adequate levels of counterpart funding to LRCN through the Development or Recurrent Budget for the continuation of the program even after the project phases out.
3. Concurrence in LRCN's commitment to provide the appropriate level of counterpart staff and to administer services required by this two years project extension and beyond.

We are convinced that if this extension phase meets your approval, the extension would provide ample time for an adequate building of an effective and efficient educational broadcasting institution given the present active involvement of the dedicated and energetic staff and management of LRCN.

Kind regards,

Sincerely yours,

Amelia Ward

Amelia Ward
ACTING MINISTER

/jsn

ELRG Program Schedule — April 1987

AM	Language	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	AM
5:55	English	Sign On	Sign On	5:55					
6:00	Bassa	ELRG	Music	BCADP	Music	Health Talk	Music	Music	6:00
6:15	Kpelle	SRSP	BCADP	Music	Health Talk	ELRG	Music	Music	6:15
6:30	Mano	NCRDP	Music	ELRG	Music	Health Talk	Music	Music	6:30
6:45	Gio	Music	Health Talk	Music	ELRG	NCRDP	Music	Music	6:45
7:00	English	ELBC News	ELRG Feature	7:00					
7:15	English	ELRG News	School Report	7:15					
7:20	English	Announcements	Announcements	Announcements	Announcements	Announcements	Announcements	Announcements	7:20
7:30	Mandingo	Music	Health Talk	Music	ELRG	Music	Music	Music	7:30
7:45	Mandingo	ELRG News	News Roundup	7:45					
7:50	Mandingo	Announcements	Announcements	Announcements	Announcements	Announcements	Announcements		7:50
8:00	English	Sign Off	Sign Off	8:00					
PM	Language	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	PM
5:55	English	Sign On	Sign On	5:55					
6:00	English	Network	Network	Network	Network	Network	BCADP	BCADP	6:00
6:15	English	Network	Network	Network	Network	Network	NCRDP	NCRDP	6:15
6:30	English	Phebe	Phebe	SRSP	SRSP	Health Talk	Health Talk	ELRG Feature	6:30
6:45	English	Announcements	Announcements	Announcements	Announcements	Announcements	Announcements	Music	6:45
6:55	English	ELRG News		6:55					
7:00	English	ELBC News	News Roundup	7:00					
7:15	Mandingo	Music	Health Talk	Music	ELRG	Music	Music	Music	7:15
7:30	Bassa	ELRG	Music	BCADP	Music	Health Talk	Music	Music	7:30
7:45	Bassa	ELRG News	News Roundup	7:45					
7:50	Bassa	Announcements	Announcements	Announcements	Announcements	Announcements	Announcements		7:50
8:00	Kpelle	SRSP	BCADP	Music	Health Talk	ELRG	Music	Music	8:00
8:15	Kpelle	ELRG News	News Roundup	8:15					
8:20	Kpelle	Announcements	Announcements	Announcements	Announcements	Announcements	Announcements		8:20
8:30	Mano	NCRDP	Music	ELRG	Music	Health Talk	Music	Music	8:30
8:45	Mano	ELRG News	News Roundup	8:45					
8:50	Mano	Announcements	Announcements	Announcements	Announcements	Announcements	Announcements		8:50
9:00	Gio	Music	Health Talk	Music	ELRG	NCRDP	Music	Music	9:00
9:15	Gio	ELRG News	News Roundup	9:15					
9:20	Gio	Announcements	Announcements	Announcements	Announcements	Announcements	Announcements		9:20
9:30	English	Music Requests	Jazz Program	9:30					
10:00	English	Sign Off	Sign Off	10:00					

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Annex D

Radio Broadcasting Facilities in Liberia

LRCN Stations

ELRV - Voinjama, 585 kHz, 10 kW, medium wave
ELRG - Gbarnga, 558 kHz, 10 kW, medium wave
ELRZ - Zwedru, 1260 kHz, 10 kW, medium wave

LBS Stations

ELBC - Monrovia, 630 kHz, 10 kW, medium wave
ELBC - Monrovia, 3255/6090 kHz, 50 kW, short wave
ELFM - Monrovia, 98.3 MHz, 2.5 kW, FM

Lamco Stations

ELNR - Yekepa, 93.4 MHz, .18 kW, FM
ELRN - Buchanan (same facilities and programming)

ELWA Stations

ELWA - Monrovia, 711 kHz, 10 kW, medium wave
ELWA - Monrovia, 2x10 kW and 2x50 kW transmitters, short wave

Catholic Station

ELCM - Monrovia, 97.8 MHz, 2.5 kW, FM

Baha'i Station

ELRB - Monrovia, 990 kHz, 5 kW, medium wave

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