

# LIBERIA MEDIA ASSISTANCE STRATEGY

*A Strategy for Support to the Independent Media within the Framework of  
Liberia's Poverty Reduction Strategy*

**Contributing Organizations:**

Press Union of Liberia  
Liberia Media Center  
United Nations Mission in Liberia Public Information Section  
Talking Drum Studio-Search for Common Ground  
Center for Media Studies and Peace Building  
Institute for Media Development and Dignity  
Liberia's Publishers Association  
Liberia's Broadcasters Association  
Association of Liberia Community Radios  
Liberia Media Women Action Committee  
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## Foreword

On November 3, 2007, the Liberian media community under the aegis of a “Media Technical Working Group”<sup>1</sup> presented a briefing paper titled “Rethinking the role of media and communication in development: Liberia’s Poverty Reduction Strategy Consultative Process” to the Core Team of Liberia’s Poverty Reduction Strategy Inter-ministerial committee. The briefing note came after series of background conversations with some middle level officials of the Ministry of Information and the Executive Mansion’s public affairs department on the exclusion of the media development community from the consultations leading to the drafting of the PRSP.

At one of those meetings chaired by former Finance Minister Dr. Antoinette Saryeh, the question of the failure to provide a legitimate space on the table for the media and communication sectors in order for them to deliberate and provide a strategy for support within the PRS framework was raised by the undersigned. Dr. Saryeh had in her response, indicated that media and communication were cross cutting themes and as such had been placed within the major and sub-pillar groups as a function of taking these pillar agenda to the public. Crucially and by Dr. Saryeh’s definition, communication was necessary for every pillar and wasn’t seen as distinct and standalone item for consideration. This view was contested as the point was made that it was a mistake to suggest that the communication function of the media, represented media development.

In the end, Dr. Saryeh suggested that the media be given a space to discuss and elaborate their viewpoints under the governance and rule of law pillar. Getting the media agenda ideally positioned under this pillar was another battle. Most of the issues and thematic areas had already been established and the drafters were reluctant to allow for a full description of the problems, needs and context within which media development was being proposed under the PRSP.

Eventually, the inputs of the media community were subjected to ruthless editing, which affected the problem context and limited outputs to media law reforms and community media development while erroneously attributing the civil society led media law reform process to a Liberian Government driven intervention.

The experience of ensuring that the media finds its place within Liberia’s PRSP offers a useful lesson for developing countries working on first or second level PRSPs to consider. As Paul Mitchell<sup>2</sup> of the World Bank eloquently puts it “...*unless communication is seen as a ‘sector’, it is not seen to have substance. Unless this happens, there will not be the investment or the funding mechanisms that are needed to develop the communication sector and truly take its place in making governance and development work.*”

Media development needs to be appreciated and seen as a legitimate sector in its own right especially within the context of poverty reduction. Any anti-poverty program that would

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<sup>1</sup> Led by the Liberia Media Center, the Technical Group consisted representatives of the Press Union of Liberia, Center for Media Studies and Peacebuilding, UNMIL Public Information and the Liberia Women Media Action Committee

<sup>2</sup> Dr. Paul Mitchell works as Head of the World Bank Development Communication Division

succeed requires a well developed communication system that allows accurate dissemination of information on the problems hindering development, which should be freely accessed and available to the public. Poverty can only be effectively addressed when poor people have access to information and are able to provide feedback on the impact of poverty reduction programs on their lives.

The Media Assistance Strategy is therefore developed to support the fulfillment of the Poverty Reduction Strategy in the hope that resources can be secured for its successful implementation. Emerging as it is from years of brutal violence, the stakes are high for the media in Liberia and donors are advised to pay keen attention to the role of the independent media in moving the Nation forward especially in the wake of recent political developments and as the country moves towards another general election.

Development partners seeking to support media are encouraged to harmonize their efforts and pool resources around meeting some of the objectives and deliverables listed in this strategy. However, partners should also seek to acknowledge the scale of work currently being carried out by a host of other players, especially local organizations working on the ground.

Lastly, this strategy is not an end in itself and should be treated as a baseline for further discussion on addressing the many problems already identified by the Partnership for Media and Conflict Prevention in West Africa and a number of other organizations working in the region.

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**On Behalf of the Drafting Team**

## **Background Occurrence**

Liberia has continued to evolve from the initial post-conflict transitory phase to a stage of democratic building and consolidation. This has especially been so since the elections of October 2005 that ushered in a democratically elected government after series of civil hostilities between the 1990s and the early 2000s. If there is any evidence that Liberians have in the main embraced the democratic option, it lies in the fact that no groups of individuals or organizations have made any illegal attempt to sabotage the democratic institutions or take over government. This is despite the fact that the elections processes and outcomes were hotly disputed while there has been social tensions occasioned particularly by the restlessness of some ex-combatants and mass unemployment among the youths.

Although democratic gains in the economic and social spheres are so far sometimes perceived as being limited, the more noticeable trend has been the willingness of the citizenry to engage with governmental institutions and democratic structures in resolving their economic and social problems and healing the deepest of the past wounds.

Beyond being the traditional watch dog of the society, the Liberian media as a major harbinger of the democratic process has enthusiastically intervened in these processes despite being constrained by the absence of the appropriate enabling economic and regulatory environment. The media's active engagement could be gleaned from its coverage of the activities of the Truth and Reconciliation Commission and vast inputs into the Liberian Poverty Reduction Strategy Paper despite the grave omission of not being originally included or factored into the document.

In the fourth year of democratic rule therefore, the media has become an important institution through which the country's democratic progress could be monitored or surveyed, assessed and analyzed. Unlike in the early transition period there is greater media visibility and increased number of media engagement programs in the country. For example, there has been a noticeable increase in the number of newspapers from just a few to about 38 while there are 50 registered radio stations including community radio alongside four commercial television stations.

As Liberia continues to trudge the democratic path and seeks to enhance development through the reduction of poverty, the media is required to strengthen its role in the process by improving on its capacities to gather and disseminate information truthfully, accurately and widely. What however needs to be underlined amidst the plethora of statement of expectations is that the media needs enhanced capacities to be able to live up to the societal expectations.

## Chapter I

### 1.0 Introduction

In August 2008 the Liberian government and international partners launched the Poverty Reduction Strategy Paper. The event followed series of consultations with different interest groups to solicit their input for inclusion in the policy document. While the process got underway, media and communication development was treated as mainstream issues rather than independent and legitimate sectors requiring support and development. Unfortunately and as was also the case with the iPRS, the media sector wasn't invited to these consultations in spite of the pledge by the President of Liberia, Ellen Johnson Sirleaf that efforts would be made to ensure media representation.

Following informal discussions with individual members of the media community and the PRS communication team, a Technical Working Group was formed by a cross section of media stakeholders to strategize on ways and methods to promote the sector's visibility and inclusion in these debates. Between January 29 and 31, 2009, the sector convened a number of consultations which brought together over thirty media practitioners working in various fields including the print and broadcast media, the academia, the professional groups and community based media outlets.

The meetings were led by local practitioners and facilitated by a regional consultant hired by International Media Support (IMS). These set pieces of small focus group consultations were undertaken to elaborate the summary on media development and provide validation for the final inputs which was submitted to the PRS Core Team.

With sustained engagement, the media community was able to have media development inputs finally factored in the first draft of the PRS, though as is often case, the inputs were gravely summarized and provided limited context for the situation of the media and limited coverage of the main problems within the results matrix.

Realizing that the final text of the PRSP was simply an acknowledgement of the various challenges facing the media sector and not a robust response through dedication of inputs and resources to ameliorate those problems, the Liberia Media Center consulted with stakeholders to develop a comprehensive and integrated strategy for media development in Liberia. The rationale was to make use of and rely upon the various detailed inputs the sector had provided during the focused group consultations in developing the new strategy.

Hence, an appeal was made to the Dakar based, Trust Africa to assist the LMC fund a second consultation for stakeholders to coalesce around previously agreed objectives, expand goals and assist in reframing the draft text consistent with the prevailing media situation in the country. In continuation of this dialogue, a half day consultation was held on Tuesday October 14, 2008 at the Liberia Media Center (LMC) in Monrovia.

The consultation brought all previous participants back to the table to discuss the objectives and goals of the strategy. The print, broadcast and media support sectors were fully represented.

## **1.1 The MAS Concept**

The Media Assistance Strategy seeks to strengthen media capacity for effective coverage of governance, democracy, human rights, development and anti-poverty issues while at the same time preparing the media for effective and unbiased coverage of the 2011 Presidential and Legislative elections.

The MAS relies heavily on previous studies and analysis of the problems facing the media sector conducted by several organizations and groups including the Partnership for Media and Conflict Prevention in West Africa<sup>3</sup>.

The concept is basically an integrated development plan that covers the period 2009-2014 and captures the most pressing challenges facing the media with clear objectives, tangible performance targets, a progress monitoring evaluation plan and a working budget.

Unlike the Partnership Assessment Report of 2004 and its follow-up report of 2007<sup>4</sup>, the MAS will seek to attract a pool of funding for indentified projects and media development activities.

This is firmly anchored on the idea that a well articulated, multi-focused and multi-staged strategy offers the best chances for pulling donor resources together, using them efficiently and effectively by avoiding duplication of efforts and potentially raising impact.

The overall objective of the MAS is to develop a professional and dynamic media and communication sector that can both prevent and resolve conflict through disseminating information, furthering awareness and knowledge, promoting participatory and transparent governance, and addressing poverty reduction through an effective check on corruption and the abuse of public office.

The concept and consultations leading to the drafting of this document were locally owned and driven by local media stakeholders with the technical assistance and support of Lanre Arogundade of the International Press Center (IPC) and Edetaen Ojo of Media Rights Agenda (MRA) both based in Nigeria.

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<sup>3</sup> See report “Strengthening Liberia’s Media: A Review of Media Support in the Post-Transitional Period and Recommendations for Future Actions” published in 2007 April, by the Partnership for Media and Conflict Prevention in West Africa.

<sup>4</sup> The Partnership released its maiden report in 2004 titled “Liberia Media Assessment Report”

## 1.2 Overview of Media Situation

The Liberian media and journalists have since the return of democratic rule benefitted from a number of intervention programs and activities that have on the whole helped in laying the foundation for changing the Liberian media landscape for the purpose of strengthening its capacity to serve as a major catalyst of development. It should be recalled that the interventions were primarily informed by the need to help a media, whose capacities had already been severely limited by prolonged conflict and was therefore as much in transition as the society in which it operated, and still operates.

Very prominent among these interventions were those by the United Nations Mission in Liberia (UNMIL), UNESCO, USAID and the Partnership for Media and Conflict in West Africa. Following observations and situation assessment missions, these institutions and bodies recognized that the media in Liberia required a sustained period of engagement in the fields of training and institutional capacity since the prolonged conflict had rendered several media outlets and institutions comatose; with few competent professionals and very low standard of journalism practice.

While most of these intervention programs were in collaboration with existing training institutions and media associations like the Press Union of Liberia (PUL), a significant outcome has been the emergence of new institutions whose core mandates include building media professional and ethical capacities and advocating for the reform of media laws as well as the institutionalization of a regime of free expression and access to information. The Liberian Media Centre (LMC) and the Centre for Media Studies and Peace Building (CEMESP) are prominent among such that have engaged in activities with measurable impact. Among these activities are annual reports on the state of press freedom, training in specialized reporting, monitoring of media coverage of development issues, publication of media books and advocacy for the enactment of laws that promote freedom of the press, free speech, accountability and transparency.

As a consequence of these activities certain level of improvements could be seen in the use of language, reporting of governance processes and compliance with ethical standards by the Liberian media. Advocacy has been stepped up for the review of the legal and regulatory frameworks governing the media which had been generally moribund and far below the international standards for measuring best practices.

Newspapers' circulation has improved, even if marginally indicating that sales are no longer what they used to be. The curriculum of journalism and mass communication training institutions are still being subjected to review in order to elevate them to international standards.

But major challenges remain. The media is generally lacking adequate resource and technical base thus hindering the ability of the respective establishments to embark on developmental programs including training and retraining of their employees. A key fall out of this is the poor welfare conditions of reporters and editors which tend to compromise journalistic ethics. It is not surprising in this regard that there have been loud complaints about low

ethical and professional standards following observations that some newspapers tend to be more sensational and less factual in their reports. On the other hand, the culture of investigative journalism is yet to be fully entrenched in media reportage of politics, governance, economy, development and poverty reduction. Meanwhile most journalists still lack modern technological tools to do their work more efficiently and effectively.

The statutes governing the media and the right of access to information and freedom of expression are still lettered in such a way that they promote state control and thus still make the media vulnerable to censorship, and interference.

Urgent measures need to be taken to review the national communication policy's restriction of information flow to the public and the media with more resources provided to continue to build the technical capacity of the government Ministry of Information to effectively perform its key functions.

### **1.3 Rationale for Support**

Through its inherent function as a gatherer and disseminator of information, the media is critical to the success of any Poverty Reduction Strategy. If well-resourced and equipped, a professional media can be central to imparting knowledge, influencing change, encouraging participation and mitigating conflict. Moreover, as a public watchdog, the media, by reporting and investigating issues of governance can ensure transparency, influence policy formulation, impact behavioral change and promote community reconciliation. Media is the foundation of any post-conflict recovery program.

Within the context of Liberia's Poverty Reduction Strategy, the media, as an agenda-setter, is useful in providing or serving as the platform for public discussion of government's policy choices and actions. For citizens to effectively engage with local authorities on the PRS process, they must have a forum through which these grievances can be heard.

The media can also be helpful by providing critical analysis of government's performance in meeting PRS deliverables through periodic monitoring of progress. When conducted with the highest standards of professionalism, media reports can assist government in redefining its policy, properly setting its agenda and assessing the fulfillment of its strategic objectives.

Quality data can also trigger investments in areas outside of the original policy considerations, or promote the cause of the marginalized and disadvantaged groups and institutions. Media reports could also assist government to assess its progress and performance thereby informing policy decisions and investment choices.

In its Poverty Reduction Strategy paper, the Liberia Government was emphatic on the role it expects the media to play in enhancing national development and growth. "...The media will play a critical role in promoting accountability, transparency and sharing information with citizens across Liberia. ...Media repression during the decades of political, military and civil

strife was severe, and the Liberian media now requires an extended period of revitalization and professional development. Both the quality and integrity of the media sector needs to be improved if it is to contribute effectively to strengthening governance and reducing poverty.... Reforms will therefore be undertaken to support the development of a professional and vigorous media sector that will increase awareness and knowledge; facilitate monitoring and evaluation of government by civil society and other interested stakeholders; act as a check on corruption and the abuse of public office; and promote peace. Towards these ends, the Government will submit several important pieces of legislation to strengthen the public's access to information and to support reform within the media sector, including the Freedom of Information Act, Broadcasting Regulations, and the National Public Broadcasting Service Act.”

Across the globe, the role of the media in poverty eradication or reduction is increasingly being situated within the context of achieving the Millennium Development Goals and the attendant individual countries' Poverty Reduction Strategies. To achieve its objectives the MDGS seek among others, democracy, peace and security; political will and commitment; anti-corruption safe guards and, strong and vibrant civil society.

Unfortunately, the media is not always recognized as a strong factor in the realization of these ideals. In its latest report, *Making poverty the story: time to involve the media in poverty reduction*, Panos London expresses concern about how the media in low-income countries is too often overlooked as a serious player in the fight to reduce poverty. Yet according to the institution, eradicating poverty crucially involves giving the ordinary people a voice. It therefore warns that efforts to reduce poverty in low-income countries will not succeed unless all policy actors pay more attention to the mass media.

In the words of Jon Barnes, Head of Panos London's globalisation program and co-author of the report: “Policies on issues such as food security or access to public services are vital for poverty reduction, and the public needs to know how effective government policies and donor support are in making a positive contribution, particularly now achieving the Millennium Development Goals is in jeopardy. It's time that those active in poverty reduction realise the media is a public good and in a prime position to monitor whether poverty reduction is taking place.’

“The report assesses the media's potential to scrutinise the progress of plans to tackle poverty including Poverty Reduction Strategy Papers (PRSPs). PRSPs were introduced by the World Bank and the IMF in 1999 as a condition for financial support and were supposed to take public views into account – and the views of poor people in particular. Eight years on, and many second- or third-generation poverty reduction strategies tend to focus more on economic growth and good governance”.

The thrust of these positions is that the Media underpins development and can play an indispensable role in driving national development and reforms, promoting good governance, impacting public accountability and exposing corruption with a view to ensuring that state resources are available to address poverty. It is therefore a critical element of any poverty reduction strategy paper. However, for it to play this role effectively, its capacity

must be built in a variety of ways to enable it engage with the issues more productively and to provide an effective platform for civil society to engage the state to ensure an inclusive debate on the country's reconstruction and development priorities.

## **1.4 Strategic Objectives/Outputs**

### ***i. Broad Objectives***

- To make a comprehensive overview and assessment of the state of the Liberian media with a view to providing empirical evidence that justifies the need for a program of continuous assistance and resource support for media outlets, media training institutions, media associations and professional bodies and media development/support groups
- To provide a comprehensive overview of the Liberian media landscape including the development of a baseline data such that enables donor groups and multi-lateral institutions design instruments and strategies for intervention and engagement.

### ***ii. Specific objectives***

- To clearly define and itemize the developmental needs of the Liberian media
- To enable the donor and media development community to define their entry points in providing support for the Liberian media
- To assess the current state of the Liberian media in relation to the impact of the various intervention programs since the end of hostilities and the return of civilian democratic rule
- To strengthen the capacity of the Liberian media to be able to effectively monitor and report on the poverty reduction strategy paper and the development processes as part of its role in promoting good governance, accountability and transparency

### ***iii. Outputs***

- The media assistance strategy document is produced
- In addition to work that have already been carried out by a number of local, regional and international organizations, a review is conducted to update or condense the vast wealth of already available on the sector. This could incorporate statistical information on numbers of radio stations, TV, newspapers, ICT resources, profile of journalists, including information on levels of academic and professional education, gender etc; survey on radio listenership, TV viewership, newspaper readership and study of media content to track common issues of professional problems, etc.
- Following the recommendations of the Media Assistance Strategy paper there is renewed interest by the international, regional and national donor community to provide assistance for the Liberian media
- There is increased and improved engagement with the Liberian media through resource, funding and technical support.

- Following the envisaged support, there is improved media coverage and reportage of various development initiatives and the accountability and transparency processes
- There is improved media monitoring of the implementation of the poverty reduction strategy paper and other related anti-poverty and development initiatives

## Chapter II

### 2.0 Challenges/Sector Analysis

#### i. Print Sector

The return of democratic rule after a prolonged period of armed conflicts has continued to help breathe life into the Liberian newspaper industry especially with the removal of the worst constraints of threats from warlords and hostile operational environment. But fresh challenges remain in generating operational resources, complying with ethical and professional standards and the enactment of legislations that help expand the frontiers of freedom of the press, freedom of expression and the right of the citizens to access information.

The newspapers have in general continued to prove that they could be catalysts of change in a period of democratic consolidation. The newspapers were actively engaged in the coverage and reportage of the last general elections although ownership factors meant that the reports were sometimes skewed in favour of particular candidates. In the post-election period, newspapers have made efforts to make the elected leaders accountable to the people by focusing on issues of transparency, accountability, good governance and anti-corruption, which have sometimes brought them into conflict with the government. The newspapers were also active in the coverage and reportage of the proceedings of the Truth and Reconciliation Commission (TRC) while they have made strong efforts to facilitate the implementation of the Liberian Poverty Reduction Strategy Paper.

Unlike the radio and television, the newspapers have the unique advantage of having the space to publish outcomes of investigations, research and analysis of news, events and issues. Newspapers can also be passed from hand to hand therefore making them important sources of information that can be documented and widely disseminated among the people.

Within the context of the unique opportunities that the newspapers offer to facilitate and promote public participation in governance especially in relation to the poverty reduction strategy therefore, it is imperative to have a continuous review of the print media sector in Liberia for the purpose of helping them to meet the challenges of resources and professional capacity and other sundry problems that constitute obstacles for the effective performance of the newspapers. The critical areas that deserve attention include, but are not limited to, technical and logistics support, operational strategies, ICT skills and application, personnel and infrastructure and the review of policies and legal framework under which the media in the country operate. The review can also help to re-define the training or capacity needs of the journalists.

The review must take into account contemporary developments in the Liberian print media through the establishment of baseline data including the rise in the number of newspapers to about forty, though not all are publishing regularly; the relatively higher, but still poor circulation figures of between 1000 and 2, 500; the effect of high cover prices on circulation;

the reliance on imported newsprint thus contributing to the high prices and the effect of large scale illiteracy on the patronage of the newspapers by ordinary citizens.

Any strategic capacity and institutional support for the Liberian media must recognize the key problematic areas especially the lack of basic infrastructure and poor power supply leading to the expensive alternative of using generators at great costs that most cannot afford.

It is also worthy of note that local salaries paid to journalists and other professionals in the media industry are still considered low, with reporters earning between USD 20 and USD 30 per month. Editors who are just fairly better off reportedly earn between USD 35 and USD 50 per month. These poor wages are sometimes not paid as at when due by some of the employers and such attitude contribute to the tendency by journalists to seek gratification or accept inducements to slant or suppress stories.

The Liberian print media sector is also still besotted with the problems of high cost of printing, poor advertisement revenue and reliance on government for most advert incomes, poor public infrastructure, weak managerial skills etc

*Observations and recommendations*

- ✓ International agencies, foreign missions and media support groups have made a number of strategic interventions to help build the capacity of the print media. These interventions have helped to improve professional skills and direct the newspapers towards reporting issues of development especially in relation to poverty reduction, corruption and budget, investigative journalism etc.
- ✓ While they need to be encouraged to continue with such interventions, there is also the need to focus on relevant specialized areas of reporting in relation to important national issues like poverty reduction and contemporary issues of climate change and the environment, ICTs, state policy reforms, business and finance etc.
- ✓ In addition, the media support groups should be adequately resourced so they could improve on the monitoring of the print media coverage of poverty reduction, development, governance, accountability, and transparency and anti-corruption issues.
- ✓ The capacity of the Press Union of Liberia should urgently be strengthened so it could engage in collective bargaining negotiations on behalf of its members, as the poor salaries and conditions of work have been repeatedly mentioned as factors hampering investigative reporting and encouraging taking of gratification by journalists.
- ✓ The government has the chief responsibility to create the enabling environment for the survival of the print media. In this wise government should provide economic incentives that would aid the print media in acquiring printing press, cheaper newsprint, computers and other useful tools of trade.

- ✓ The process of placing adverts in the newspapers should be fair, open and transparent.
- ✓ The parliament should urgently pass into law the freedom of information bill and other relevant bills that would guarantee the right of access to information, improve on media regulation and remove all laws that obstruct freedom of the press and freedom of expression.

### SWOT Analysis

	<b>STRENGTH</b>	<b>WEAKNESS</b>	<b>OPPORTUNITY</b>	<b>THREAT</b>
<b>Print Media</b>	<ul style="list-style-type: none"> <li>* Civil rule/ gradual consolidation of democracy offer freer atmosphere for information gathering and dissemination</li> <li>* The public continue to rely on newspapers as credible sources of information</li> <li>* Editorial comments/opinions help to set public agenda</li> <li>* Newspapers are growing in numbers and circulation and reaching more layers of the society</li> <li>* Newspapers offer wider, diverse and measurable scope for monitoring poverty reduction, development, governance, politics, economic and other governance activities such as budgeting, anti-corruption etc</li> </ul>	<ul style="list-style-type: none"> <li>* Weak resource base and poor finances limit print media ability to fully exploit the democratic space</li> <li>* Absence of freedom of information or right of access to information law limit media ability to gather and disseminate accurate information</li> <li>* Economic constraints limit opportunities for expansion while proprietors fail to consider mergers or collaborations</li> <li>* Poor resources limit scope of coverage of the poverty reduction strategy and other governance and development issues</li> <li>* Trained editors and reporters are</li> </ul>	<ul style="list-style-type: none"> <li>* Proprietors are willing to embrace capacity building opportunities in business and managerial skills</li> <li>* There is a strong media and civil society coalition pushing for the review of media laws and the enactment of freedom of or access to information law</li> <li>* Proprietors are open to opportunities for collaboration/mergers in order to consolidate resources and boost circulation</li> <li>* Media support groups are seeking resources for year-round monitoring of governance and development issues</li> <li>* Media support groups, donors and development agencies are willing to continue with capacity building programs for journalists</li> <li>* Trained journalists are willing to put into</li> </ul>	<ul style="list-style-type: none"> <li>* Occasional intolerance of the government towards freedom of the press</li> <li>* Global economic crisis negatively impact on the Liberian economy and in turn limits growth of media business</li> <li>* Donor groups have reduced budgets to support media capacity building due to global economic meltdown</li> <li>* Government fails to create enabling environment for free expression and access to information by not passing relevant bills into law</li> <li>* Economic downturn leads to media collapse and trained journalists do not have</li> </ul>

	<p>* More newspaper editors and reporters are benefitting from general and specialized training programs</p> <p>* Donor agencies and media support groups periodically engage in capacity building programs for print journalists</p>	<p>unable to fully utilize acquired knowledge and skills due to poor conditions of work</p>	<p>practice acquired skills where the enabling environment permits.</p> <p>* The newspapers are willing to investigate issues emanating from the poverty reduction strategy paper and monitor the implementation</p>	<p>opportunity to utilize acquired skills</p> <p>* Economic problems weaken the print media ability to comprehensively report poverty reduction</p> <p>* Ownership interests hinder the application of knowledge and skills acquired during trainings</p>
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## ii. Broadcast Sector

In comparison with the print media sector, the Liberian broadcast media has flourished and developed at a relatively faster pace since democratic consolidation began with the return of civil rule. However, within the sector itself, the radio has out-paced the TV.

There are objective reasons that could be cited for this situation. The first is that the Radio and TV in all societies normally and generally do enjoy greater patronage because of their captivating effects and ability to reach millions of viewers and listeners simultaneously in communities and across local, national and international boundaries, but with both possible positive and negative effects. The positive aspect is that the quick dissemination of information means that there could be mass civic education and mass mobilization of the citizenry behind developmental and nation building efforts. The negative aspect exists where the broadcast media, especially the radio, is used to spread hate and therefore promote disharmony and conflict as it happened on a genocidal scale in Rwanda.

In the above context it was understandable why in the early stages of the United Nations intervention in the Liberian conflict, the UNMIL radio had to be quickly established in order to reach diverse segments of the population with messages of peace and hope. The explosion of community radios managed by mission institutions derived from the same objective. In general therefore, it could be argued that the faster pace of the development and growth of the broadcast media was objectively determined.

### *Television*

Unlike in the immediate post-conflict and post-election period, there now exists a functional national television station in the country, although a regime of public broadcasters is yet to be institutionalized. The national TV station exists alongside and competes with the

emerging private and commercial stations with the main functional ones including Power TV, Clar TV and Real TV that are based in Monrovia. These stations are backed by powerful individuals including politicians and have managed to establish functional studios and own vital equipment like cameras even if the numbers are limited. Apart from direct affiliation by few, almost all of the private commercial stations broadcast programs from international channels including the VOA, the BBC, and the CNN etc. While this helps to bring needed foreign information to the populace, it partly reflects the low level of local content and weak local programming in the stations.

Irrespective of ownership, almost all the stations derive up to 70 percent of their revenue from advertising, most of which however comes from the government. A strong private and business sector would be of tremendous assistance in helping to raise the income profile of the stations and make them less dependent on the government, which if unchecked could make them susceptible to self-censorship. The stations also face the challenge of power generation as the government continues to grapple with energy supply across the country.

International television channels are accessible by satellite in Liberia, but access is only possible through the payment of subscription. This makes them expensive for the larger and poorer majority although there are few that have privileged access to the channels in some workplaces and communities.

**SWOT Analysis**

	<b>STRENGTH</b>	<b>WEAKNESS</b>	<b>OPPORTUNITY</b>	<b>THREAT</b>
<b>Broadcast media - TV</b>	<ul style="list-style-type: none"> <li>* Civil rule/ gradual consolidation of democracy create better opportunity for private/commercial TV to exist and compete with state media</li> <li>* The TV reaches wider layers of the society and the public regard it as reliable source of information</li> <li>* TV pluralism provides wider avenue to disseminate information poverty reduction, development,</li> </ul>	<ul style="list-style-type: none"> <li>* Enormous resources needed to acquire modern communication gadgets and equip editors and reporters are lacking</li> <li>* Investigative reporting especially outside the capital is lacking due to resource constraints</li> <li>* Absence of freedom of information or right of access to information law limit media ability to gather and disseminate accurate information</li> <li>* There is no public broadcaster</li> <li>* Economic constraints limit</li> </ul>	<ul style="list-style-type: none"> <li>* Proprietors are willing to embrace capacity building opportunities in business and managerial skills</li> <li>* There is a strong media and civil society coalition pushing for the enactment of laws that will strengthen private and independent broadcasting</li> <li>* Proprietors are open to opportunities for managerial training</li> <li>* Media support groups are seeking resources for year-</li> </ul>	<ul style="list-style-type: none"> <li>* Global economic crisis could negatively impact on the broadcast media being highly capital intensive</li> <li>* Donor groups have reduced budgets to support broadcast media capacity building due to global economic meltdown</li> <li>* Government fails to enact legislations that further promote broadcast media pluralism and independence</li> <li>* Economic downturn leads to media collapse and</li> </ul>

	<p>governance and economy</p> <p>* TVs offer wider, diverse and measurable scope for monitoring the poverty reduction strategy paper, development, governance, politics, economic and other governance activities such as budgeting, , anti-corruption etc</p> <p>* Broadcast journalists are benefitting from general and specialized training programs</p> <p>* Donor agencies and media support groups periodically engage in capacity building programs for broadcast journalists</p>	<p>opportunities for expansion while proprietors fail to consider mergers or collaborations</p> <p>* Poor resources limit scope of coverage of governance and development issues</p> <p>* Trained editors and reporters are unable to fully apply acquired knowledge and skills due to poor conditions of work</p>	<p>round monitoring of governance and development issues</p> <p>* Media support groups, donors and development agencies are willing to continue with capacity building programs for broadcast journalists</p> <p>* Trained journalists are willing to put into practice acquired skills where the enabling environment permits</p> <p>* The TV is willing to embark on visual monitoring of the implementation of the poverty reduction strategy paper</p>	<p>trained journalists do not have opportunity to utilize acquired skills</p> <p>* Economic downturn weakens ability to comprehensively report on the poverty reduction strategy initiatives</p> <p>* Ownership interests hinder the application of knowledge and skills acquired during trainings</p>
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### ***Radio***

With roughly over 15 radio stations based in Monrovia and about fifty (50) community-based radios outside the capital, the radio landscape in Liberia faces sharp changes and advancement. Unlike in the TV sector, the radio has witnessed greater diversity and pluralism. There are private and commercial stations existing along the government station and community radios.

As indicated earlier, the ‘boost’ in the broadcast sector was objectively determined by the immediate post-conflict challenges of rebuilding the country. That challenge has been further reinforced by the need to consolidate democracy through the dissemination of information on the activities of the government and the encouragement of the mass of the citizens to embrace developmental efforts.

Although the program content of most of the radio stations is largely musical and come with advertisements, as well as public and private announcements, there has however been some robust reporting of the electioneering, political, economic and governance processes. But question marks have been put on the post-election survival of some of the radio stations, especially those believed to be owned, sponsored or affiliated to candidates and or political groups whose interest may not extend beyond using them for specific political objectives and goals.

Few of the stations (as at 2007 only Radio Veritas, ELWA, and Star Radio) operate on FM and Short Wave, with UNMIL Radio still monopolizing the national FM network. The stations continue to run mostly western oriented and sourced programs including music and films. Though they appeal to the youths, it raises the challenge of improving on local content by both the in-house and independent producers. Just like the TV, most of the stations run on advertisement revenue that account for not less than 70 percent of income, with the rest coming from other sources including donor support.

A significant development in the period under review is the visible improvements in the operations of the Liberian Broadcasting Service, whose Director, Mr. Charles Snetter, one of the FM station pioneers in the country, has been able to attract donor funds and material support. Evidence of this could be seen in the acquisition of new digital players/recorders, field digital recorders, metric system for live broadcast and on air broadcast computers. Others include the redesign and restructuring of the talk show studios (to accommodate more guests) and the newsroom environment. The Liberian Panorama that features the President every Tuesday remains a public favourite while the website has been launched. By the time the terms of a pledged support by the Chinese government are fully implemented, the service would have acquired an FM system capable of reaching 75 percent of the country and, a 10 KW transmitter and 6 relay stations, each with 1 KW FM transmitters. The master-control-studio would have also been redesigned and re-equipped.

In the midst of this general progress remains the challenge of improving on the program content and the generation of at least 40% of the income despite the harsh economic environment.

Another key feature of the radio landscape is the regional presence of the West African Democracy Radio (WADR) supported by the Open Society Initiative for West Africa (OSIWA) Liberia. It broadcasts in English and French on short-wave on the frequency 17875 Kilowatts and on the FM on 94.9 in Dakar. The coverage extends to the entire West Africa and parts of Europe. WADR has a Liberian office that has not less than three Reporters stationed in the local office in Monrovia where programs are produced on human rights issues, gender issues, health issues, the youth and democracy.

But the greater impact of WADR, whose main sources of stories are ordinary citizens has been in the area of community radio under which it has an MoU with nine community radio stations to relay its programs from Dakar.

Radio journalists in the country like their counterparts in the Television have benefitted from training programs organized by UNMIL, local media support groups, foreign media institutions and the schools of journalism/Mass Communication but there are still gaps in professional skills and knowledge.

*Observations and recommendations*

- ✓ The Television in Liberia is still at a very low stage of development and growth. Indications of this include the absence of a public broadcaster, weak financial base, weak technical capacities and very low local content percentage of programming.
- ✓ Despite a number of training and capacity building programs, professional standards in the broadcast media have only relatively improved.
- ✓ The trainings should be comprehensively reviewed so that the content could be upgraded to include intellectual development aside from skills acquisition and their impact critically assessed. It should be noted however that application of skills learnt during trainings (broadcast, print) is sometimes hindered by the political or commercial interest of the proprietors.
- ✓ The trainings should be continuous and expanded to incorporate development reporting, conflict-sensitive broadcast reporting, advanced interview, reporting, headlining, presentation and production techniques.
- ✓ The on-going review of the media laws in the country should be accelerated so that it could lead to the emergence of a public broadcaster
- ✓ The capacity of the TV and Radio stations should be strengthened so that they could improve on their local content.
- ✓ There should be equipment support for the Television and radio stations so that they match up with international digital and ICTs standards.
- ✓ The proprietors in the broadcast sector need training in managerial, marketing and public relation building capacities especially in order to improve on their revenue-generation capabilities and ensure that they do not continue to lose their best hands to better paying competitors

**SWOT Analysis**

	<b>STRENGTH</b>	<b>WEAKNESS</b>	<b>OPPORTUNITY</b>	<b>THREAT</b>
<b>Broadcast Media - Radio</b>	* The radio reaches millions of people simultaneously and therefore is a potent weapon for facilitating and promoting popular	* Enormous resources needed to acquire modern communication gadgets and equip editors and reporters	* Proprietors are willing to embrace capacity building opportunities in business and managerial skills	* Global economic crisis could negatively impact on the broadcast media being highly

	<p>participation in poverty reduction and governance in general</p> <ul style="list-style-type: none"> <li>* Civil rule/gradual consolidation of democracy create better opportunity for private/commercial Radio to exist and offer alternative perspectives to state media</li> <li>* The public relies on the radio for credible information on governance processes</li> <li>* The public is able to contribute to issues of national importance through phone-in programs</li> <li>* The radio offer diverse and measurable scope for monitoring development, governance, politics, economic and governance activities such as budgeting, poverty reduction, anti-corruption etc</li> <li>* Broadcast journalists are benefitting from general and specialized training programs</li> <li>* Donor agencies and media support groups periodically engage in capacity building programs for broadcast journalists</li> </ul>	<p>are lacking</p> <ul style="list-style-type: none"> <li>* Investigative reporting especially outside the capital lacking due to resource constraints</li> <li>* Absence of freedom of information or right of access to information law limit media ability to gather and disseminate accurate information</li> <li>* There is no public broadcaster</li> <li>* Economic constraints limit opportunities for expansion while proprietors fail to consider mergers or collaborations</li> <li>* Poor resources limit scope of coverage of governance and development issues outside the capital</li> <li>* Trained editors and reporters are unable to fully apply acquired knowledge and skills due to poor conditions of work</li> </ul>	<ul style="list-style-type: none"> <li>* There is a strong media and civil society coalition pushing for the enactment of laws that will strengthen private and independent broadcasting</li> <li>* Proprietors are open to opportunities for managerial training</li> <li>* Media support groups are seeking resources for year-round monitoring of governance and development issues</li> <li>* Media support groups, donors and development agencies are willing to continue with capacity building programs for broadcast journalists</li> <li>* Trained journalists are willing to put into practice acquired skills where the enabling environment permits</li> </ul>	<p>capital intensive</p> <ul style="list-style-type: none"> <li>* Donor groups have reduced budgets to support broadcast media capacity building due to global economic meltdown</li> <li>* Government fails to enact legislations that further promote broadcast media pluralism and independence</li> <li>* Economic downturn leads to media collapse and trained journalists do not have opportunity to utilize acquired skills</li> <li>* Economic downturn weakens ability to comprehensively report on poverty reduction strategy</li> <li>* Ownership interests hinder the application of knowledge and skills acquired during trainings</li> </ul>
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### iii. Community Based Media

The Radio is the only community based media in Liberia. There has been a major expansion with not less than 40 community radio stations registered and based outside Monrovia, the capital, though not all are active or operational. This expansion has come in the main with donor support.

The capacity of community radio to enhance the popular participation of the citizens in governance and involve them in such critical processes as poverty eradication, anti-corruption, transparency and accountability has also encouraged many initiatives in the sector by media development groups with noticeable regional intervention in the form of the West African Democracy Radio (WADR) whose programs are relayed in some community radio stations.

The involvement of the media support groups have come in different forms as follows:

- In early 2007 The Radio Nederland Training Centre (RNTC) in collaboration with the Liberian Media Center (LMC) held a 'Future Search Conference on the Community Radio' in Liberia. Following the conference a needs' assessment mission was undertaken to approximately 40 community radio stations and which led to the production of a comprehensive report on the situation of community radio in Liberia, entitled 'Needs Assessment Community Radio Centre).
- The Initiative for Mobile Training of Community Radios (INFORMOTRAC) has also been launched by RNTC, under which 12 stations are being offered all relevant equipment (BLF and HF) and mobile training on location.
- The Liberia Media Project, which is a partnership of International Alert and three Liberian organizations, namely the Centre for Justice and Peace Studies, Justice and Peace Commission and Press Union of Liberia, has installed four community radios in Toe Town, Grand Gedeh; Fish Town and Webbo, River Gee; and Sass Town, Grand Kru. The LMP provides the equipment, whilst the local community builds the structures. LMP also produces programs on peace, governance and HIV/AIDS to be aired by community and local radio stations.

The Liberia Community Radio Broadcasting Association (LIRCORBA) has continued to work on developing a policy framework and document for community radios. It advocates that since most stations were taken to the communities to be run as NGOs, they should benefit from the funds given to the communities for development more so as their core mandates include development communication.

There is also the Association of Liberian Community Radios (ALICOR) that engages in technical assistance for the stations across the country. The activities are sometimes facilitated by the UNMIL Public Affairs Section in the form of the provision of transport (usually helicopter) services for missions to difficult-to access parts of the country.

ALICOR was supposed to have distributed 15 solar panels that were handed over by the United States Agency for International Development (USAID) to radio stations across the country in order to help them solve a significant part of their electric power requirements. ALICOR has also initiated a training of trainers to help prepare the organization's leadership to provide training for community radios across the country.

The Liberia Community Radio Network (LICORNET), with funding from Open Society Initiative for West Africa (OSIWA), has been involved in promoting community radio in the country and has worked with LTI to train and supply the stations with equipments through an "in-kind grant". LICORNET operations seem to be grounded in the last few years.

*Observations and recommendations*

- ✓ Community radios are central to democratic consolidation and public (grassroots) participation in governance and the development processes.
- ✓ The government and other stakeholders should continue to work towards creating the enabling political and economic environment that would enable community radio to flourish.
- ✓ There is the urgent need to address the problems of power supply and acquisition of digital equipment by the community radios
- ✓ There should be training and retraining for the staff of community radios in news gathering, programming and presentation
- ✓ Community radios should be re-oriented towards attracting local and national business support
- ✓ In general more resources should be provided for the community radios for professional, personnel and business development
- ✓ There should be specific capacity building program for community radios specifically targeted at monitoring, reporting and creating awareness on the implementation of the poverty reduction strategy paper at the grassroots

**SWOT Analysis**

	<b>STRENGTH</b>	<b>WEAKNESS</b>	<b>OPPORTUNITY</b>	<b>THREAT</b>
<b>Community Based Media</b>	* Community based media has grown rapidly in the form of community radio * Community radios mostly operate outside the state	* Sustainability is difficult for community radios being in principle non-commercial * Community radios expend a lot of	* The management is open to opportunities for building capacity including trainings and exchange programs	* Economic downturn limits growth of community radio and some of the existing ones compelled to halt

	<p>capital and have become veritable instruments for reaching the grassroots with poverty reduction and development information</p> <p>* There exists a strong association of community radio pushing for the enactment of enabling legislations</p> <p>* Community radio journalists are benefitting from general and specialized training programs</p> <p>* Donor agencies and media support groups engage in capacity building programs for community radio journalists</p>	<p>resources on power supply and other infrastructure that are lacking</p> <p>* Community radio management have weak managerial capabilities</p> <p>* Community radios are poorly equipped to monitor and report on poverty reduction strategy</p>	<p>* Media support groups, donors and development agencies are willing to continue with capacity building programs for the community radios</p> <p>* Trained journalists are willing to put into practice acquired skills where the enabling environment permits</p> <p>* Stations are willing to monitor and report on poverty reduction once there is appropriate capacity in that regard</p>	<p>operation</p> <p>* Donors and media support groups have limited funds for capacity building programs</p> <p>* Poor resources limit ability to monitor and report in-depth the poverty reduction measures</p>
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#### iv. Media Support Sector

The media support sector has since the end of the violent conflicts and hostilities and the return of democratic rule become prominent players in the Liberian governance and media landscape. While they are primarily engaged in development of media and journalistic capacities, the outcomes of their engagements are secondarily but fundamentally, expected to promote citizens' participation in poverty reduction and other processes of governance; make the government accountable to the people and lead to the institutionalization of accountability, anti-corruption, transparency and good governance. It is within the latter context that the media support groups have been acting as catalysts or facilitators of development in the country.

There are up to six of such local media professional and support institutions currently working on media development, media reforms, freedom of expression and right of access to information issues. These include the Press Union of Liberia (PUL), Liberia Media Center (LMC), Center for Media Studies and Peace (CEMESP), Association of Liberia Community

Radios (ALICOR), Liberia Women Media Action Committee (LIWOMAC) and Media Women Center for Democracy and Development.

The PUL as the umbrella organization of practicing journalists in the country, works principally to defend journalists' rights, expand the frontiers of freedom of expression and right of access to information and create appropriate legal and regulatory framework for media independence and freedom. PUL is equally involved with basic journalism training for community radio.

The Liberia Media Center (LMC) started as a project of the Partnership for media and Conflict Prevention in West Africa and the Press Union of Liberia. Legally registered as an independent media resource center to assist with advancing media professionalism, training and capacity development, it has most recently engaged in series of interventions and capacity building for the media in understanding and reporting the Liberian Poverty Reduction Strategy Paper after having made a strong case for the inclusion of the media in the process. LMC's engagements extend to the coverage of the Truth and Reconciliation Commission (TRC) and specialized training on Human rights, governance, Corruption and Budget Reporting while it also conducts vocational job placement for mass communication students.

Two of LMC's largest media projects are the INFORMOTRAC (community radio development, infrastructure support, training and technical assistance to ten stations in Liberia) and the LMC/JHR Partnership under the British GTF, the activities of which include journalism training and module development. Over 15 different trainings have been conducted across the country, with Editors, Publishers, reporters, students and community radio staff.

Center for Media Studies and Peacebuilding (CEMESP), established by a former official of the Press Union of Liberia, has a track record in supporting press freedom monitoring and intensive journalism training. It publishes an annual authoritative report on the state of the media and press freedom in Liberia. CEMESP plays a central role in the coordination of the advocacy for the review of Liberia's media and communication laws and the enactment of legislations that promote free speech and access to information and the emergence of an independent and pluralistic Liberian media.

Association of Liberia Community Radios is a membership based coalition that works to protect the interest of the community radio sector in Liberia

Liberia Women Media Action Committee focuses on helping to mainstream gender in media development while it organizes specialized training for women in the media. UNDEF has given it a grant to establish a Women Democracy Radio to provide voice for marginalized women across the country.

Media Women Center for Democracy and Development has a mandate that incorporates broader gender areas including the mainstreaming of gender in community communication.

### SWOT Analysis

	<b>STRENGTH</b>	<b>WEAKNESS</b>	<b>OPPORTUNITY</b>	<b>THREAT</b>
<b>Media Support Sector</b>	<ul style="list-style-type: none"> <li>* Media Support Groups have acquired expertise in delivering on capacity building programs for the media and journalists</li> <li>* They enjoy the support and confidence of the media community, the government, the civil society and the donor community</li> <li>* Being non-governmental, they are capable of making fair and balanced assessment of the implementation of the poverty reduction strategy paper</li> </ul>	<ul style="list-style-type: none"> <li>* Despite acquired expertise, they lack the requisite institutional support</li> <li>* They do not have their own direct membership and thus rely on the cooperation of media unions and professional bodies</li> </ul>	<ul style="list-style-type: none"> <li>* They have moderate resource and institutional base that donors could build upon</li> <li>* They have reliable data base on outcomes of assessment missions and training activities</li> <li>* They have reliable network of journalists working on development issues</li> <li>* They are capable of networking among themselves and facilitate and coordinate media development activities</li> <li>* They have been pushing for the inclusion of the media in the poverty reduction strategy paper</li> </ul>	<ul style="list-style-type: none"> <li>* Poor resource support by donors due to global economic situation</li> <li>* Government may sometimes treat them as opposition groups and decline cooperation</li> <li>* Failure of government to create enabling legal and institutional framework for incorporating media in development efforts and promoting freedom of the press, freedom of speech and the right of access to information</li> </ul>

## Chapter III

### 3.0 Priority Action Areas

This document builds on previous reviews, assessments and research conducted by host of international and local non-governmental organizations and the definition of these priority actions areas are consistent with the many recommendations coming from those initiatives. Under the Media Assistance Strategy document, there are five priority actions areas including Media Law and Policy Reform and Accountability; Media Business Development Program; Professional Development; Community Media Program and Women Media Program.

These priorities were developed based on sectoral consultations and reflect the most pressing needs and development priorities of the media sector in general. In elaborating the action areas, panelists agreed on broad objective for each area and contributed to the development of a list of actionable activities, realistic timeline and deliverables they envision would be met following the implementation of the activities. The literature under these action areas are summarized in matrix format for easy reference.

It is instructive to note that detail project plans and proposal ideas will be required for the further development of each of the activities listed in the matrix. Under the MAS framework, however, donors are strongly advised to link or tie their support to the M&E mechanism proposed under the logical framework of the MAS, so as to assist the media development community assess the impact of their interventions within the broader framework of a more collaborative and comprehensive media development strategy than a case by case assessment of individual projects and programs in Liberia.

The MAS deliberately refrains from suggesting any implementation mechanism though it acknowledges the roles and activities of key players in the media development sector. The idea is to allow for competent local, regional and international media specialist institutions to access funding under the proposed “Trust Fund” mechanism to carry out media development projects in line with outputs stated in the M&E framework.

**Priority Action Area 1: Media Law and Policy Reforms and Accountability**

**Objective:** Creation of a sustainable media environment through the passage of draft legislation and adoption of proposed legal, regulatory and policy reforms for the media

**Situation overview:** The review of media law as well as policy reforms and accountability are considered major imperatives for strengthening media independence and pluralism; press freedom and the institutionalization of good governance and transparency. To this end a number of media, civil, society and ministerial consultations and processes had already taken place leading to the tabling of three bills for the establishment of the Broadcast Regulation Commission, the enactment of the Freedom of Information Act and the enactment of the Liberian Broadcasting Service Public Broadcaster Act.

**Key players:** Liberian Media Law reform Working Group; Coalition for Free Expression in Liberia; Ministry of Information; the Parliament; Partnership for Media and Conflict Prevention in West Africa; UNMIL, UNDP, USAID, IMS, MRA

Activity Description	Performance Indicators	Current Status	Targets	Target Date
<p>Strengthening the existing Liberia Coalition for Freedom of Expression which actively advocates for passage of draft media laws and Freedom of Information law through experts meetings and inputs, strategic meetings with relevant parliamentary committees and house leadership, sessions with the executives and multi-stakeholders forum</p>	<ul style="list-style-type: none"> <li>* Three bills (Broadcast regulation Commission, Freedom of Information and LBS Public Broadcaster) are passed by the Upper and Lower Houses</li> <li>* Two Capacity building programs and two preparatory meetings of relevant stakeholders on mechanisms, processes and procedures for the use of the bills when passed into law</li> <li>* Two trainings for public information managers on information management, storage and retrieval and processes and procedures for attending to FOI requests</li> <li>* Two trainings for journalists on Investigative reporting and FOI use</li> <li>* Two staff training on mechanisms and operation of public broadcaster</li> </ul>	<ul style="list-style-type: none"> <li>* The bill for the Broadcast Regulation Commission has been passed by the Lower House and awaiting passage by the Upper House</li> <li>* The FOI and LBS Public Broadcaster Bills have been considered by relevant committees and awaiting consideration and passage by both the Upper and Lower Houses</li> </ul>	<ul style="list-style-type: none"> <li>* Broadcast Regulation Commission Act or Law</li> <li>* LBS Public Broadcaster Act or Law</li> <li>* Freedom of Information Act or Law</li> <li>* Training of public information managers</li> <li>* Training of journalists and media on FOI use</li> <li>* Capacity building on Structural reforms and reorganization,</li> </ul>	<p>2009-2010</p>

				program structure and content organization for the Public Service Broadcaster	
Monitoring of implementation of the laws	* A comprehensive Monitoring mechanisms and instrument is designed for use by after the passage of the three laws * One monitoring report is produced	Monitoring mechanisms and instruments are being designed and put in place pending the passage into law of relevant bills	* Publication, analysis and public presentation of the monitoring report	2009-2011	
Support for emerging statutory regulatory body(ies)	One Report on the activities of the bodies and structures under the new laws is produced	Key players are holding consultations and making inputs into the processes for the emergence of the support institutions	* Establishment and operation of support structures by government	2009-2011	
Support for the establishment of a Media Complaints Committee in the form of a self-regulatory body <sup>5</sup> and determination of its powers to sanction drawing from experiences regionally and internationally	* Production of a draft document on the structure, functions, powers and funding mechanism of the Media Complaints Committee * Two Multi-stakeholders forums on draft document on the MCC	Key players are holding consultations and making inputs into the processes for the emergence of committee and its modus operandi	* The Media Complaints Committee is established * Reduction by half of the number of complaints of ethical violations by journalists and the media * More journalists comply with the code of conduct of the profession	April, 2010	
Strengthen monitoring mechanism of press freedom violations and the conduct of journalists	Reduced incidents of press freedom violations and improved relations between media and state functionaries especially the law enforcement agencies	* Press freedom violations are being monitored and documented by some of the key players	Increase level of press freedom ranking under the Freedom House	December 2009	

		* Key players are advocating the institutionalization of a regime of press freedom	Index and other free press monitoring indexes including IREX Media Sustainability Index <sup>6</sup>
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**Priority Action Area 2. Media Business Development Program- Print Media**

**Objective:** Supporting the improvement of an initial number (ten) of viable and strong private newspapers through funding for market research and the development of the ancillary services to media, including advertisement.

**Situation overview:** The media resource base remains quite weak while the capacity to operate the media as real businesses is also very low. The resultant effect is that the private media are not as strong, viable, diversified and financially independent as they should hence the proposal to have a media business development program.

**Key Players: Not much has been done**

Activity Description	Performance Indicators	Current Status	Targets	Target Date
Conduct comprehensive study and assessment of the newspaper market including the vending network and business print industry in order to determine the initial ten partner newspapers for support	* Findings and recommendations of the assessment by Specialists firm are released *	No study or assessment is yet being done	Selection and support for ten initial partner newspapers <sup>7</sup> * Newspapers form joint vending cooperative business	August 2009
Building the capacity of media institutions to conduct Market Research, develop business, management and strategic plans	* Memorandum of understanding signed with initial ten newspapers leading to building of capacity * Revenue increases by about 50%; print media circulation increases by 20% while wages increase by 42% <sup>8</sup>	MOU yet to be signed; no capacity building taking place; media do not conduct market research and have no well structured business management and strategic plans	* Selected newspapers begin to conduct market research and develop business management/ strategic plans * Increase in revenue, circulation and wages	December 2009

<p>Initiate efforts for the creation of media loan fund with support from multi-lateral institutions, banks and government or tapping into the proposed West Africa Media Development Fund (WAMDEF) initiated by the Media Foundation for West Africa (MFWA) with the support of the Free Voice of The Netherlands.</p>	<p>* Banks, multi-lateral institutions and donors receive, consider and approve joint funding application to support initial ten grantees with improved facilities, equipment and printing options ideally under a “Cooperative Printing System”<sup>9</sup> * WAMDEF agrees to support the cooperative printing system and similar business initiatives</p>	<p>Newspapers are not receiving any joint funding from finance or donor institutions</p>	<p>‘Cooperative printing system’ comes into being; modern digital equipments are acquired while there is improvement in the physical structures of media institutions</p>	<p>March 2010</p>
<p>Interfaces between media stakeholders and relevant government institutions including the Ministries of Information, Commerce and Finance on issues of tax waivers and concessions on printing equipment and materials</p> <p>Establishment of joint distribution network for the circulation of newspapers outside Monrovia at least with the initial batch of ten newspapers</p>	<p>* 15% increase in Overall turnovers and turnover deriving from tax review and concession<sup>10</sup> view of reducing them</p> <p>* Ten newspaper sales stands are erected around Monrovia suburbs * Five are erected in the five counties of Bomi, Margibi, Bong, Nimba and Bassa * 20%<sup>11</sup> increase in newspaper circulation</p>	<p>Ideas about possible program and focus areas of interface are being developed by relevant key players</p> <p>Spots for the erection of sales stands being identified pending implementation</p>	<p>* Establishment of joint government and media technical committee established on review of taxation and tariff policies * Increase in Overall profits and turnover * Improved Newspaper circulation</p>	<p>July 2010</p> <p>July 2010</p>
<p>Support for the establishment of a specialist marketing and advertising company to assist the print media raise advertising revenue</p>	<p>* 50% increase in advertising revenue</p>	<p>No major advertising company providing professional support for the media</p>	<p>Selection of firm and development of marketing and advertising programs</p>	<p>December 2010</p>
<p><b>Priority Action Area 2. Media Business Development Program- Broadcast Media</b></p> <p><b>Objective:</b> Supporting the improvement of a number of viable and strong privately broadcast entities performing public service functions through funding for equipment, running cost and the development of the ancillary services to media, including advertisement. Since a number of radio stations have TV outfits, it is suggested that two out of the four entities should be strictly radio stations performing public service functions.</p>				

**Situation overview:** The broadcast media has very weak technical and financial capacities that basically undermine its capability to reach the widest segments of the populace with development oriented information and enhance popular participation in governance. Pockets of efforts that have been made to redress the situation have not yielded optimum results. Resource base remains quite weak while the capacity to operate the media as real businesses is also very low. The resultant effect is that the private media are not as strong, viable, diversified and financially independent as they should hence the proposal to have a media business development program.

**Key Player: Not much has been done.**

Activity Description	Performance Indicators	Current Status	Targets	Target Date
Broadcast sector assessment study to determine potential radio partners	Four radio partner stations are selected	No study or assessment is yet being done	Specialists firm engaged to conduct study and release findings	August 2009
Building capacity of broadcast outlets to conduct Market Research, develop business, management and strategic plans	* Memorandum of understanding signed with initial four broadcast entities * 50% <sup>12</sup> increase respectively in revenue <sup>13</sup> , wages and staff strength	MOU yet to be signed; no capacity building taking place; media do not conduct market research and have no well structured business management and strategic plans	Increases in Revenue, wage and staff	December 2009
Interfaces between media representatives and relevant government functionaries including the Ministries of Information, Commerce and Finance on issues of tax waivers and concessions on broadcast equipment, licensing fees and production equipment	* One joint government and media technical committee is established to review and study taxation and tariff policies with view of reducing them * 15% increase in turnover	Ideas about possible program and focus areas of interface are being developed by relevant key players	Tax review and concession and increase in overall profits	February 2010
Strengthen and support specialist marketing and advertising company to assist the broadcast media raise advertising revenue	50% increase in advertising revenue	No major advertising company providing professional support for the media	* Training support and skills development programs * Higher advertising revenue	February 2011
Initiate efforts for the creation of media loan fund with support from multi-lateral institutions, banks and	Joint funding application to banks, multi-lateral institutions and donors to support initial four grantees with	TV and Radio are not receiving any joint funding from finance or donor	Provision of more modern digital broadcast equipment and improvement in the	April 2010

government	improved facilities and broadcast equipment	institutions	physical structures of broadcast media institutions	
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**Priority Action Area 3: Professional Development**

**Objective:** To develop a medium to long-term institutional and specialized professional program through curriculum review, training and research that leads to the emergence of 21<sup>st</sup>-century journalism professionals.

Situation overview: Media stakeholders in the academics, support groups and donor institutions have made a number of individual and joint efforts towards elevating the standard of practice in the country. From these have emerged the need to build a sustainable media professional development partnership that incorporates review of media studies and mass communication curriculum, training, study tours, and advanced research in media and communication studies

**Key Players: Universities and Schools of Journalism and Mass Communication, CEMESP, LMC, Press Union of Liberia, LIWOMAC, Institute for Media Development and Dignity and others**

Activity Description	Performance Indicators	Current Status	Targets	Target Date
Critical review and assessment of previous training workshops and Conduct of training needs assessment for journalists and the media. <sup>14</sup>	One comprehensive training package and program of professional engagement tailored to meet the needs of the industry is designed	Various trainings are taking place but there is no across-industry needs assessment and review of the impact of the previous training workshops	Greater commitment to the professional treatment of news that accords with journalistic codes of ethics/conduct and international standards of practice	November 2009
Work with the three Universities offering Mass Communication degrees to develop a standardized curriculum and improve the skills of the Instructors	* Three Universities have curriculum standardized and brought on par with international levels * 50% of instructional staff receive mid-career trainings <sup>15</sup>	Ideas about standardized curriculum have been muted but actual details have not been spelt out	* Standardized university curriculum * New entries into the profession have the basic practice prerequisites, wider knowledge base and contribute to the elevation of standard of practice	March 2010
In-service graduate programs for deserving practitioners <sup>16</sup>	20% of practitioners benefit from in-service graduate programs including fellowships, internships or graduate degree programs	Only one media support group makes interventions at the level of in-service training	* Improved capacity of Journalists with average education * Improved quality of media practice	2010-2013
Provision of training facilities for journalism training institutions	*3 degree granting institutions and 5	On-going trainings are based on weak technical and technological	Exposure of Pre-entry personnel to modern learning technologies and	2010-2011

including improved broadcast and print facilities, as well as research and library facilities	specialized media support institutions equipped with basic broadcast and print equipment including computers, software, reporting equipment and production equipment <sup>17</sup>	capacities	techniques	
Provide support to viable and active media support institutions including developing institutional capacity, action plans and provision of technical support	4 media support institutions are empowered to implement their mandate in accordance with a well thought-out development strategy	The Media Support Groups have varying level of developed capacity capable of facilitating sustainability	Improved capacity of Media support groups to sustain advocacy, training, monitoring and research initiatives	2010-2011
Study Tours and Exchange Programs for Editors and reporters	At least 20% of practitioners, including editors and reporters acquire better knowledge and improved skills that reflect in the quality of reporting, editing, presenting or publishing	Study tours and exchange programs for journalists receive little or no support	Improved quality of reporting, editing, production and publishing	November 2009- March 2010
Support for content development, program formats for broadcast entities and layouts for newspapers <sup>18</sup>	Increase efficiency and production quality more than the half the current level	Attention is hardly paid to content layout and program formats	Improved content layout and broadcast programs formats	January 2010- December 2010

**Priority Action Area 4. Community Radio Development**

**Objective:** Strengthen the institutional capacity of the community based media organizations, help develop contents that highlight the needs of the rural population and provide for wider outreach, and sustainability of the community broadcasting sector.

**Situation overview:** The high number of community based organizations, especially community radio, is not commensurate with their qualitative

output, which is very low. Efforts to redress the situation have seen the emergence of umbrella bodies and interest groups who believe they are the best placed to turn the situation around.

**Key Players: Association of Liberia Community Radio, LMC, Search for Common Ground, International Alert and Star Radio, Liberia Coalition for Free Expression**

Activity Description	Performance Indicators	Current Status	Targets	Target Date
Comprehensive assessment and study of the community media sector to determine the training needs, managerial capabilities and capacities, viability and sustainability options and feasibility of community print media	<ul style="list-style-type: none"> <li>* 2 Trainings in managerial skills and fundraising techniques</li> <li>* 2 Trainings in basic journalism and content production</li> <li>* Stations generate over 30% of their revenue</li> <li>* About 100 community radio volunteers receive training and capacity support</li> <li>* A pilot community newspaper is published</li> </ul>	No comprehensive assessment and study of the community media sector has been conducted while existing ones continue to face the challenges of sustainability	<ul style="list-style-type: none"> <li>* Enhanced managerial and revenue raising capabilities</li> <li>* Improved reporting and production</li> <li>* Production of a model community newspaper</li> </ul>	<b>2009-2011</b>
Develop policy and legal framework for community radio operations <sup>19</sup>	* The draft of Policy and legal framework is made	<ul style="list-style-type: none"> <li>* No policy and legal framework for community radio exists</li> <li>* Key players pushing for adoption of one</li> </ul>	<ul style="list-style-type: none"> <li>* The government (legislature, executive, judiciary), national decision makers and public well informed about the laws and their intent</li> <li>* Policy and legal framework adopted</li> </ul>	April 2009
Expand technical, and logistical support to more community radio stations through existing support mechanisms <sup>20</sup>	Twenty-five community radio stations receive technical support including equipment and subsidy	Community radios receiving technical and logistical support far below their needs	* Production of quality programs following development of broadcast and professional capacities	<b>December 2009</b>
Mobilize support for CRs sustainability within the framework of the County Development Agenda <sup>21</sup>	4 sensitization meetings with County and local authorities on need for community media to be placed on county agendas and sustainability issues to be addressed	There is no strategic inclusion of Community Radios in the County Development Agenda	Community radio stations factored into all fifteen County Development Agenda	2009-2010

	within the framework of the county development fund			
Develop a program to strengthen the Association of Liberia Community Radio	Network fully operational and active in all fifteen Counties	Association of Community Radio have weak capacities and there is limited cooperation	Increased advocacy for support to community radios through the network and improve collaboration amongst stations in the areas of training, human resource exchange, collective bargaining, etc	<b>2009-2010</b>

**Priority Action Area 5. Women In Media development Program**

**Objective** Development of a gender program to promote the professional and trade union rights of female journalists and increase women and children involvement, visibility and participation in the media

**Situation Overview:** Female journalists, both in terms of number of practitioners, professional opportunities and welfare constitute a weaker link in the Liberian media chain. Efforts by media based women groups and other NGOs to redress the situation are being met with limited success.

**Key Players:** LIWOMAC, MEWOCEDE, FEJA and PUL

Activity Description	Performance Indicators	Current Status	Targets	Target Date
Develop a comprehensive media gender program to address professional and managerial training needs, job mobility, quota in state media and union rights	<ul style="list-style-type: none"> <li>* Capacity of 50 female journalists developed in management, leadership and business in the media</li> <li>* At least 30% of female employees in public sector media are women</li> <li>* Increase by at least 30% of female population in journalism and mass communication schools</li> </ul>	A comprehensive agenda setting document on women and the media does not exist	<ul style="list-style-type: none"> <li>* Increased number of female journalists in senior level positions in the media</li> <li>* Quota for women employment in public media sector adopted</li> <li>* Career forums for intending female journalists become operational</li> <li>* More women are encouraged to pick up career in film making, camera operation, sports commentary, business reporting etc</li> </ul>	2009 – 2010
Work to develop the institutional and professional capacities of women media development organizations	3 women media development organizations receive institutional support	There is limited institutional support for women media development organizations	Women media development organizations are empowered and have enhanced sustainability	2009 – 2011

## Chapter IV

### 4.0 Fundraising and Donor Coordination

The MAS does not provide for a structured implementation mechanism and simply encourages donors to coalesce around the outputs identified in order to harmonize their approaches and pool resources together where possible. As envisioned by the MAS, a follow-up meeting of donors and other media development actors is crucial to discuss the document and review the cost and financial implications and fund management mechanisms. In this way, a clear strategy for coordination of donor support and resources can be developed and a mechanism for a 'Trust Funds' administration worked out by all players including representatives of the donor community.

#### i. Media Development Forum

Immediately following the civil conflict in 2003, the media in Liberia witnessed a flora of regional and international meetings to address a number of development needs and priorities. Notable amongst those interventions was the work carried out by the Partnership for Media and Conflict Prevention in West Africa.

Most recently, the Center for International Media Assistance (CIMA) based at the National Endowment for Democracy (NED), hosted a conference on the media sector in Liberia under the theme "Support for Independent Media In Liberia's New Democracy" in Washington DC. The roundtable brought together roughly 75 representatives of the Liberian media, international organizations, media development implementers, and others who discussed the current state of the media in the country and possible future developments for the press.

While all of these interventions have significantly shaped the media landscape especially from projects and collaborations arising, there hasn't been any forum to discuss the development priorities of the sector and raise funds around those priorities. In 2003 however, the Liberia Transitional Government made an allocation of 9.3 million dollar for support to the sector under the interim development strategy agenda called Results Focused Transitional Framework, RFTF. Sadly though, not a dime was accessed by the sector under this strategy.

The MAS takes a departure from these missteps and is designed to refocus the various deliberations by asking donors to collaborate and combine their resources where applicable to meeting deliverables as agreed by the sector under the guidance of regional and international specialists and or Consultants. It is not a project proposal and should simply be seen as a strategy for harmonizing efforts and not a pool of activities to be implemented by pre-defined actors.

Therefore, the MAS proposes a national media development conference, to be preceded by the various studies and assessments proposed, and to which donors will be invited to assist

in shaping the development goals of the sector and fundraising to meet these agenda. Also, the forum would provide for a mechanism to determine the management of funding and the coordination of other donor support outside the Trust Fund.

## **ii. Trust Fund**

The Trust Fund is envisioned to serve as a multi-donor support mobilization vehicle, managed and supervised by a committee of local, regional and international media development players. Where funding will be accessed by local, regional and international media development groups outside of the proposed mechanism, information on the projects and activities should be shared with the Committee, appointed to manage the contributions and subsequently forwarded to independent evaluators for monitoring and evaluation purposes. A detailed strategy and mechanism for aid coordination and management is expected to be drafted building on inputs and suggestions from the media development forum to be hosted by the media community.

## Chapter V

### Monitoring and Evaluation Logframe

#### Logical Framework

Priority Action Area 1	Overall Objective	Specific Objective	Activities	Output	Risk Factors	Source of Information
	<p><b>Media Law and Policy Reforms and Accountability</b></p>	<p>Creation of a sustainable media environment through the passage of draft legislation and adoption of proposed legal, regulatory and policy reforms for the media</p>	<ul style="list-style-type: none"> <li>* strengthening the existing Liberia Coalition for Freedom of Expression which actively advocates for passage of draft laws and Freedom of Information law</li> <li>* Monitoring of implementation of the laws</li> <li>* Support for emerging statutory regulatory body(ies)</li> <li>* Support for the establishment of a Media Complaint Committee in the form of a self-regulatory body</li> <li>* Strengthen monitoring mechanism of press freedom violations</li> </ul>	<ul style="list-style-type: none"> <li>* Institutionalization of a Freedom of Information regime</li> <li>* New mechanism for adjudicating on professional and ethical violations through the instrumentality of Media Complaints Committee</li> <li>* Enhanced media regulatory framework</li> <li>* Documentation of the outcomes of monitoring of media laws, usage of the media complaints committee and press freedom violations</li> </ul>	<ul style="list-style-type: none"> <li>*National legislature delay passage of bills</li> <li>* The Executive fail to sign passed bills into law</li> <li>* Laws do not come into effect before the elections and transparency of the electoral process is in doubt</li> </ul>	<ul style="list-style-type: none"> <li>*National legislature records</li> <li>* Government official gazettes and</li> <li>* Publications and statements by key players</li> <li>*Media reports</li> </ul>

<b>Priority Action Area 2</b>			and the conduct of journalists			
	<b>Overall Objective 1</b> <b>Media Business Development Program- Print Media</b>	<b>Specific Objective</b> Supporting the improvement of an initial number (ten) of viable and strong private newspapers through funding for market research and the development of the ancillary services to media, including advertisement.	<b>Activities</b> * Conduct comprehensive study and assessment of the newspaper market including the newspaper network and business and print industry to in order to determine the initial ten partners newspapers for support * Building the capacity of media institutions to conduct Market Research, develop business, management and strategic plans * Initiate efforts for the creation of media loan fund with support from multi-lateral institutions, banks and government * Interfaces between media stakeholders	<b>Output</b> * Independent market research by selected partner newspapers * Enhanced business performance through adoption of business management/ strategic plans and cooperative printing by selected partner newspapers * Improved Revenue, profit, wages and circulation profile * Qualitative output following acquisition of modern digital equipments	<b>Risk Factors</b> * Disagreement over mode of selection of newspapers * Objections by non-selected newspapers * Revenue does not immediately increase according to expectation and despite capacity building * Competition affects cooperation	<b>Source of Information</b> * Statements and reports of key players * Newspapers monitoring reports * Audit reports of selected newspapers

	Overall	Specific	Activities	Outputs	Risk Factors	Source of
			<p>and relevant government institutions including the Ministries of Information, Commerce and Finance on issues of tax waivers and concessions on printing equipment and materials</p> <p>* Establishment of joint distribution network for the circulation of newspapers outside Monrovia at least with the initial batch of ten newspapers</p> <p>* Support for the establishment of a specialist marketing and advertising company to assist the print media raise advertising revenue</p>			

	<b>Objective 2</b>	<b>Objective</b>				<b>Information</b>
	<p><b>Media Business Development Program-Broadcast Media</b></p>	<p>Supporting the improvement of a number of viable and strong privately broadcast entities performing public service functions through funding for equipment, running cost and the development of the ancillary services to media, including advertisement</p>	<p>* Broadcast sector assessment study to determine potential radio partners  * Building capacity of broadcast outlets to conduct Market Research, develop business, management and strategic plans  * Interfaces between media representatives and relevant government functionaries including the Ministries of Information, Commerce and Finance on issues of tax waivers and concessions on broadcast equipment, licensing fees and production equipment  * Strengthened and support specialist marketing and advertising company to assist the broadcast media raise advertising revenue</p>	<p>* Independent market research by selected partner radios  * Enhanced business performance arising from management/ strategic plans of Selected partner radios  * Audit reports of new Revenue, profit, wages and circulation profile following capacity building  * Modern digital equipments in place</p>	<p>* Criteria for selecting radio partners not widely accepted  * Advertising revenue does not increase as expected  * Revenue targets are not met</p>	<p>* Reports, documents and statements of key players  * Audit reports of selected radio  * Radio monitoring reports</p>



		journalism professionals	<p>Communication degrees to develop a standardized curriculum and improve the skills of the Instructors</p> <ul style="list-style-type: none"> <li>* In-service graduate programs for deserving practitioners</li> <li>* Provision of training facilities for journalism training institutions including improved broadcast and print facilities, as well as research and library facilities</li> <li>* Provide support to viable and active media support institutions including developing institutional capacity, action plans and provision of technical support</li> <li>* Study Tours and Exchange Programs for Editors and reporters</li> <li>* Support for content development, program formats for broadcast entities and layouts for</li> </ul>	<p>programs including fellowships and internships</p> <ul style="list-style-type: none"> <li>* Improved capacity and institutional support for three degree granting institutions and other specialized media support institutions</li> <li>* Improved institutional support for four media support institutions</li> <li>* New knowledge and improved skills for reporting, editing, producing, presenting or publishing</li> </ul>	* Few students embracing in-service program	
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<b>Priority Action Area 4</b>			newspapers			
	<b>Overall Objective</b> Community Media Development	<b>Specific Objective</b> Strengthen the institutional capacity of the community based media organizations, help develop contents that highlight the needs of the rural population and provide for wider outreach, and sustainability of the community broadcasting sector	<b>Activities</b> *Comprehensive assessment and study of the community media sector to determine the training needs, managerial capabilities and capacities, viability and sustainability options and feasibility of community print media * Develop policy and legal framework for community radio operations * Expand technical, and logistical support to more community radio stations through existing support mechanisms * Mobilize support for CRs sustainability within the framework of the County Development Agenda * Develop a program to strengthen the	<b>Output</b> * Improved service delivery and revenue generation by community based media * Policy and legal framework for community based media * Technical support for Twenty-five community radio stations * Community radio stations drive the County Development Agenda	<b>Risk Factors</b> * Political and administrative factors delay the development of policy and legal framework * Revenue generated does not meet expectation * Stations not factored into County Development Agenda	<b>Source of Information</b> * Reports and statements of key players * Government bulletins and archives * Newspapers, TV and Radio reports

Priority Action Area 5	Women Media development Program	-in	Overall Objective	Specific Objective	Activities	Output	Risk Factors	Source of Information
			Development of a gender program to promote professional and trade union rights of female journalists and increase women and children involvement, visibility and participation in the media	* Develop a comprehensive media gender media program to address professional and managerial training needs, job mobility, quota in state media and union rights * Work to develop the institutional and professional capacities of women media development organizations	* Strengthened professional, managerial and business capacity of female journalists * Strengthened capacity and sustainability of at least three women media development organizations	* Media management reluctant to implement gender development program	* Reports and statements of key players * Capacity audit of women media development organizations	



## **Chapter VI**

### **6.0 Funding Estimates/ Budget**