



Liberia Extractive Industries
Transparency Initiative



Communications

Strategy 2013 - 2015

By: Samson Wonnah
Communications & Outreach Officer

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EITI Glossary

Candidate Country	A country that has publicly committed to implement EITI And that has met the first five EITI (sign-up) requirements
Compliant Country	A country that has fully met all the EITI Requirements and has undergone a successful external validation
Civil Society Organization (CSO)	A broad term used to described non-governmental and non- corporate organizations, such as the media, trade unions, religious groups, nongovernmental organizations (NGOs), academia, and think tanks. Civil society is broad and diverse and often represents a wide variety of constituencies.
Disaggregation	The data in the EITI Reports is disclosed in different levels of detail. In an EITI Report, individual companies' data is disclosed and can be identified separately.
EI Value Chain	A framework describing the steps of how value from natural resources are managed and realized. Since natural resources in most countries belong to the government and thus its citizens, the EI value chain describes the steps from the citizens' perspective, i.e. the steps from the unexploited resources all the way to government spending benefiting citizens.
EITI Board	The international body that oversees EITI globally. The Board consists of representatives from EITI implementing governments, donors, extractive industry companies, investors, and civil society organizations.
EITI Criteria	The six internationally agreed criteria that describe the outcome of a successful EITI process. They can be found at //eiti.org/eiti/principles .
EITI Principles	The founding tenets of EITI. They can be found at http://www.eiti.org/eiti/principles
EITI Report	The annual report that discloses the revenues from natural resources, produced by each EITI country.

EITI Rules	[the EITI Rules (2011)] was the rulebook that specified the previous version of the EITI standard. It is now replaced by the EITI Standard of 2013.
EITI Standard	The EITI Standard 2013 specifies the requirements for implementing the EITI. IT WAS ADPTED AT THE EITI Global Conference in Sydney, May 2013.
EITI International Secretariat	Secretariat based in Oslo, Norway, to support the work of the EITI Board and act as a first point of contact for all stakeholders involved in or interested in the EITI globally.
Materiality	The process of determining the reporting threshold under EITI, including examining the significance of payments (individual and collective) and revenue-streams to the desired outcome of increased transparency
Multi-Donor Trust Fund	The EITI Multi-Donor Trust Fund (MDTF) to which a number of donor countries have contributed and which is administered by the World Bank. The trust fund provides technical assistance and funding to countries that are implementing or intend to adopt the EITI.
Independent Administrator	An organization (usually an audit or consulting firm) that is appointed to reconciled payments and revenue data provided by companies and government. While the terms of reference of such an organization may differ under the EITI standards, it is required to compile and analyze EITI data (both financial and, where appropriate, on production volumes) as submitted, and (where they occur) investigate and explain any discrepancies.
Multi-Stakeholder Group (MSG)	The multi-stakeholder decision-making body in a national EITI process that leads and oversees the implementation of EITI in a country, comprising representatives of government, extractive industry companies, and civil society organizations.
Validation	The agreed process by which progress on implementing EITI by countries is measure against the EITI Requirements, as described in the EITI Standard. Details on the Validation Process may be found at http://www.eiti.org/validation

EXECUTIVE SUMMARY

Liberia's vast extractive resources, instead of contributing to national growth and development, have long been at the center of the country's woes, contributing considerably to the inveterate civil war (1989-2003) that took away over 250,000 lives and shattered the entire economy. With rich deposits of mineral resources such as diamond, gold and iron ore as well as timber and oil, Liberia remains one of the poorest countries in the world, ranked 182nd out of 187 countries in the UN Human Development Index (2012). This resource-curse scenario is inflicted by the poor management of the country's wealth.

This experience compelled the post-war Liberian Government to, amongst other anti-corruption and good governance approaches, embrace and introduce the Extractive Industries Transparency Initiative (EITI) program in Liberia. The EITI is a global initiative aimed at ensuring transparency and accountability over revenues from mineral and oil resources in re-source rich countries. It came into being through a special policy statement made by the then British Prime Minister, Tony Blair, at the World Summit on Sustainable Development in Johannesburg in September 2002. The EITI is now being implemented in about 40 countries.

Liberia signed in to the EITI in 2007 and has since made significant gains in EITI implementation. It is credited for being the first country to include agriculture and forestry in the program implementation; the first to embrace and include contract transparency in its EITI scope; the first to meet compliance status within the two-year requirement and was then awarded the "Best Implementing Country" title in December 2009; and the first to conduct a post award process audit of mineral rights under its EITI program. Notwithstanding these gains, LEITI has not adequately communicated locally its functions and objectives. A survey conducted in 2010 to determine how Liberians perceive the EITI program, shows a staggering low rate of public understanding of the process.

The EITI Standard and LEITI Act require dissemination and elucidation about the LEITI reports and awareness of the non-renewable nature of the extractive resources. To carry on this task, a carefully developed strategy is critical. These activities may include the use of the "media, website and letters, informing stakeholders of the government's commitment to implement the EITI and the central role of companies and civil society".

LEITI Communications Strategy was first developed in 2008. It is now being revised to address specific challenges and gaps that have been identified in communicating with appropriate target groups since 2008. The strategy is intended to serve as a road map for communicating the LEITI for the medium term (2013 - 2015). It basically presents five distinctive objectives and proposes the use of several applicable mass media channels, tools, and communication support interventions essential for meeting those objectives. The Strategy also recommends effective mechanisms for monitoring and valuating milestones of the LEITI communication campaign as well as highlights the right approaches to manage the strategy. Furthermore, several

distinguished features such as EITI Glossary and supplements including relevant stakeholders' listing, media inquiry form, excerpts of findings from the LEITI Perception Survey Report, amongst others, have been added to provide implementers and readers of the strategy easy reference.

It is hope that the strategy will be fully supported and that its implementation will enhance Liberians understanding of, and participation in the EITI process.

CHAPTER ONE INTRODUCTION

1.1 Background

The Liberia Extractive Industries Transparency Initiative (LEITI) is a part of the global standard—the Extractive Industries Transparency Initiative (EITI)—that promotes revenue transparency in the extractive sectors in resource rich countries. The EITI was announced by the then British Prime Minister, Tony Blair at the World Summit on Sustainable Development in Johannesburg, September 2002, and is now being implemented by more than 38 countries, with some of the world's most powerful countries, including the United States, France and others already making efforts to join the process.

LEITI was introduced more in response to Liberia's bitter experience relating to the mismanagement of its vast mineral and forest resources, which, prior to the 14-year Civil War, accounted for more than 65% of the country's export earnings and currently represents 76.9% of the GDP (Liberia Economy Profile 2013). The initiative is a tripartite arrangement governed by a Multi-stakeholders Steering Group (MSG) - consisting of representatives of the Government of Liberia, civil society organizations, the private sector, and Liberia's development partners. It strives to ensure transparency over payments made to and revenues received by the Government from companies in the concerned sectors. The LEITI Secretariat, delegated by the MSG, handles the day-to-day activities of the initiative, ensuring execution of the LEITI's core functions which entail regular verification, disclosure, publication and dissemination of (1) all material payments made by oil, mining agriculture and forestry sectors to the Government, and (2) all material revenues received by the Government from the above-mentioned sectors.

The LEITI was formally launched by the Government of Liberia in April of 2007 and subsequently established as an autonomous agency by an Act of the Liberian Legislature in July 2009. Over the few years of its establishment, the Agency has made huge strides in the EITI Community, setting the Liberian EITI at the panicle of global acclamation and as a role model. To name few of these achievements, Liberia is the first African Country, and second globally to become EITI complaint; the first country globally to include agriculture and forestry in its EITI program; the first country to expand its EITI scope to include Contract Transparency; and one of few countries that have regularly published EITI Reports. In recognition of these accomplishments, Liberia was awarded the "Best Implementing Country Award" in 2009.

1.2 Current Situation

In the midst of these many globally acclaimed achievements, over the past years, the level of public awareness on the EITI process is still very low. A Perception Survey of the LEITI process published in 2012 presents a gloomy picture of public awareness level throughout Liberia. The survey, conducted by the independent media consultancy firm, the Liberia Media Center (LMC) and sponsored by the World Bank, sought to examine all activities implemented by the LEITI in line with its Communications Strategy developed in 2008, and how these activities have increased stakeholders' understanding and participation in the EITI process. The Study report suggests that 58.5% of respondents said they had neither read nor heard anything about the LEITI. It also indicated that older people were less likely to be aware of the process, with just 2% of respondents over the age of 50 claiming to be aware; and, while the survey polled more people in the age range of 28-37, knowledge gap amongst young people was quite alarming.

These empirical results have been buttressed by casual reactions from citizens particularly during the LEITI's recent field visits and public engagement forums wherein the kinds of questions asked often suggest limitation of knowledge on the Initiative. For instance, citizens continue to ask questions about the mandate of the LEITI; the benefit of the LEITI process and other simple information on the LEITI which one would assume had been addressed at the awareness stage of the program. Consequently, the level of public involvement in the process is also limited. (I would not raise these issues here).

This stringent degree of knowledge gap is a critical challenge because without all stakeholders being fully aware of the nature, objectives, and benefits of the EITI process and participating in its implementation, the process risks failure. That is why effective communication is at the center of the global EITI program and has been given serious considerations. Over the years, the LEITI has made some efforts to support public information; however, the recorded low public awareness level of the LEITI can be attributed to targeting limitations, prioritization and use of the available communication tools and channels; the lack of robust approach to ensure that outreach and public engagement campaigns are progressive and sustained; and the absence of effective monitoring mechanisms that would have ensured investments made towards promoting public awareness were yielding the desired impact. Most of these, to a greater extent, were due to the absence of a dedicated Communications Specialist who would have served as a central point for the LEITI communication activities, rolling out the Strategy and keeping a lid on its progress, including driving a long-term implementation plan and overseeing its performance, monitoring and evaluation.

LEITI has taken major steps in strengthening its public engagement programs in fulfilling some of the recommendations made in the Public Perception Survey Report. These include collaborating with the media in establishing a small network of journalists coined "extractive reporters" intended to dedicate efforts to raising awareness on issues within the extractive sectors and inform and educate the public on the benefits of the LEITI, and recruiting a Communications and Outreach Officer in December 2012. The revision of this Communications Strategy, developed in 2008, comes in the same vein. This revised strategy represents efforts

by LEITI to launch an aggressive public awareness and engagement campaign in such a sustained manner that will help communicate the many gains made by the LEITI as well as build public confidence in the resource management.

1.3 Revision Goals and Scope

The revision of the Communications Strategy was substantially informed by lessons drawn from the Perception Survey Report. The Strategy is intended to serve as a cardinal tool and a roadmap to guide the LEITI outreach, information dissemination and public engagement drive for one year (2014-2015). In this revised strategy:

- Findings from the assessment of public views and understanding of the LEITI process as well as other studies done have been considered and the strategies tailored to reflect the precise communication need of the current implementation stage of the LEITI process;
- A detailed analysis of the key audiences have been included to ensure that the strategies are targeted so that they address the specific communication needs of each audience;
- New and creative communication tools and channels have been identified and relevant emphasis made on how those previously recommended can be used effectively, and in more sustained and appropriate ways to ensure they yield the desired impact;
- Where necessary, practices from the ways other implementing countries communicate the program have been adapted;
- An EITI glossary has been added to ensure people leading the communication campaign are familiar with the appropriate languages;
- A summary conceptual framework on communicating the EITI has been included to provide readers and implementers of the strategy with basic understanding of the fundamental principles guiding communication in the EITI;
- Considerations have been given to the principles and expectations in the EITI Standard launched during the 6th EITI Global Conference in Sydney in May 2013;
- Several resourceful supplemental information have been added to serve as easy reference to users of the strategy.

CHAPTER TWO COMMUNICATION OBJECTIVES & OUTCOMES

2.1 Objectives of the Strategy

Generally, the Communications Strategy is designed to serve as a roadmap in guiding LEITI to establish and maintain a clear and relevant two-way communication between it and the various stakeholders and beneficiaries of the LEITI process, ensuring that the public is informed about the program and contributing to its implementation.

The specific objectives are to:

- Support communications of the LEITI's mission, mandate, gains, results and implementation process to enhance its perception amongst Liberians as a

genuine and effective initiative for reform of the extractive industry sector, and consequently assist in promoting local ownership of the LEITI process;

- Enhance public understanding and appreciation of the LEITI program, and promote their involvement in the process;
- Enhance media understanding of the LEITI process and the role it has to play in ensuring the public awareness of the Initiative's goals and objectives;
- To undertake regular assessments of public perceptions of the program, and where applicable, informed decision on changes of tactics to ensure new and more appropriate communication tools are used in addressing the gaps and limitations;

2.2 Expected Outcomes

With respect to the objectives delineated above and the tools and channels recommended herein, it is hope that the Communications Strategy, when properly implemented, will achieve the following outcomes:

- a strong and unique LEITI brand and identity
- Increased awareness on LEITI activities;
- Enhanced media understanding of LEITI goals and objectives;
- Enhanced public understanding of the reforms initiatives of LEITI program, its accomplishments, milestone, progress and status;
- Increased awareness of LEITI amongst various stakeholders and communities of its goals, objectives and accomplishments;
- Increased public and community interest and participation in LEITI implementation and monitoring processes; and
- Strengthen policy advocacy.

2.3 Limitation

The communication tools and channels recommended in this strategy are not exhaustive. Also, the Strategy is not accompanied by a detailed budget. The LEITI Communications and Outreach Department will have the responsibility to subsequently prepare budgets to support the implementation of all activities included in the Strategy.

CHAPTER THREE THE STRATEGY IN CONTEXT

Communication has been identified as an important and inevitable instrument of the EITI process. The EITI International Secretariat, responsible for coordinating the affairs of the EITI at the global level, has invested immensely in the campaign to improve and enhance the ways the program is communicated worldwide. These efforts include producing numerous applicable resource materials and providing relevant skills and tactics required to effectively communicate the EITI process to all stakeholders. To underscore how crucial communication means to the EITI, in a brochure published by the Secretariat in 2008, entitled "**Talking Transparency**", it is stated: "**Communication is necessary in order to become EITI Complaint**". The implication

of this statement is glaring: that without communication, the real essence of understanding how the principle of transparency is achieved, the EITI is undermined.

Firstly, like the case of Liberia, in almost all implementing countries, the EITI is made of a multi-stakeholder group representing various interests coming together to constitute the Steering Committee. Such a group therefore needs to effectively communicate with itself to share a common vision, build confidences and arrive at a consensus. This renders cautious internal communication activities inevitable.

Secondly, it is almost impossible to fulfill the fundamental objective of the EITI in the absence of any form of communication activity. The EITI Standard rests on three pillars. These include (1) regular publication and independent verification of all revenues from a country's natural resources (2) the publication of this data should be managed and overseen by a multi-stakeholders group composed of members of government, civil society and extractive industry companies (3) the data should be effectively shared with the country's citizens, and thus stimulate and informed debate about how natural resources are being governed. Effective communication is therefore essential to ensure transparency and for transparency to lead to accountability. It is also important for the citizenry to understand the processes that lead to the production of the information / data (reconciliation reports) i.e. templates, supporting documentation, and similar.

This is actually important because in the vast majority of resource-rich countries, the resources are owned by the government and thus all its citizens. Everyone should therefore have the right to know and have a say in how this common wealth is managed and spent. Effective EITI communication can build up trust among stakeholders and the general public and it enables citizens and their representatives to influence the decision making process. This dialogue around the maximization of benefits for all stakeholders can then support the better management of the resources extracted.

In Liberia, the need for effectively communicating the EITI is even more critical. Liberia's inveterate history of the mis-appropriation of its resources has created a situation where the citizens almost have no faith in the government's ability to manage and equitably distribute revenue from the resources. This high degree of distrust, combined with lack of information, has often resulted into situations where people make the wrong assumptions and hold unrealistic expectations.

The development of this strategy is therefore necessary to ensure a successful communication campaign for the LEITI. The strategy defines the guidelines for approaching the right audience in the right ways and through the right channels. This is expedient because without a clearly defined strategic plan and a long-term vision and focus, most communication endeavors use funds inefficiently, reach out to the wrong audience, or even entirely fail to engage the population and to communicate a certain message.

- **Strategic Approaches:** The LEITI Communication campaign will balance between two key tracks of communication, namely the one-way information sharing or dissemination to broad-based groups of citizens and other specific target audiences, and two-way, interactive communication with key stakeholders and opinion leaders. The former approach, also known as the “top-down approach”, involves the delivery of information to people through the use of the mass media. The latter approach is called the “bottom-top approach”. This entails more than just passing information, but engaging people in a dialogue about the natural resources, informing them about the EITI process, listening to their specific concerns, encouraging them to participate in the discussion surrounding the reports and other key issues relating to the transparent management of the resources.

Also, at various times in the communication processes, four different actions will be taken in reaching to all stakeholders. These include:

- a) **Awareness:** Efforts will be exerted to improve stakeholders’ awareness level of the LEITI process, including the mandate, vision and benefits/gains of the program to the country at large and specific audiences in particular as well as processes that lead to the ultimate production of reconciliation reports. Emphasis will be placed on the potential of the EITI to improve the management of the country’s extractive industry, especially enhancing transparency and accountability.
- b) **Education:** It is very important to help stakeholders understand the complex nature of the EITI process as well as the extractive industries. This kind of education will involve promoting basic knowledge on the roles of each stakeholder in the process, or even increasing knowledge on existing laws and frameworks supporting transparency and accountability in the extractive sectors.
- c) **Insight and analysis:** Data and information from EITI reports and audit reports prepared by Independent Administrators often come in large volumes and are sometimes challenging to be understood and appreciated by the ordinary citizens, especially given the high level of illiteracy in the country (65% of the population is illiterate, UNDP 2010). It is important to analyze these data and throw insight on their implications in such creative and practical ways so that stakeholders, especially the ordinary citizens are able to understand them and make determination.
- d) **Reform:** It is not just enough to provide information or analyze data. The real essence of the whole process is to promote reform. There is a need to involve all stakeholders in the reform process by asking them for their advice on how the processes can be improved. They should be constantly engage to participate in debates and dialogues that will inform policy decisions on revenue management in the extractive industries.

- **Challenges for Effective Communication & Critical Factors**

Certain factors have been identified to be critical to effective communication amongst the target audiences, and must be carefully considered:

- i. **Gender disparity** – Due to the inherent culture of male dominance in the society, it is established that in most rural communities, women are either excluded or less involved in community meetings and decision-making. Where represented, they

usually sit in the back and their contributions are narrow. One can correlate this to findings from the LEITI Perception Survey Report which indicates that awareness levels are high amongst male respondents (34%) than female respondents (7.2%). This factor should be considered during the communication campaign.

- ii. **Linguistic diversity:** English is not widely spoken in most rural communities, some of which are affected concessions areas where the people have even more critical concerns regarding the process. With sixteen (16) local languages, it is important to consider the language preference of the communities in any communication activity to be undertaken.
- iii. **Negative Perception-Mindset** can be a serious challenge in communication. Generally, controversy often surrounds the extractive industries. Instead of bringing development and higher living standards to local areas, extractive activities may be criticized for damaging the environment and disrupting the lives of local communities. And, with the history of mismanagement of proceeds from Liberia's resources, concessions activities are often seen by local people as providing wealth to few persons in government and big companies but providing little real local benefits. It is challenging to communicate with people with such strong biases.
- iv. **Levels of Literacy/Illiteracy:** A vast majority of the population is illiterate. All communication activity will be determined by the level of literacy in the area concerned.

CHAPTER FOUR TARGET AUDIENCE PROFILE

Generally, the stakeholders of the LEITI process, making up the Multi-stakeholders Steering Group (MSG) include the Government of Liberia (GoL), civil society and companies operating in the extractive industries. However, the trio can be splintered into several groups of audiences with specific concerns and communication needs that can be addressed using precise messages and applicable communication tools and channels. Given the objectives of the strategy outline above, it is very useful to identify and analyze the stakeholders that need to be engaged in the communication process. The priority groups include both internal and external stakeholders listed below:

4.1 The MSG/LEITI Secretariat

In this context, the MSG refers to the Board responsible for guiding policy direction for the LEITI and not necessary the generic reference to the tripartite nature of the Initiative. As the Board is comprised of people with diverse and sometimes even conflicting interests, deliberate internal communication is crucial if they should make decisions and reach consensus. Efforts need to be made to ensure effective and continued interpersonal and intrapersonal communication. When people often find difficulties in understanding others or getting their point clearly, it can have a crippling effect on group decision, and this may derail the process.

The LEITI Secretariat too, has the responsibility to lead and manage the communication activities of the Initiative. Successful implementation will depend significantly on how staffs of the Secretariat communicate engage the public with LEITI information. There is a need that the staff have good understanding of the styles and approaches germane to communicating the EITI on a daily basis.

4.2 Relevant Government Ministries and Agencies

Some ministries and agencies of government have direct involvement with the LEITI process. These include the Ministry of Finance (MoF), the Ministry of Agriculture, the Ministry of Lands, Mines and Energy (MLME), The Forestry Development Authority (FDA), the Liberia Maritime Authority (LMA), the National Investment Commission (NIC), the National Port Authority (NPA), the National Oil Company of Liberia (NOCAL), the Public Procurement and Concession Commission (PPCC) and the General Auditing Commission (GAC). These institutions in their respective roles as either custodian of government's revenues from the extractive sectors or co-monitors of public finances and procurement laws have greater share in the EITI reporting process (this sentence is not clear). Also, other state-owned institutions (the University of Liberia is a current classic example) are sometimes direct beneficiaries of revenues from the extractive sector in the form of in-kind contributions or social development contributions enshrined in certain concession agreements. Beyond their participation in the reporting process, these institutions need to be engaged constantly so that they are fully knowledgeable of the vision of the EITI and effectively support and publicize its implementation.

Additionally, local authorities such as the county or district administrations have an interest in the extractive industry because part of the royalties accrued to them for development. While funds for social development are often paid to central government's account, local authorities and community leaders are also involved in managing funding provided by extractive companies in the form of Corporate Social Responsibility practices.

4.3 Relevant Legislative Sub Committees

Both the Senate and House of Representatives have sub committees closely responsible for monitoring issues arising from the extractive sectors and setting policy directions germane to improving the sectors. For example, there is a Senate committee on Concession and Investment and the House Committees on Mining and Energy and Concessions. Members of these committees usually gather information about the sectors and report to the larger legislative bodies, enabling them to take informed decisions or pass the necessary legislations. Their role as key decision makers on national issues is crucial and the LEITI needs to engage these groups vigorously. This can be done through sharing with them the EITI Reports or findings from other relevant studies conducted as well as public views and recommendations on certain issues.

4.4 Companies in the Extractive Sectors

Companies investing in the country's extractive sectors are key stakeholders in the EITI process. Their commitment to responsible business practices is very critical to realizing the

transparency being sought. Beyond providing tax payment data to the Aggregator during audit or reporting exercises, the LEITI should actively reach out to the various companies in the mining, agriculture, timber and oil sectors, ensuring they understand the vision and purpose of the Initiative.

4.5 Civil Society Groups

With their usual advocacy role, civil society's involvement reflects a unique balance in the EITI process and serves as a voice for the ordinary citizens. Their participation will also help to bring trust to the process. Currently, while civil society groups are represented on the LEITI Board and has significant influence on the board's decision making, generally, the involvement of this important group in the LEITI process could be improved considerably particularly at the community level. So far, only few Monrovia-based civil society organizations have been active with the process, even though there are scores of local NGOs and other advocacy groups spread across the country. It is important to decentralize the involvement of civil society organizations, especially targeting those in the rural areas where most of the extractions are undertaken. This will ensure that the communities' concerns are highlighted and addressed. Capacity-building for those civil society organizations in direct resource related advocacy issues is also crucial.

4.6 Social & Intellectual Organizations

Social and intellectually organizations are increasingly becoming essential platform for discussing important social and political issues affecting society. These organizations exist in the form of "Ataye" shops and community discussion forums operating throughout the country, with membership comprising of intellectuals and professionals from all walks of life who usually converge at these centers to dialogue and argue on diverse issues of national concerns. Their thirst for knowledge and demand for good governance and increased public accountability render them instrumental to achieving the LEITI goal of promoting transparent resource management. The LEITI could use them as catalyst to advance debates arising from findings of the EITI reports, audit reports and other studies conducted. Special corners should be established at some of these centers where copies of these reports and other such documents and information relevant to the LEITI will be kept and made accessible for public use.

4.7 Traditional Authorities

The participation of traditional authorities in the LEITI process cannot be ignored. As leaders and original landlords of the communities in which exploration and extraction are taking place, they command certain amount of respect from, and have influence over the members of the communities. They are key to the success of any programs implemented in these communities. The LEITI should therefore engage these traditional leaders. While there it is documented that the LEITI has involved this group over the past years, such interactions were predominantly done with high profile officials of the National Traditional Council of Liberia (NTCL), and it is difficult to validate whether outcomes from these discussions are extended to other traditional leaders in the leeward counties. Traditional leaders in affected concession communities should

be given special attention. They can be productive sources of information as well as beneficiaries of information from the LEITI Secretariat.

4.8 The Youth Population/Students

The youth are an important stakeholder in the EITI process. They are the future of the country, to whom the management of these resources will eventually be transferred. The sooner they are made to value the principle of integrity and understand issues surrounding these resources, the better prepared they will be to make decisions when they assume the management role tomorrow. Besides, the youth are a vulnerable group and should be educated from venting their frustrations through violence and conflict. This is especially easy when they are not knowledgeable about happening. Where people are lacking of information, it is possible to have wrong perceptions, form biased opinions and have unrealistic expectations. The LEITI therefore needs to encourage the participation of the youth in the process, ensuring they are informed about the mission of the Initiative and its gains to the economic. Youth's participation can be initiated through school outreach activities such as the Extractive Club Program that is currently being implemented in ten high schools in Montserrado.

Students at various higher institutions of learning should also be engaged as they have the capacity to participate in and contribute to more mature debates and dialogues that will inform policy decisions aimed at improving the extractive sector. The LEITI should organize relevant speaker series and dialogue forums at the these institutions, coordinating activities with the administrations and relevant student organizations such as the intellectual discourse (as at the University of Liberia) or whatever the nomenclature may be at other institutions.

4.9 Media Organizations

The LEITI process will hardly succeed without the involvement and support from the media. With their primary responsibility of informing and educating the public and setting the agenda for discussing national concerns, the media become an invaluable partner in the campaign to communicate the EITI process. They can be used in enhancing awareness on the LEITI and communicating the gains progressively. The media is also equally concerned about issues of transparency, manifested in its role as watch dog of the society. Their reportage on critical concerns in the extractive sector, including issues of corruption and corporate social responsibility practices by extractive companies can help advance greater accountability and transparency in the sector. It is very crucial for the LEITI to build a good relationship with the media. However, such engagement should be done strategically as there are proliferations of media institutions in the country. The Press Union of Liberia reports in its 2013 media profile database that there are over 60 radio stations and 25 newspapers in the country, with at least one newspaper appearing on the newsstand every six month. With this diversity, it is important to target media outlets with wider readership and audience in order to maximize the use of the resource available and obtain the desired result. A detailed listing of media institutions, including those operating in the rural areas, is available in Appendix 2 below.

The LEITI should also try as much as possible, to answer media inquiries/request within a specified deadline, or inform the journalists where the requested information are not available or the deadline cannot be met. This will enhance confidence between the institution and the media.

4.10 Community Groups

People in various concession areas are very important stakeholders. These are people who are usually directly affected by the environmental and social impact of these extractive activities (for instance, their ancestral lands traditionally used for farming are destroyed; their water polluted and they are even sometimes relocated from their original settlements). These community groups need special attention. The LEITI should reach out to them periodically, educating them on how the initiative exists to ensure they benefit from the proceeds of their resources and soliciting their inputs to how the process can be improved. An effective two-way communication between this group and the LEITI Secretariat will enable them understand and own the process.

4.11 International Audiences

Multilateral organizations such as the World Bank, the African Development Bank, International Monetary Fund, the African Mining Partnership, the United Nations, as well as International non-governmental organizations including the German Technical Cooperation (GIZ) and others, have demonstrated interest in the EITI in general and the LEITI in particular. These institutions have eagerly followed progress of the LEITI. For instance, the UN, in its 2012 Panel of Experts Report, hailed progress at the LEITI and called on the Government of Liberia to increase support for the program. In fact, over the years, some of these institutions have provided direct budgetary support to the LEITI. They are eager about how much their support is impacting transparent resource management in the country; the LEITI should provide them with information about progress of the Initiative, including sharing them the EITI Reconciliation Reports and findings of other studies conducted.

Also, since the LEITI is part of a global initiative—the Extractive Industries Transparency Initiative—the international secretariat responsible for coordinating the program globally, will be interested in receiving information about the progress made in the country. This can be done through regular emails or contributing articles to the EITI website. Other implementing countries and those working towards compliance status will also want to learn from the LEITI's experiences, as the Liberia's EITI is being acclaimed globally and its activities have often been referenced for replication. The LEITI should make efforts to communicate these gains progressively to these stakeholders. Other groups that will show interest include international media organizations, investors, multinational companies and international civil society groups.

CHAPTER FIVE KEY MESSAGES FOR AUDIENCES

Fundamentally, the following mix of information will be useful for basic awareness and education of stakeholders:

- What is LEITI?
- Why was the LEITI established?
- The LEITI Act
- What is the MSG and how does the LEITI work?
- What are the contributions of the LEITI to the economy and the people of Liberia?
- Who should be involved with the LEITI?
- What is the EITI Reconciliation Report and how does it promote transparency?
- Who are those involved in EITI Reconciliation Reporting?
- Where can one access the reports?

Awareness and education will be progressive, as it is established that there is still very low level of public knowledge and understanding of the program. However, for the current implementation stage, it is important to simultaneously promote reform and throw insight on or make analysis of data from the reconciliation reports; reports from the audits of concessions rights and contracts, as well as findings from other relevant surveys conducted. Information should be provided and sought on:

- What are the components of the reconciliation reports?
- What are the relevance of in-kind contributions and what-ought-to-have been paid; what are the relevance of the sanction regimes?
- How are companies and agencies of government responding to reporting process?
-
- To what extent are companies and agencies of government responding to reporting process?
- What happens if a company or agency fails to comply with reporting requirements?
- What is process audit and how does it promote transparency?
- What are key findings from the most recent process audit and what are the implications for the country?
- What can stakeholders do to ensure the process is improved going forward?
- Why should or shouldn't the LEITI be involved in contract negotiations and award?
-

Successively, the LEITI Communications and Outreach Department will have the responsibility to develop messages relevant to the implementation stage of the Initiative or the circumstances prevailing at a specific point, and that suit the explicit information needs of the various stakeholders. Where new messages are developed, it is advised that the following be taken into considerations:

- Key Messages should be simple and culturally acceptable;
- Messages should be tailored to the audience for which it is intended;
- Examples of illustrations selected should be relevant to the group being addressed;
- Messages should be adapted to the form of communication being used.

CHAPTER SIX COMMUNICATION TOOLS & CHANNELS

In order to achieve the objectives set in this strategy, the following mix of direct and indirect communication tools and channels will be useful. Direct communication refers to activities that do not necessarily involve media intervention. They required directly engaging the audiences and allow for their instant reactions which are essential for timely feedbacks/evaluation of the communication. Indirect communication activities on the other hand require the media.

- a) **Group Discussions/Meetings** – In addition to the regularly monthly meetings of the MSG, it is important to also constantly hold discussions with various stakeholder groups, including civil society organizations, officials of extractive companies, relevant ministries and agencies, youth organizations, as well as traditional leaders and concerned communities. These meetings will hopefully keep stakeholders energized and focused on the process; allow discussions on prevailing challenges and opportunities; and possibly contribute to policy decisions that could improve the process.
- b) **LEITI Contact Database** - Lack of proper contact information may impede efforts to reach stakeholders in several ways. For instance, substantial amount of time could be wasted looking for telephone numbers to call certain stakeholders; email addresses to hurriedly pass them information or even airmail addresses where official communications are required. A well-organized contact database can facilitate effective and efficient communication. The LEITI currently has a database that largely contains contact information on extractive companies. It is recommended that the database be expanded to include contact information on all other relevant stakeholders. The database should also be constantly updated, and the layers of information on each stakeholder expanded.
- c) **E-Messages**—Electronic messages can be generated and delivered instantly to millions of audiences through mobile phone technology. The LEITI could use this technology to, for instance, promptly announce the launch of EITI reports or disseminate information on key findings from the reports; remind relevant stakeholders of reporting deadlines or major events or communicate other gains of the Initiative to the mass public, etc. With the increasing penetration of mobile phones in the society, this form of mobile media will ensure a good number of stakeholders are reached. , such messages should be brief, clear and to the point since they are often mean for a mixed audience. Another advantage of e-messages is its cost effectiveness—a few hundred dollars can be spent to reach out to millions of audiences.
- d) **Press Briefing & Press Conference** –Since the media has competing priorities, press briefings/conferences will provide opportunity for them to react directly to EITI issues. Press briefings should be prepared in advance; effectively delivered and copies circulated amongst attending reporters and other media houses. One major press conference should be held at the end of each year to enlighten the public of the gains

made by the Initiative for the elapsing year as well as provide overview of the plans and activities for the pending year. Other than this, it is advisable that press conferences be held only where the need exists to give massive publicity to major events or in cases of emergency or very important issues. To ensure the message is effectively delivered to the right audience, the Secretariat should target key media institutions and personnel and invitations made in ; these gathering will be open to all media

- a) **The LEITI Website:** (www.leiti.org.lr) **should** be advertised and utilized as channels for informing and educating those who have access to the new media, such as journalists, investors, government officials, company officials, civil society organizations, multilateral agencies.
- b) **Emails and Social Media**—A vast majority of stakeholders including government officials, companies executives, MSG members, the media, civil society organizations and others have access to e-mail and could quickly be reached through this medium. Also, social media such as Facebook, Twitter and You Tube are all useful means of communication, and can allow instant feedbacks from the audiences. Facebook is especially becoming popular in the society, and with its accessibility on the mobile phones, users have increased especially amongst young people who are an important audience to the LEITI. An assessment of the LEITI Facebook page in July 2013 shows that people are increasingly visiting the page. With the Facebook page now linked to the re-developed website and other social media named above, it is anticipated that more people will be reached through this medium. The LEITI Facebook page should therefore be kept active, not only with new posts, but efforts should also be exerted to respond to comments and queries from visitors.
- c) **Publications**—Creative newsletter can be appreciated by the stakeholders and could hence increase communication between the LEITI Secretariat and various stakeholders of the LEITI process. Newsletters also have the unique advantage of containing detailed information and can provide the opportunities for readers to get in-depth knowledge of happenings at the Institution. Recent responses from the public are indicative that the quarterly LEITI quarterly newsletter is making impact on stakeholders. The publication should therefore be maintained and the content improved. Although given cost implication, it is necessary to circulate electronic copies of this publication to some stakeholders such as MSG members, officials of government, company executives and the media, it should be noted that most stakeholders have limited or no access to the internet. Even where internet access is available, the challenge is that some people have spam filters that may stop the newsletter from getting through. Production should be increased from the current average of 700 copies per edition to at least 1500 so that hard copies of the publication can be circulated to as many stakeholders as possible. Other form of publication including posters, handouts (flyers) can be printed and distributed to all stakeholders.

- d) **Billboards & Information Posters**—While many forms of modern advertisements have emerged, traditional billboards still remain an effective out-door communication method. With billboard, you have better chance of reaching a more group of people, because not just one type of demographic is looking at the billboard as with magazines or TV. Also, the information on the billboard is more readily available to an individual's subconscious than advertisements seen in something like magazine. It is more likely that a person would pass that billboard multiple times and see the advertisement multiple times, thus they would remember it better than an ad they saw once in a magazine. The LEITI had installed several billboards throughout the fifteen counties from the onset of the program, but nearly all of them were damaged as they went years without any form of maintenance. Most of these billboards have been reconstructed. But their upkeep should not be overlooked while is also recommended that messages carried on them should be updated when necessary.
- e) **Info graphics**—the alarming low literacy rate in the country often pose challenge for the ordinary Liberian (especially most people in the rural areas) to read and appreciate the complex data in the EITI Report and other information. Even for those who read, many people are visual oriented. It is therefore necessary to embark upon more creative and simple ways to educate the citizens about the work of LEITI. Info graphics presents such unique opportunity. Info graphics are combination of short texts and graphics designed to provide a quick and easy to understand depiction of the text content or a visual representation of data. They are usually a colorful representation of the information contained on the page. The LEITI should produce these info graphics, print them on posters and banners or paint them on walls in strategic locations all around the country.
- f) **Direct Youth outreach Program**—as future managers of the extractive resources, the youth are an important stakeholder of the LEITI process and need to be targeted directly with special outreach programs that will enhance their capacity to assume such leadership responsibility. The Extractive Club Program (e-Club) established by the LEITI in 2013 is a classic platform for achieving such goals. It encourages the participation of the youth in the debates and dialogues that can potentially inform policy decisions in the extractive sector as well as provides exposure to participating students on the extractive industries through a series of activities including peer-to-peer discussions, visit to extractive companies and mentorship amongst others. Initial funding for the program was provided by the German Development Cooperation (GIZ), activities in ten high schools in Monrovia. Efforts need to be exerted to sustain this program and expand it to other schools in the rural areas. Besides, the LEITI should continue to identify other unique forums to directly engage the youth population.
- g) **Sponsorship**—It is no doubt that the LEITI needs to strengthen its brand presence. In addition to traditional promotional items such as T-shirts, wrist bands, etc, which are already being used by the LEITI, a wide range of sponsorship opportunities are available and should be resorted to as part of efforts to enhance more visibility for the Initiative. By taking part in or sponsoring other institutions, radio shows or national events especially

those aligned with the goal of promoting integrity and achieving transparency and accountability, the LEITI will get the chance to promote its brand presence. This could be partial or full sponsorship. Sponsorships are particularly important if the events or initiatives being sponsored are major and can attract national media attention. For instance, the LEITI could sponsor the Edward Wilmot Blyden Forum usually organized by the Press Union of Liberia, and not only seek promotion of its brand but also arrange for the discussions to center around issues of integrity and transparency particularly in the extractive sector.

- h) **Inflatables, Air-dancers and Comedians**—in addition to billboard earlier recommended, other forms of out-door advertisements including the use of inflatables are also effective ways to improve an institution’s brand presence. Promotional inflatables come in many shapes such as air dancers, bouncers, morph suits, e.tc., and can be used in exciting manners to reach hundreds or even thousands of people at various times or in a single moment. For example, inflatables can be embellished with just the acronym “LEITI” or with a short important message about the LEITI and taken to strategic locations such as key population centers or at events like soccer matches, launching programs, musical concerts, etc. The use of comedians has also proven to be an effective, guilt-free and entertaining way to talk about important topics without preaching or boring everyone to death.
- i) **Roadshows, Seminars, Workshops, and Conferences** – These are direct opportunities for LEITI to communicate itself and its activities, and will be useful particularly for Journalists, Civil Society Organizations, Focal Point officers from extractive industries, Traditional/Community leaders.
- j) **Media Engagement & Networking.** A small network of enthusiastic and credible journalist is required for the LEITI to maximize results of direct working with the media. Even though the LEITI established such a network, coined “Extractive Reporters” in 2010, not much has been done to cultivate and nurture the relationship. From the records, media engagement has been minimal and journalists are called mainly when there are press conferences. This may potentially be responsible for the marginal news media coverage of the LEITI process. The LEITI Communication and Outreach Department should do more to engage the media through constant flow of information. It is important to note that establishing the network of journalists does not in any way mean denial of relationships with other journalists who do not belong to the network. Besides this network of reporters, an effective media engagement strategy should also involve building and maintaining strong relationships with editors and publishers. Often referred to as “gate keepers” for their screening role in the news room, editors and publishers determine the news value of events and activities and make decision on the final contents of news cast and newspaper pages. Soliciting their support will ensure that messages and information from the LEITI have good chances of taking prominent places in their publications and news casts. This relationship can be cultivated through holding

lunching meetings and tete-a-tete with editors and publishers and maintaining a constant flow of communication with them.

- k) Press Release/Press Alert:** Well prepared Releases on events such as Announcing a LEITI Report, or the launch of a Campaign or process, need to be distributed to the media. Where possible, stories should be accompanied by relevant photos. Also, when positioning stories or news to the media, it is critical to find an angle that will connect the agenda to something the audience will care about. Often the outcome of activities or their impact on people's lives is more meaningful to them than the activities themselves. Similarly, alerts on up-coming events and activities may be sent to the press.
- a) **Use of Radio**—Radio is by all measures, the most effective and far-reaching medium of information dissemination in the country. Favorably, there is a rapid rise in the growth of private radio stations both in Monrovia and the rural areas. The value of community broadcasting is that, messages are tailored to the specific needs of communities and communicated in languages (including vernaculars) mostly spoken by residents of those communities. In fact, the minimum impact made by the LEITI through the use of the news media so far, according to the 2010 Perception Survey Report, is credited to the production of dramas and jingles being aired via radio stations throughout the country. These dramas and jingles are still being aired on a number of radio stations. However, while the impact cannot be underestimated, this form of communication is basically useful for awareness creation; it has limitations compared to, for instance, the editorial functions of the news media wherein reports are progressive and current, characterized by interpretations and in-depth analysis which further boost public education. At this stage of the Liberia EITI implementation, an effective use of radio would not only involve airing dramas and jingles, but also the use of talk shows and other interactive radio programs that will support public education and the reform agenda for the extractive industries. It is important for the LEITI to design its own weekly radio show or make use of other programs openly hosted by some broadcast institutions. Where a special LEITI radio program is produced, it is advisable to host it on some of the major radio stations in Monrovia (for example, ELBC, Truth FM, UNMIL Radio) that relay broadcast to the community radio stations so that a large audience is reached since it would be very costly to host talk shows on all rural radio stations.
- b) **Video Documentary**— is recommended to be produced and shown on television or loaded to the LEITI website or You Tube page. A 10-minute video documentary on the workings of LEITI with voice bites from companies, Civil Society, and community leaders will be an effective tool to educate the general public.
- c) **Use of Print Media**—Although there is a poor reading culture in Liberia, the print media remains a reliable medium through which stories are verified. It is therefore an important tool to use for launching of Reports, campaigns and creating awareness. Newspapers can also be used for placing LEITI announcements, advertisements and other supplements.

- d) **Innovation and Creativity** – with the fast and unpredictable pace of technology, it is prudent that LEITI adopts in a timely manner to changes in information dissemination. The Secretariat should research trends and best practices in information gathering and dissemination. This is also particularly use in localities with high illiteracy rate. Programs should be developed in forms and formats that would easily pass the message on to the end-users.

CHAPTER SEVEN STRATEGY MANAGEMENT

Implementing a communication strategy is as importing as developing it. Like anything else, the extent of communications activities and its success depend on resources and available capacity, further explained below.

7.1 Resource Allocation—firstly, good communications costs money. While a comprehensive budget has not been included, it is strongly advised that the implementation of this strategy be supported adequately. It is important to maintain a separate communication budget at all levels of institutional planning, tied to achieving the objectives set herein.

7.2 Communication Management—another consideration is the management of communication and information from the LEITI. Communicating the EITI is the responsibility of members of the MSG and every staff of the LEITI Secretariat. That is why it is recommended earlier that everyone concerned try getting practical hand-on skills useful for effectively communicating within groups or with other stakeholders. However, in the case of the Secretariat, official policy documents through press releases, statements, radio announcements, newsletters, etc. should be carried out by the Head of Secretariat or his/her designee. Likewise, the official spokesperson for the MSG shall be the Chairperson / Co-Chair or their designees.

It is also important that LEITI Communications Department is empowered to lead the management of the communication functions by providing procedures, guidance and advice which ensure that information is exchanged in an accurate and consistent manner. The team will specifically be responsible to:

- a) Initiate all the communication activities of LEITI
- b) Prepare relevant budget progressively to support the implementation of the strategy
- c) Serve as central point for all press relations and media activities
- d) Monitor the communication strategy and when applicable, design new programs

Centralizing the communication management function is important for ensuring accuracy and consistency.

CHAPTER EIGHT EVALUATING SUCCESS

Regular monitoring of the communication activities recommended in this strategy is necessary in order to gauge their successes. LEITI will use both formal and informal research methods to measure the impact of the Communications Strategy on public understanding and participation

in the EITI process as well as the overall level of improvement in transparent resource management.

Evaluation of the Strategy will be progressive. The assessment will be based on the following criteria:

- a) Newspaper cuttings
- b) Website visits or page impression
- c) Number or nature of inquiries received due to communication strategies
- d) Anecdotal feedback
- e) Unsolicited feedback from communities, local assemblies, CSOs
- f) Periodic surveys among communities, media, CSOs
- g) Tracking volume and nature of media coverage
- h) Increased Legislative discussion of issues advocated by LEITI
- i) Donor commitments
- j) Demand for information

A more comprehensive and empirical national survey should be conducted each year to determine public knowledge, attitude and perceptions about LEITI. The survey will be conducted by the Secretariat or preferably outsourced to an independent agency or media related firm.

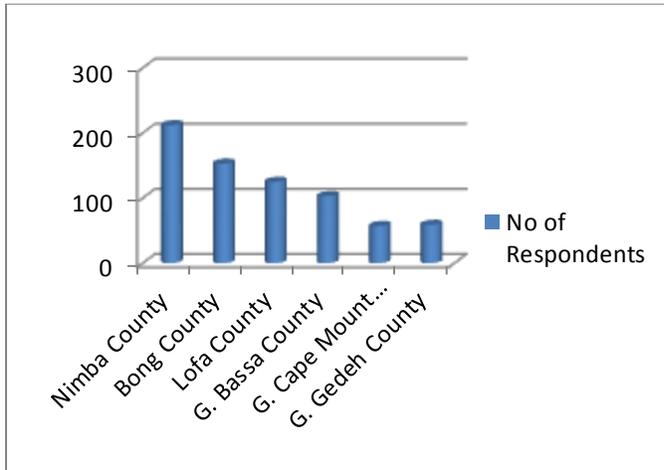
As the strategy is designed to achieve specific objectives, the table below will be useful in evaluating the milestone against the set objectives.

Objective	Variable	How to Measure
Support communication of the LEITI's mission, mandate, gains, results and implementation process to enhance its perception as a genuine and effective initiative for reform of the extractive industry sector, and consequently assist in promoting local ownership of the LEITI process;	Coverage, understanding, advocacy	Independent perception survey
Enhance public understanding and appreciation of the LEITI program, and promote their involvement in the process	Coverage, understanding, advocacy	Perception survey
Enhance media understanding of the LEITI process and the role it has to play in ensuring the fulfillment of the program goals and objectives;	Coverage, understanding, advocacy	Perception survey
To determine the level of impact made in communicating the EITI process through regular assessment of public perception of the program, and where applicable, informed decision on changes of tactics to ensure new and more appropriate communication tools are used in addressing the gaps and limitations;	Coverage, understanding, advocacy	Perception survey

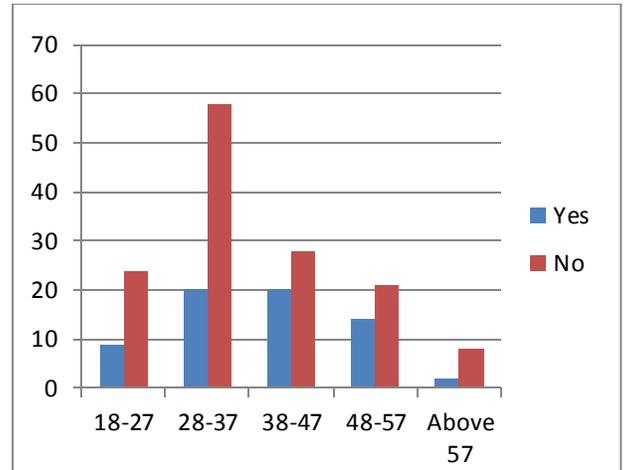
CHAPTER NINE APPENDIXES

Appendix 1: Key Findings from the LEITI Perception Survey Report

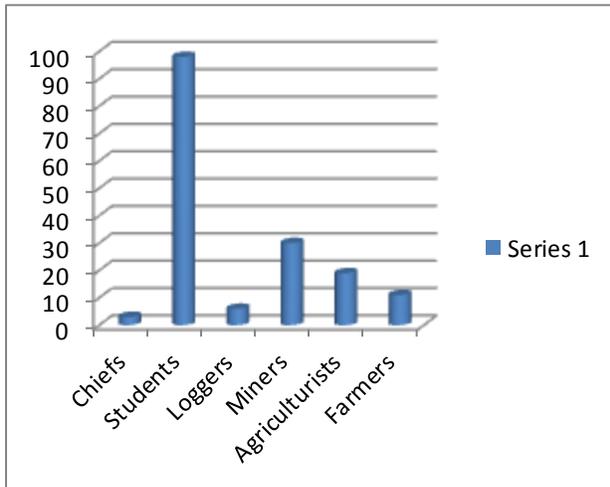
County of respondents



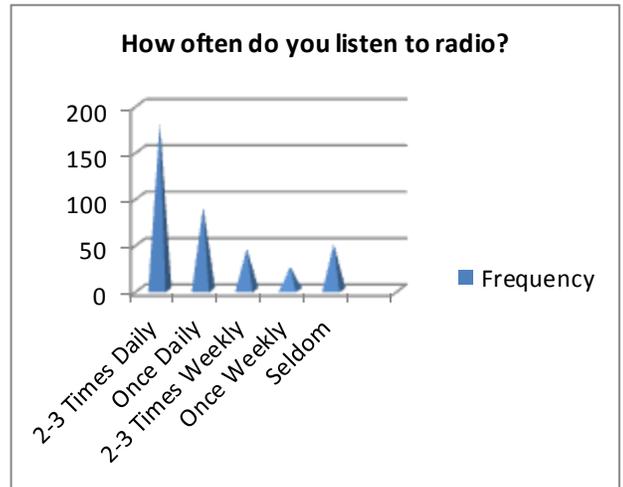
Awareness Levels across age groups



Respondents by Occupations



Radio Listening Frequency of Respondents



Appendix 2: Key Stakeholders' Listing

Media Institutions—Electronic Media: According to the Press Union of Liberia (PUL) Media Profile Data Base (updated April 2013), the following are the radio stations in Liberia.

No.	Name of Station	County Located	Actual Location
1	Liberia Broadcasting System	Montserrado	Paynesville
2	ELWA	Montserrado	Paynesville
3	Truth FM	Montserrado	Duport Road, Monrovia
4	Power FM	Montserrado	Crown Hill, Monrovia
5	Sky FM	Montserrado	Broad Street, Monrovia
6	Kings FM	Montserrado	Mechlin Street, Monrovia
7	Love FM	Montserrado	10 th Street, Monrovia
8	United Methodist Radio	Montserrado	12 th Street, Sinkor, Monrovia
9	Fabric Radio	Montserrado	15 th Street Sinkor, Monrovia
10	Lux FM	Montserrado	Capitol Hill, Monrovia
11	Advent Radio	Montserrado	Old Road, Monrovia
12	Liberty Radio	Montserrado	Robertfiled Highway, Monrovia
13	Radio Monrovia	Montserrado	Newport Street, Monrovia
14	UNMIL Radio	Montserrado	1 st Street Sinkor, Monrovia
15	Liberia Women Democracy Radio	Montserrado	Congo Town, Monrovia
16	Hot FM	Montserrado	Snapper Hill, Monrovia
17	City FM	Montserrado	Sinkor, Monrovia
18	Teach FM	Montserrado	Capitol Hill, Monrovia
19	The Master's Radio	Montserrado	Sinkor, Monrovia
20	Y-FM	Montserrado	Crown Hill, Monrovia
21	Magic FM	Montserrado	Broad Street, Monrovia
22	Power TV	Montserrado	Crown Hill, Monrovia
23	Sky TV	Montserrado	Broad Street, Monrovia
24	LNTV	Montserrado	Paynesville, Monrovia
25	RTV	Montserrado	Duport Road, Monrovia
26	Clar TV	Montserrado	Mechlin Street, Monrovia
27	Love TV	Montserrado	10 th Street, Monrovia
28	Radio Nimba-Sanniquellie	Nimba	Sanniquellie City
29	Y-FM	Nimba	Sanniquellie City
30	Radio Sanweih	Nimba	Sanniquellie City
31	Radio Shalom	Nimba	Yekepa City
32	Radio Ylamba	Nimba	Saclepea
33	Radio Voice of Flumpa	Nimba	Flumpa
34	Radio Karn	Nimba	Karnplay
35	Radio Kergheamahn	Nimba	Ganta
36	Y-FM	Nimba	Ganta
37	Radio Beaganlay	Nimba	Bahn
32	Voice of Hope	Nimba	Yekepa
33	Radio Saclepea	Nimba	Saclepea
34	Voice of Tappita	Nimba	Tappita

35	Voice of Reconciliation	Bong	Palala
36	Radio Gbarnga	Bong	Gbarnga
37	Super Bongese	Bong	Suakoko
38	Salala Broadcasting Service	Bong	Salala
39	Radio Totota	Bong	Totota
40	Smile FM	Bong	Gbarnga
41	Peace Radio	Grand Gedeh	Toe Town
42	Radio Kintoma	Lofa	Voinjama City
43	Radio Life-Zorzor	Lofa	Zorzor City
44	Salayea Broadcasting Service	Lofa	Salayea City
45	Bakedu Radio	Lofa	Bakedu
46	Radio Heilingee	Lofa	Kolba City(Kolahum)
47	Radio Tamba Taikor	Lofa	Foya City
48	Radio Bomi	Bomi	Tubmanburg
49	Human Rights Community Radio	Gbarpolu	Gbarma Town
50	Voice of Gbarpolu	Gbarpolu	Bopolu City
51	Radio Kongbor	Gbarpolu	Kungbor Town
52	Radio Gee	River Gee	Fish Town
53	Voice of Weebo	River Gee	Weebo
54	Jam Radio	Maryland	Pleebo City
55	Radio Harper	Maryland	Harper City
56	Radio Piso	Grand Cape Mount	Robertsport City
57	Radio Cape Mount	Grand Cape Mount	Sane
58	Stone FM	Margibi	Harbel
59	SKY	Margibi	Harbel
60	Radio Peace	Margibi	Harbel
61	Y-Echo	Margibi	Unification Town
62	Radio Kakata	Margibi	Kakata City
63	Radio Gbehzohn	Grand Bassa	Buchanan City
64	Magic FM	Grand Bassa	Buchanan City
65	Radio Dukpa	Grand Bassa	Buchanan City
66	Radio LACSA	Grand Bassa	LAC
67	Rivercess Broadcasting Service	Rivercess	Cestos City
68	Voice of Sinoe	Sinoe	Greenville City
70	Voice of Grand Kru	Grand Kru	Barclayville
71	Voice of Sasstown	Grand Kru	Sasstown

Media Institutions—Print Media: As of April 2013, the PUL Media Profile data also recorded the following newspapers in the country, all in Montserrado County

1	Daily Observer	Montserrado	Benson Street, Monrovia
2	Inquirer Newspaper	Montserrado	Gurley Street, Monrovia
3	New Democrat Newspaper	Montserrado	Clay Street, Monrovia
4	The News Newspaper	Montserrado	Broad Street, Monrovia
5	Inprofile Daily	Montserrado	Capitol Bypass, Monrovia

6	The Women Voices	Montserrado	Mechlin Street, Monrovia
7	Heritage Newspaper	Montserrado	Crown Hill, Monrovia
8	The Telegraph	Montserrado	Monrovia
9	National Chronicle	Montserrado	Monrovia
10	The Analyst Newspaper	Montserrado	Carey Street, Monrovia
11	The Forum	Montserrado	Carey Street, Monrovia
12	The Parrot Newspaper	Montserrado	Broad Street, Monrovia
13	The Activist Newspaper	Montserrado	Gurley Street, Monrovia
14	The New Vision Newspaper	Montserrado	Carey Street, Monrovia
15	The Vanguard Times	Montserrado	Mechlin Street, Monrovia
16	The New Liberia	Montserrado	MICAT, Capitol Hill, Monrovia
17	The Varsity Pilot	Montserrado	UL, Monrovia
18	The Informer	Montserrado	Carey Street, Monrovia
19	The Insight Newspaper	Montserrado	Gurley Street, Monrovia
20	The West African Pilot	Montserrado	16 th Street, Monrovia
21	The Telescope	Montserrado	Monrovia
22	New Dawn Newspaper	Montserrado	Crown Hill, Monrovia
23	The Nation Times	Montserrado	Monrovia
24	Public Agenda Newspaper	Montserrado	Gurley Street, Monrovia
25	The Concord Times	Montserrado	Monrovia

Relevant Civil Society Organizations

1	EARS For the Masses	Aaron Dayee	0886407382
2	Green Advocate	Alfred Brownell	
3	LDI	Richard Kongar	
4	CENTAL	Randall Makor	0886823613
5	FLY	Thomas Gbelley	0886810610
6	AMUWULU Forum	Morris Wesseh	0886585912
7	Concern youth for G/Kru	Abenago Chea	0777617313
8	Liberia Civil and Human Rights Alliance	Abraham S. Kimber	0777320428
10	Women Initiative Recovery	Elizabeth B. Williams	0770281450
11	National Concerned Youth of Liberia	Lame Massalay	0886653831
12	Liberia EFA Technical Committee	Victor P.Howard	0886313758
13	Community Development Fund	Eric S.Appleton	0886207258
14	Forum for Advocacy and Civic Education	Joseph Johnson	088581621
15	LPRC	Tihiseen Tarty	0880441569
16	Rescue Alternative Liberia	Mambu K.Buima	0886524958
17	FORGE	Emmaline Holt	0880569746
18	RADIO	Saama Swaray	0886790675
19	Human Right Foundation	Neidoteh B.Torbor	0886634285
20	NEGLERD	Joseph G. Reeves	0886411373
21	Center for Democratic Empowerment	Michael Yonwah	0886521565
22	Civic Initiative	Williette C. Lysander	0886762925

23	HUMCO	Siakama Tumbay	0886630201
24	Ministry of Justice(partner)	D. Isaac Wreh	0777002759
25	PEP-Liberia	Cecelia D.Sieh	0886424596
26	ADFI	F.Glabor Dennis	0886517185
27	Voice Against Violence	Esther M.Jallah	0777592139
28	Liberia Research and Development	Charles E.Nyantee	0886774104
29	FDL	Galimah T.Kolubah	0886963204
30	IPEAD	Marbel Togba	0886896873
31	RADO	Samuel Wilker	0886917877
32	CETNARG	Joseph T.Blamiyon	077349662
34	United Woman in Action for Development(Front Street)	Mohamed Mansaray	0886878200

Appendix 3: Media Inquiry Form

Name of Reporter	
Newspaper/Radio/TV Program	
Telephone Number	
E-mail	
Inquirer Received on Date	
Time	
Message Taken by	
Nature of Inquiry	
Deadline	
Response as follow	
Approved by	
Responded on Date	

