



CSML

Civil Society and Media Leadership Program



QUARTERLY REPORT
October to December 2013
Submitted to USAID/Liberia

Award Number: 669-A-00-10-00074-00

Grantee: IREX

Contacts:

IREX Washington

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

IREX Liberia

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

TABLE OF CONTENTS

1. EXECUTIVE SUMMARY	4
2. PROGRAM PURPOSE	5
3. PROGRAM RESULTS.....	5
4. PROGRAM ACTIVITIES	8
4.1. Management Overview	8
4.2. Finance, Administration and IT	8
4.2.1. Finance	8
4.2.2. Administration	8
4.2.3. Information Technology.....	9
5. TECHNICAL ASSISTANCE AND CAPACITY BUILDING FOR CSOS AND FOR INDEPENDENT MEDIA (Workplan 1.).....	9
5.1. General (Workplan 1.1.)	9
5.1.1. Host Weekly Program Meetings (Workplan 1.1.1.)	10
5.1.2. Host Quarterly Partners' Meetings (Workplan 1.1.2.)	10
5.2. Objective One: (Workplan 1.2.)	10
5.2.1. Enhance Institutional Capacity of RPs (Workplan 1.2.1.).....	10
5.2.2. Enhance the Institutional Capacity of CSOs and CRSs (Workplan 1.2.2.)	12
5.2.3. Promote Reconciliation Among Citizens Through CSO Led Activities (Workplan 1.2.3.)	13
5.3. Objective Two: (Workplan 1.3.)	14
5.3.1. Promote Advocacy and Address Corruption Through CSO Led Activities (Workplan 1.3.1.)	14
5.4. Objective Three: (Workplan 1.4.).....	15
5.4.1. Improve Citizens' Dialogue with their Leaders Through CSO Led Activities (Workplan 1.4.1.).....	15
5.4.2. TCC Support to the National Traditional Council (Workplan 1.4.2.)	16
5.5. Objective Four: (Workplan 1.5.).....	18
5.5.1. Enhance Institutional Capacity of Media Main Partners (MMP) (Workplan 1.5.1.)	18
5.5.2. Specialized Consulting and Business Development Initiative (Workplan 1.5.2.).....	19
5.5.3. Sol Plaatje Media Leadership Training Program (Workplan 1.5.3)	21
5.5.4. Women's Media Initiative (Workplan 1.5.5).....	22
5.5.5. High School to Journalism Initiative	24
5.5.6. Investigative Journalism Initiative.....	24
5.5.7. On-line Media Resources Clearinghouse (Workplan 1.5.8.)	25
5.5.8. Exit Strategy (Workplan 1.5.9.)	25
5.6. Objective Five: (Work plan 1.6.).....	26
5.6.1. Enhance Media Content of Partner CRSs (Workplan 1.6.1.).....	26
5.6.2. Ensure Effective Monitoring of CRSs (Workplan 1.6.2.)	26

5.6.3.	Strengthen Community Radio Station Boards (Workplan 1.6.3.)	26
5.6.4.	Establish Equipment Resources Pool (Workplan 1.6.4.)	27
5.6.5.	Build the Institutional Capacity of ALICOR (Workplan 1.6.5.)	27
5.7.	Objective Six: (Workplan 1.7.)	27
5.7.1.	Ensure Effective Use of SMS System (Workplan 1.7.1.)	27
5.8.	Objective Seven: (Workplan 1.8.)	28
5.8.1.	Build Capacity of Civil Society to Utilize FOI (Workplan 1.8.1.)	28
5.8.2.	Develop and Maintain FOI Tracking System (Workplan 1.8.2.)	29
5.8.3.	Support County FOI Networks to Encourage use of FOI Law (Workplan 1.8.3.)	30
5.8.4.	Materials Development (Workplan 1.8.4.)	32
5.9	. Objective Nine: (Workplan 1.9.)	32
5.9.1.	RSC Start-up (Workplan 1.9.1.)	32
5.9.2.	RSC Training and Mentoring of Regional CSOs/CRSs (Workplan 1.9.2.)	33
5.9.3.	Social Enterprise Development (Workplan 1.9.3.)	33
6.	GENDER AND YOUTH (Workplan 2.)	34
6.1.	Ensure Effective Implementation of the Gender Mainstreaming Strategy (Workplan 2.2.)	34
6.1.1.	Identify and train MPs' Gender/Youth Focal Points (Workplan 2.2.2.)	34
6.1.2.	Identify and Train CSOs'/CRSs' Gender/Youth Focal Points (Workplan 2.2.3.)	34
6.1.3.	Conduct Gender Assessment with MPs (Workplan 2.2.4.)	34
6.2.	Complete and Implement Youth Mainstreaming Strategy (Workplan 2.3.)	34
6.2.1.	Conduct Youth Mainstreaming Training for MPs (Workplan 2.3.4.)	34
6.3.	Conduct Ongoing Gender and Youth Mainstreaming Mentoring and Monitoring of CSOs/CRSs (Workplan 2.4.)	35
6.4.	Strengthen Relationships with Relevant Institutions (Workplan 2.5.)	35
6.5.	Implement Women and Youth Celebrations with Partners (Workplan 2.6.)	36
7.	GRANTS (Workplan 3.)	36
7.1.	Ensure Compliance with USAID and IREX Policies (Workplan 3.1.)	36
7.2.	Improve and Maintain Subgrant Filing and Tracking System (Workplan 3.2.)	36
7.2.1.	Update Backlog of Subgrant Information on the IKNOW Sub-award Tracking System (Workplan 3.2.2.)	36
7.3.	Coordinate Grants Support with CS, Media and RSC (Workplan 3.3.)	36
7.3.1.	Work with RPs to set up New Re-granting System for Awarding Grants to CSOs (Workplan 3.3.2.)	36
7.4.	Provide Support as Needed (Workplan 3.4.)	36
7.5.	Administer Grants (Workplan 3.5.)	37
7.5.1.	Reconciliation Grants (Workplan 3.5.2.)	37
7.5.2.	CSO Advocacy Grants (Workplan 3.5.3.)	37
8.	MONITORING AND EVALUATION (Workplan 4.)	37

8.1.	Performance Management Plan (Workplan 4.1.).....	37
8.1.1.	Administer the PMP (Workplan 4.1.1).....	37
8.1.2.	Establish Centralized System for Data Collection (Workplan 4.1.2.)	37
8.2.	Conduct assessments and Surveys (Workplan 4.2.)	38
8.2.1.	Conduct Survey on Percentage of Liberian Population Reached by Community Radio Partners (Workplan 4.2.3.).....	38
8.3.	Training and Tools (Workplan 4.3.).....	38
8.3.1.	Assess and Provide Technical Assistance to MPs for Improved M&E Systems (Workplan 4.3.1.)	38
8.4.	Train new M&E Officer and provide continuous training and support to M&E Assistant (Workplan 4.4.) ...	38
8.4.1.	Provide Ongoing Training and Support for M&E Assistant (Workplan 4.4.2.).....	38
9.	ATTACHMENTS	38

1. EXECUTIVE SUMMARY

The third quarter of Year Four for the CSML program was characterized by numerous trainings and continued mentorship to all of our civil society and media sector partners. The trainings coupled with targeted workshops with leaders and staff from our partner organizations helped to further build the capacity of these institutions to fulfill their roles as CSML partners, and thrive after the program ends in 2015.

The Mentors and Master Trainers from our Resource Partners (RPs) were fully engaged in training this quarter, including participating in various trainings, as well as developing and delivering trainings to the Civil Society Organizations (CSOs) and Community Radio Stations (CRSs) they mentor under the CSML program. The RPs developed new skills in Organizational Development (OD), Project Cycle Management, Proposal Writing, Youth Mainstreaming, Board Development, and Reconciliation. They also worked collaboratively among themselves and with local consultants to deliver training on Board Development, Advocacy, Reconciliation, and the SMS initiative. Other key partners like the Center for Media Studies and Peacebuilding (CEMESP) delivered additional training on participatory governance to partner CSOs, further empowering those organizations with the tools to engage effectively with local and national government.

Our media partners benefitted from enhanced mentoring in Content Creation, Basic Journalism, and Organizational Development, thanks to the ongoing support they receive from Media Main Partners (MMPs) Liberia Media Center (LMC) and the Liberia Women Media Action Committee (LIWOMAC), as well as from the Sol Plaatje fellows. Additional trainings on gender sensitive reporting and targeted one-on-one support from the Media Team have furthered these media outlets' capacity to produce quality news reporting. CSML's 19 Community Radio Partners benefitted as well from additional technical support and mentoring from LMC and LIWOMAC, and several stations received new equipment this quarter to ensure that they can continue to produce and share information with their communities.

This quarter was also characterized by public events and workshops centered on raising awareness around issues of sexual abuse, violence, and exploitation. Liberian Women Democracy Radio (LWDR) hosted three "I Know My Rights" Forums to engage community members and radio listeners on topics including teen pregnancy and spousal abandonment. IREX's Gender and Youth Manager led a public workshop and targeted training for media professionals on Sexual Exploitation and Abuse (SEA), and also supported LIWOMAC, who partnered with the Women's NGO Secretariat of Liberia (WONGOSOL) and the Female Journalists Association of Liberia (FeJAL) to hold a series of events in commemoration of the international 16 Days of Activism Against Gender-Based Violence campaign. These events increased the broader community's awareness of these important issues, and further solidified the role of civil society and media in promoting an informed, engaged society.

The activities accomplished this quarter demonstrate the breadth of information and depth of impact that IREX continues to achieve via the CSML program, largely thanks to the commitment and efforts of our extraordinary partners. As we move towards the end of Year Four, and begin to prepare for Year Five, the program will continue to implement an exit strategy that empowers our partners with the tools, confidence, and knowledge necessary to continue to serve and represent the Liberian people long after 2015.

2. PROGRAM PURPOSE

To sustain peace in Liberia through greater inclusion, giving a voice to, informing and engaging Liberian citizens.

3. PROGRAM RESULTS

- *Thirty (30) individuals (17 males and 13 females) participated in the Quarterly Partners' Meeting.*
- *Five (5) heads of Main Partner organizations (2 males and 3 females) took part in guided discussion about organizational planning for turnover of leadership.*

- Fifteen (15) Master Trainers and Mentors (9 males and 6 females) received training in Organizational Development.
- Seventeen (17) Master Trainers and Mentors (10 males and 7 females) were trained in Project Cycle Management and Proposal Writing for mentoring.
- Twenty-one (21) Master Trainers and Mentors (12 males and 9 females) were trained in Youth Mainstreaming.
- Two (2) Master Trainers (1 male and 1 female) designed the training manual for Board Development.
- Eight (8) Master Trainers and Mentors (4 males and 4 females) took part in a ToT on Board Development.
- Seventeen (17) MTs and Mentors (10 males and 7 females) took part in the Quarterly Mentoring Workshop.
- Fifty-seven (57) CSO directors and their board chairpersons (41 males and 16 females) were trained in board development.
- Twenty-three (23) Master Trainers and Mentors (12 males and 11 females) participated in a ToT in Reconciliation Module II.
- Sixteen (16) Master Trainers and Mentors (9 males and 7 females) co-facilitated or observed two reconciliation trainings each for greater familiarity.
- Fifty-five (55) CSO and CRS representatives (41 male and 14 female) were trained in Alternative Dispute Resolution, Reconciliation Module II.
- Two (2) CSO reconciliation grants were approved and are being implemented by CSOs during this quarter.
- Fifteen (15) Master Trainers and Mentors (10 males and 5 females) completed the design of the Advocacy Module II training manual.
- Fifty-six (56) CSO and CRS representatives (38 males and 18 females) took part in the Advocacy II training.
- Six (6) advocacy grants representing ten (10) CSOs and CRSs were approved. Two (2) additional proposals were received and are under revision.
- One (1) CSO roundtable grant was approved, and one (1) new proposal was submitted.
- Thirty (30) citizens representing local government authorities, CSO workers, and community radio station workers were trained in Participatory Governance.
- Fifteen (15) Master Trainers and Mentors (10 males and 5 females) provided training on the SMS Initiative to fifty-six (56) CSO and CRS representatives (38 males and 18 females).
- One-hundred and fifty (150) Chiefs participated in a Joint Council of Chiefs and Elders to discuss security and the community's role in reconciliation among border communities in Liberia and Cote D'Ivoire led by TCC/ATJ.
- One-hundred and fifty (150) citizens (105 males and 65 females) participated in a town hall meeting in Palala, Bong County, to resolve a dispute between local government officials and law makers with support from TCC/ATJ.
- Fifty-seven (57) citizens (10 males and 47 females) participated in a town hall meeting in Fuamah, Bong County organized by the women to convene government and local leadership.
- Forty-seven (47) individuals (28 males and 19 females) participated in a meeting with support from the TCC/ATJ trained Community Dispute Resolution Monitor (CDRM) to successfully resolve a boundary dispute.
- Six (6) senior staff members (3 males and 3 females) from the two (2) Media Main Partners (MMPs) and FeJAL participated in a five-day Organizational Development (OD) training.
- Three (3) coordination meetings were held with LMC during the quarter.
- Seven (7) reporters participated in two (2) monthly reporting trips to Bong and Grand Bassa counties.
- During a reporting trip, an LWDR reporter uncovered accusations of embezzlement on the part of a District Superintendent resulting in widespread news coverage and citizen response.
- Twenty-one (21) media professionals (15 males and 6 females) participated in a five-day gender sensitive reporting training.
- Eighteen (18) reporters and editors (13 males and 5 females) from seven (7) media outlets in October, and eight (8) reporters and editors (five males and three females) in December participated in story formulation sessions with the LMC.
- Ten (10) reporters (8 males and 2 females) from Sky FM/TV benefitted from radio and TV production training.

- Seventeen (17) reporters (five males and 12 females) from LWDR received training in script writing, editing, and other basic reporting skills.
- Five (5) SCBDI partner outlets underwent financial assessments facilitated by a Sol Plaatje fellow in order to develop comprehensive long range business plans.
- Four (4) Media Managers of SCBDI partners (2 males and 2 females) received training from a Sol Plaatje fellow in developing business plans and conducting market research.
- The second group of Sol Plaatje fellows provided mentorship to Radio Vahun and Peace Radio in media management.
- Forty-seven (47) individuals (19 males and 28 females) reviewed and provided input to a draft gender policy during a roundtable discussion led by LIWOMAC and FeJAL.
- Forty-seven (47) Media Managers, government officials, reporters and civil society organizations (19 males and 28 females) were introduced to SEA prevention, identification, and response strategies.
- Six (6) staff members of LIWOMAC and FeJAL (3 males and 3 females) participated in a Training of Trainers on Sexual Exploitation and Abuse (SEA).
- Thirty-five (35) media professionals (16 males and 19 females) attended the official launch of the National SEA Awareness Campaign.
- Thirty-eight (38) female journalists from six (6) CRS partners received training and mentorship in editing, program production and gender sensitive reporting.
- One-hundred and one (101) community members (2 males and 98 females) in three counties attended an “I Know My Rights” forum, an initiative designed to engage women in discussion about issues that affect them and their families.
- Five (5) additional students were recruited for the High School to Journalism project in addition to the one-hundred and forty-five (145) students recruited in the previous quarter.
- Three (3) reporters (2 males and 1 female) submitted proposals to receive Investigative Reporting grants.
- Two (2) roundtable discussions were held to begin developing a framework for a journalism institute in Liberia.
- Ninety-seven (97) community radio journalists (75 males and 22 females) received mentoring in Content Creation.
- Four (4) CRSs received technical support from the LMC.
- Broadcast equipment was installed at six (6) CRSs
- Eighteen (18) community radio professionals (all male) from four (4) community radio hubs benefitted from one-on-one training and mentoring on the SMS Initiative.
- CSML’s SMS Initiative was presented at the international ICTD2013 Conference in Cape Town, South Africa.
- Twelve (12) reporters and producers (9 males and 3 females) were trained on the FOI law with support from TCC/ATI.
- Fifty-one (51) FOI stakeholders held a meeting organized by TCC/ATI to identify and resolve barriers to successful FOI implementation.
- Forty-eight (48) teachers participated in an FOI information session hosted by TCC/ATI.
- Thirty-five (35) members of the Association for Disabled Females participated in a training on FOI filing led by TCC/ATI.
- Over eight-hundred and fifty (850) individuals benefitted from FOI awareness raising activities hosted by TCC/ATI across CSML’s seven target counties.
- One-hundred and fifty-nine (159) individuals (109 males and 50 females) visited the Regional Support Center during the quarter.
- All seventeen (17) targeted CSOs and CRSs represented by thirty-six (36) individuals received one-on-one mentoring meetings with the RSC staff at the RSC.
- Thirty-four (34) mentoring visits were conducted by the RSC mentors to the seventeen (17) targeted CSOs and CRSs.

- *Twenty-one (21) Mentors and Master Trainers (12 males and 9 females) participated in Youth Mainstreaming Training.*
- *Eighteen (18) organizations (11 CSOs and 7 CRSs) benefitted from mentoring provided by IREX's Gender and Youth Manager.*
- *Sixty (60) individuals participated in sit-in protests organized by Main Partners WONGOSOL and LIWOMAC at several key government offices in Monrovia to raise awareness of child rape.*
- *Over one-thousand (1000) Liberian men, women, and youth participated in a street march to demand justice for rape victims organized by LIWOMAC and WONGOSOL, with participation from President Ellen Johnson Sirleaf.*

4. PROGRAM ACTIVITIES

4.1. MANAGEMENT OVERVIEW

There were no significant changes in the office this quarter in regards to management or staffing. The IREX staff continues to strive to serve as a model organization, and continuously aims to improve our communication and organizational systems to ensure that our work is successful. To mark the end of the calendar year, IREX staff held a retreat at Quelu Farm in Careysburg. We took advantage of that time to reinvigorate our team, reflect on a challenging successful year, and look forward towards what is sure to be a busy final year of program implementation.

4.2. FINANCE, ADMINISTRATION AND IT

4.2.1. FINANCE

4.2.1.1. ENSURE COMPLIANCE WITH EXISTING AND NEW GOL REGULATIONS

Throughout the quarter, the Finance Office liaised with relevant government ministries and agencies to ensure that CSML worked in compliance with existing and new government regulations.

4.2.1.2. PROVIDE SUPPORT TO SUBGRANTEE'S FINANCE OFFICERS

The Finance Office worked with the Grants Office to review submitted documents including financial reports submitted by subgrantees corresponding to the completion of various milestone activities during the quarter. With approval from the Program teams, payments were made to subgrantees that fully met all deliverables outlined in their subgrant agreements. Ongoing financial and grant support was also provided to subgrantees during the quarter.

4.2.1.3. ONGOING FINANCIAL MANAGEMENT

Throughout the quarter, CSML maintained its burn rate as more payments were made on subgrants, contracts, trainings, and other program expenditures.

Total expenditure for the quarter amounted to \$696,000. Expenditure, therefore, represents approximately 28% of the annual budget of US\$2,482,000.00.

4.2.2. ADMINISTRATION

4.2.2.1. RENEW SERVICE CONTACTS AS NEEDED

The Administration Office completed vehicle registration renewal for five vehicles including four loaned to our partners and one IREX office vehicle. Additionally, the Administration office obtained a work permit from the Ministry of Labor for the Senior Media Specialist.

4.2.2.2. PROVIDE SUPPORT TO OTHER DEPARTMENTS AS NEEDED

Throughout the quarter, the Administration Office provided support to the Program departments as needed. This included completion of the monthly staff list which was sent to HQ, as well as carrying out all routine administrative activities during the period.

4.2.3. INFORMATION TECHNOLOGY

4.2.3.1. PROVIDE IT SUPPORT AND MAINTENANCE TO IREX

The IT Officer ensured the ongoing maintenance of IREX's IT equipment throughout the quarter, including repairing the photocopy machine, the shared drive, and replacing the damaged roller on the black and white printer in the IREX office. In addition, five internet modems were purchased to assist staff during field visits.

4.2.3.2. PROVIDE IT SUPPORT TO CSML PARTNERS

4.2.3.2.1. Provide ongoing IT support and Maintenance to CSML Partners

The IT Officer provided support to the Liberia Media Center (LMC) with their ongoing implementation of the SMS Initiative. Earlier in the quarter, an electric shock damaged the server board and two sources of power supply. After determining that the server was damaged beyond repair, the IREX IT Officer worked with the LMC Team to purchase a new Dell T410 server, along with one uninterruptible power supply (UPS) and a voltage regulator to reduce the probability of similar problems in the future. These items were installed and the server is now up and running and fully functional.

The IT Officer also visited the campus of the Development Education Network-Liberia (DEN-L) during the quarter to support the installation of an upgraded internet system at the Regional Support Center (RSC). The completion of the installation is delayed until DEN-L's Internet service provider completes their internet upgrade, which is expected to occur in January.

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

Throughout the quarter, the IT Officer supported the Press Union of Liberia (PUL) with ongoing maintenance of the Online Media Resources Clearinghouse (OMRCH), <http://www.pul.org.lr> which has been running smoothly since it went online in August. The IT Officer assists the webmaster in uploading articles, videos, and audio clips and managing the OMRCH's Facebook and Twitter pages. Radio Veritas is one of the first stations to express interest in taking advantage of the child domain/Sub domain feature on the site to allow media outlets without a website to post their stories.

4.2.3.2.3. Perform quarterly monitoring and mentoring of SMS hubs

Eighteen (18) community radio station journalists received training on the SMS Initiative platform

The IT Officer conducted quarterly site visits to the SMS hubs in four counties (Lofa, Nimba, Bong, and Grand Bassa) during the quarter. Travelling with the LMC IT Officer/Network Coordinator, these visits provide the hub operators and CRS staff with training follow-up and mentorship on the platform, and allow IREX and the LMC to conduct general maintenance of hub computers. During the visits, an Antivirus update was performed on every computer assigned to each hub and Trojans, Malwares, and all dangerous software applications were removed from computers to ensure that they are functional at all times. A total of 18 reporters including hub operators were trained from the four counties on the usage of the SMS Initiative platform with a focus on creating an Opinion Poll, submitting Complaints, and an overview of the platform's backend.

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

5.1. GENERAL (WORKPLAN 1.1.)

5.1.1. HOST WEEKLY PROGRAM MEETINGS (WORKPLAN 1.1.1.)

The Program team continues to hold weekly meetings at 9am every Tuesday to provide updates on program implementation and coordinate activities. These meetings are facilitated by the Senior Program Manager and include the Civil Society and Media teams, as well as the Gender and Youth Manager, Senior RSC Program Officer, M&E Manager and Program Assistant. The Program Assistant shares notes from the meeting with the Program team and Chief of Party following each meeting.

5.1.2. HOST QUARTERLY PARTNERS' MEETINGS (WORKPLAN 1.1.2.)

Thirty (30) individuals (17 males and 13 females) participated in the Quarterly Partners' Meeting.

IREX held a Quarterly Partners' Meeting on November 14th at Corina Hotel. The focus of that meeting was to brainstorm ideas for a potential program extension beyond February 2015 and discuss CSML's exit strategy for the remaining year of programming to ensure, that in the event the program is not extended, the gains that have been made over the past several years are sustained. In addition, the Senior Program Manager and a representative from the Young Men's Christian Association (YMCA) held a discussion of the IREX Youth Mainstreaming Strategy, which was developed by the YMCA in partnership with IREX. The group brainstormed strategies to ensure that the document is utilized by IREX's partners both within the IREX program activities and beyond.

The agenda for the Quarterly Partners' Meeting is included with this report as Attachment 1.

5.2. OBJECTIVE ONE: (WORKPLAN 1.2.)

5.2.1. ENHANCE INSTITUTIONAL CAPACITY OF RPs (WORKPLAN 1.2.1.)

5.2.1.1. PROVIDE LEADERSHIP TRAINING TO MPS' EXECUTIVE DIRECTORS (EDS) AND MASTER TRAINERS (MTs) (WORKPLAN 1.2.1.1.)

Five (5) heads of Main Partner organizations (2 males and 3 females) took part in guided discussion about organizational planning for turnover of leadership.

The Leadership Breakfasts with the heads of the Main Partners continued into the quarter under review. The topic for the December 11th breakfast was "Building Leadership in our Organizations." It had been observed that some directors were not planning for the time of their departure and preparing others in the organization for a smooth transition. Directors were encouraged to delegate a certain level of authority and decision making, both for smoother transitions when they leave their organizations and for better operation of all units.

The Executive Director of DEN-L was asked in advance to talk about DEN-L's policies, which include a Constitutional limit of EDs to two terms, consultation with staff during appointment of a new director, commitment of outgoing leaders to provide help to their successors, and preparation of staff within the organization for succession. The example of recent turnover of two senior positions in IREX Liberia was also used as an example. The tone was informal conversation in which everyone felt comfortable making comments.

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

Fifteen (15) Master Trainers and Mentors (9 males and 6 females) received training in Organizational Development.

In October, Ghanaian consultant Daniel Inkoom delivered the first five-day training in Organizational Development (OD) to 15 RP Trainers and Mentors. His approach encouraged trainees to focus on themselves first in order to get a more holistic picture of their mentoring interventions, including their personal roles as interveners. It won high praise from the CS trainers and mentors. One participant said it helped him think about how to approach his interaction with a difficult mentoring partner differently, while another said "it gives us the energy to keep going." Overall training goals were as follows:

- Enhance ability of participants to influence self, individuals, organizations and large systems
- Increase competence in understanding and working with multiple levels of systems
- Improve skills in recognizing and working with multiple realities
- Enhance one's presence as an intervener and use of self as an instrument of change in organizations
- Enhance appreciation of organizational culture and differences and enhance competence in influencing organizational systems in a multicultural context
- Create a community of practitioners who work to empower organizations to contribute to the sustenance of peace in Liberia

Participants developed personal work plans for the three months between the consultant's visits, and he made himself available by email for mentoring as they implemented their plans.

5.2.1.3. PROVIDE RPS MORE TRAINING AND EXPERIENCE IN GRANT MAKING (WORKPLAN 1.2.1.4.)

Seventeen (17) Master Trainers and Mentors (10 males and 7 females) were trained in Project Cycle Management and Proposal Writing for mentoring.

The quality of CSO grant applications has demonstrated that CSOs were not getting the mentoring they needed for proposal preparation; likewise work with the RP Grant Review Committee (GRC) demonstrated that Master Trainers and Mentors needed training or retraining. In November, the CS Team delivered training for 17 Master Trainers and Mentors. The goal was to reduce the grant application weaknesses that come to the Grant Review Committee, streamline the grant writing and approval process and, ultimately, enhance the capacity of all CS partners to win well designed grants after the end of the program.

The three-day training covered Project Cycle Management, which was important for providing the context of the proposal, and all the parts of the proposal. On the third day participants made practical use of the learning by evaluating and writing feedback for CSO proposals that were with the GRC at the time. The RPs were also encouraged to assist the CSOs by email and phone between visits to speed up their proposal revisions.

During the period the GRC reviewed 13 grant applications, in each case giving feedback for revisions or approving for granting. Re-submitted grants were hence reviewed at least twice. Nine grants were signed by the RPs, who drafted their own FOG agreements and obtained approval from IREX. At the end of the quarter the CS Team and Grants Officer made the determination that it was time to disband the Grant Review Committee and permit the RPs to mentor their CSOs' proposal writing, determine when it was ready for granting, and oversee their grant implementation. Beginning in January they will submit to IREX each month a CSO Grant Tracking sheet showing grant applications, grants being implemented, and their status.

5.2.1.4. ENHANCE YOUTH MAINSTREAMING CAPACITY OF MAIN PARTNERS (WORKPLAN 1.2.1.6.)

Twenty-one (21) Master Trainers and Mentors (12 males and 9 females) were trained in Youth Mainstreaming.

All MPs participated in a Youth Mainstreaming Training in October, facilitated by IREX's Gender and Youth Manager (see details in section 6.2.). The training empowered the MPs to better integrate youth priorities into their mentorship and overall organizational approach, and introduced them to the Youth Mainstreaming Strategy developed by YMCA and the Gender and Youth Manager.

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

Two (2) Master Trainers (1 male and 1 female) designed the training manual for Board Development.

Eight (8) Master Trainers and Mentors (4 males and 4 females) took part in a ToT on Board Development.

The YMCA and West Africa Network for Peacebuilding (WANEP) Master Trainers designed a training manual to complement the Board Development Manual that YMCA had developed earlier. The training materials were introduced to the other MTs and Mentors at a one day TOT in November. In December they practiced using their knowledge by training CSO directors and board chairs (see details in section 5.2.2.2.). CRSs and their boards were not included as they have already received mentoring in board development by the Media Team.

5.2.1.6. BUILD MTs'/MENTORS' SKILLS TO PROVIDE INDIVIDUALIZED ASSISTANCE IN STRATEGIC PLANNING WITHIN THEIR ORGANIZATIONS AND TO CSOs/CRSs AS NEEDED (WORKPLAN 1.2.1.9.)

Arrangements were completed with the regional OD trainer to allocate one day during his January consultation with RPs to facilitating strategic planning for partner CSOs/CRSs.

5.2.1.7. HOLD QUARTERLY MENTORING WORKSHOPS FOR RP TRAINERS/MENTORS (WORKPLAN 1.2.1.10)
Seventeen (17) MTs and Mentors (10 males and 7 females) took part in the Quarterly Mentoring Workshop.

The Quarterly Mentoring Workshop focused primarily on finalizing and familiarizing the Mentors, Master Trainers, and Executive Directors with the draft advocacy training manual. In addition, the mentoring checklist was adopted to incorporate the changes made during the last mentoring meeting. Finally, the CS Team and the RPs reviewed the RP and CSO training schedules and made adjustments according to available dates.

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

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

This quarter, the Resource Partners submitted success stories to highlight the improvements they have observed among their mentee CSOs and CRSs. The highlights from those success stories are compiled and included with this report as Attachment 2.

5.2.2.1.1. EMPLOY OD TECHNIQUES TO ENHANCE INSTITUTIONAL NEEDS ASSESSMENT AND MENTORING INTERVENTIONS (Workplan 1.2.2.2.1.)

Following the October Organizational Development training, the RP mentoring teams were able to apply new approaches in their regular mentoring of all CSO and CRS partners. Being able to correspond with the trainer in Ghana was an extra source of aid to them.

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

Fifty-seven (57) CSO directors and their board chairpersons (41 males and 16 females) were trained in Board Development.

This quarter was very busy for CSO and CRS training. Instead of offering a menu of training topics from which each CSO would have at least four as planned, the RPs delivered five training topics to each CSO except in the RSC, where training will be delivered in the new quarter. Three topics—advocacy, participatory governance, and SMS—were written together into one training period for CSOs and CRSs. The Media Team had already worked with CRSs on board development and SMS. Following are the trainings offered; most are discussed more fully in the appropriate sections:

- Advocacy and Anti-Corruption, Module II (see section 5.3.1.1.)
- Participatory Governance (see sections 5.3.1.1. and 5.4.1.1.)
- Use of SMS technology for civil society involvement in government affairs (see section 5.4.1.1.1.)
- Alternative Dispute Resolution and Reconciliation, Module II (see section 5.2.3.1.)

- Board development: A three-day board development training was offered for the head and the board chairperson of each CSO. Participants were given their own copies of the CSML Board Development Handbook to refer to during the training and take with them. The training allowed for individual work by each CSO, at which director and board chair developed together a Board Development Action Plan. Master Trainers and Mentors are also ready now for ongoing mentoring help to the boards, as planned in the Workplan and discussed in section 5.2.1.5.

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

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

Twenty-three (23) Master Trainers and Mentors (12 males and 11 females) participated in a ToT in Reconciliation Module II.

Sixteen (16) Master Trainers and Mentors (9 males and 7 females) co-facilitated or observed two reconciliation trainings each for greater familiarity.

The focus of the CSML reconciliation initiative has been alternative dispute resolution, one of the outputs of the Road Map to Reconciliation. Reconciliation has been the only training topic in which some MTs have not had the confidence to train CSOs and CRSs without assistance, even after their work with the consultant in the previous quarter and the ToT he offered in October. Liberian consultant Bill Saa delivered the ToT to 23 Master Trainers and Mentors including those from the RSC. The consultant was then contracted to facilitate the module to two groups of CSOs and CRSs with the MTs and Mentors observing and taking part. From that point two experienced Master Trainers (YMCA and WANEP) led the training together in Lofa County and the Southeast, with some assistance from their Mentors.

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

Fifty-five (55) CSO and CRS representatives (41 male and 14 female) were trained in Alternative Dispute Resolution, Reconciliation Module II.

Two (2) CSO reconciliation grants were approved and are being implemented by CSOs during this quarter.

As noted in section 5.2.1.3., Reconciliation consultant Bill Saa trained two consecutive groups of CSOs and CRSs, from Montserrado and Grand Bassa Counties. Two experienced Master Trainers (YMCA and WANEP) led the training together in Lofa County and then in the Southeast. A total of 55 CSO and CRS representatives received the training.

Three CSOs submitted reconciliation grant proposals based on the Module I training received last year even as Module II training was ongoing. One was from the Lofa County Network of NGOs (Lofa Net) to reactivate the Voinjama Conflict Management Committee to deal with conflict between two historically rival ethnic groups, the Mandingo and the Loma, in the town of Ziggida. The project will train committee members to work with the groups to report signs of early warning of conflict and with relevant stakeholders to intervene and address the issue before it becomes worse.

Another was submitted by National Empowerment Program for Women and Children (NEP) to heal a divide in a district of Montserrado between local government leaders and citizens. It was partly sparked by denial by local leaders of citizens' request to have a voice in the allocation of County Development Funds (CDF). Upon the advice of the Grant Review Committee, NEP worked first with the leaders on the CDF issue through quiet and targeted advocacy. When they had reached consensus on a role for community members, the leaders were eager to reconcile with their constituents and agreed with NEP to hold a three-day Peace and Reconciliation dialogue between 75

leaders and community members, followed by a sports competition. The CSML Reconciliation consultant is providing advice to NEP during project implementation.

A third proposal for reconciliation activities has received feedback from the Committee and is being revised.

5.3. OBJECTIVE TWO: (WORKPLAN 1.3.)

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

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

Fifteen (15) Master Trainers and Mentors (10 males and 5 females) completed the design of the Advocacy Module II training manual.

Fifty-six (56) CSO and CRS representatives (38 males and 18 females) took part in the Advocacy II training.

The four Master Trainers worked throughout the quarter on the design of the Advocacy and Anti-corruption Module II under the leadership of the WANEP MT and guidance of the CSML CS Team. It includes refresher material from the Module I training (policy analysis, analysis of target audience, message development and communication, impact of corruption and strategies to combat it) with new content, including the role of poverty in the political terrain, human rights and advocacy, power and politics, and more focus on “insider” and “outsider” approaches to advocacy. The anti-corruption module opened with the theme, “We have met the enemy and it is us” to encourage a look at the role of societal acceptance and expectations regarding corruption in common places such as the schools. Materials on principles of good governance, examination of dependency, and leadership styles were adapted from CEMESP’s Participatory Governance manual, and a full day focus was added on use of the CSML SMS Initiative.

The manual was reviewed at the Quarterly Mentoring Workshop, with MTs each presenting the topics they designed. There was lively discussion, particularly on “insider” and “outsider” approaches to advocacy and when agitation and confrontation through the media may and may not be useful. This furthered their ability to generate enthused discussion when facilitating the training with CSOs and CRSs.

The intensive 5-day training was provided in November and December to CSOs and CRSs in all counties except those within the RSC.

5.3.1.2. OFFER MORE FLEXIBLE ADVOCACY GRANT OPTIONS TO CSOs/CRSS FOR SUSTAINED OR MORE IN-DEPTH ACTIVITY (WORKPLAN 1.3.1.2.)

Six (6) advocacy grants representing ten (10) CSOs and CRSs were approved. Two (2) additional proposals were received and are under revision.

RPs submitted four new CSO advocacy grant proposals to the Grant Review Committee. The Committee approved two of them as well as four that were submitted earlier and revised. Following are the summaries:

- Refugees Education Sponsorship Program Enhancing Communities Together (RESPECT)’s proposal “Reducing Educational Malpractices in Schools” was approved and signed. RESPECT conducted an assessment on regular collection of funds from students for printing tests, collection of primary school registration fees without official receipts, and sexual abuse and money for grades. RESPECT is raising awareness of the findings and establishing educational watch clubs in six primary and secondary schools in two districts.
- A consortium of LIWOMAC, Female Journalists Association of Liberia (FeJAL), and WONGOSOL applied and were approved to carry out activities around the 16 Days of Activism Against Sexual and Gender Based Violence. They launched a live interactive radio program on LWDR to educate the public about sexual crimes, medical procedures, and legal response systems; supported 90 women from Bong, Grand Bassa and

Montserrado Counties to participate in the mass anti-rape campaign during 16 Days of Activism and conduct follow on activities in their counties; and produced a 15 minute awareness video to portray the harm associated with rape and the need for victims to speak out and for reducing the compromising of evidence.

- Center for Justice and Peace Studies (CJPS) received approval of a revised proposal to train 40 community members from two communities in the Jorquelleh 1 District of Bong County on voting processes and the importance of voting so they could enhance awareness through drama, radio, and town hall meetings.
- Inter-Visionary Artists (IVA), Liberia Motorcycle Transport Union (LMTU), and Radio Kergheamahn (RK FM) were approved for a revised proposal focusing on reducing mob violence incidents by motorcycle riders and gas vendors in Ganta.
- Aiding Disadvantaged and Traumatized Women in Liberia (ADWANGA) resubmitted a proposal and was approved to conduct lobbying efforts in Tappita District, Nimba County for the full implementation of the Girls' Education Policy, specifically the section guaranteeing safe spaces for girls in school. They are engaging officials of the Ministries of Education and Gender and Development on gender-based violence issues affecting girl students and providing a four-day training to 16 adolescent girl students, five parents and four school administrators. A multi-stakeholder committee will monitor progress and ensure project sustainability.
- Fore-runners of Children's Universal Rights for Survival (FOCUS) received approval on an earlier submitted proposal to assess the implementation of the Government's Free and Compulsory Primary Education policy for public schools and share its findings with stakeholders in the education sector. The RP and CS Team provided assistance in writing the survey instruments.

Two proposals submitted during the quarter required some revision:

- Community Safety Initiative (CSI) proposed "Advocacy for Citizens' Participation in the Use of the District Development Fund in Kolahun District." They submitted revisions at the end of the quarter and are ready for approval in early January.
- Concerned Christian Community (CCC) seeks to reduce teenage pregnancy in two communities (Buzzi Quarters and Bernard Communities) and three schools (G.W. Gibson, Gray D. Allison and Adventist High Schools). A revision is expected in the next quarter.

5.4. OBJECTIVE THREE: (WORKPLAN 1.4.)

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

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

Thirty (30) citizens representing local government authorities, CSO workers, and community radio station workers were trained in Participatory Governance.

One (1) CSO roundtable grant was approved, and one new proposal was submitted.

CEMESP provided its Participatory Governance training to government representatives, CSO workers and CRSs in a combined training group in the Montserrado districts of Careysburg and Todee. The training team reported some misgivings and even heated arguments about issues of marginalization and unfair allocation of resources that were eventually worked out smoothly. In addition, mixed levels of literacy required pictorial illustrations of concepts and

issues rather than printed handouts. As usual the training included a separate component for the participating CRSs to develop a weekly series called County Development Watch.

As discussed in section 5.3.1.1., portions of CEMESP's training manual were brought into the Advocacy and Anti-corruption Module II that was delivered to 56 CSO and CRS representatives (38 males and 18 females).

NAYMOTE-Partners for Democratic Development (NAYMOTE) submitted a proposal to hold two roundtable discussions in Montserrado County to bring together legal experts, academia, CSOs, youth, women, student groups and Commissioners from the Constitution Review Committee to broaden the dialogue on the Constitution Review Process. It was approved in December for implementation in January.

A new grant proposal came in from Prison Fellowship Liberia to enhance understanding and communications between the officials of the justice sector and the community regarding laws and practices related to pre-trial detention. It will be reviewed in January.

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

Fifteen (15) Master Trainers and Mentors (10 males and 5 females) provided training on the SMS Initiative to fifty-six (56) CSO and CRS representatives (38 males and 18 females).

The CS Team and Master Trainers reviewed the training materials used for training the RPs in the SMS Initiative in August and adapted them for one day of training along with Advocacy II. It was delivered to 56 CSO and CRS representatives in November and December.

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

In continuance of its support to traditional leaders to appropriately carryout their duties and assist in the country's development priorities (conflict resolution, governance, peace and genuine reconciliation), the Carter Center during this quarter conducted a series of town hall meetings and provided support to a joint council of chiefs and elders meeting in Zwedru, Grand Gedeh. The town hall meetings were followed by one-on-one chiefs' visit by County Disputes Resolution Monitors (CDRM) to assess the impact of the training and to provide ongoing mentorship and assistance to traditional leaders on good governance.

A portion of the funds to support the Carter Center's efforts are provided through the CSML program.

5.4.2.1. JOINT COUNCIL OF CHIEFS AND ELDERS MEETING

One-hundred and fifty (150) Chiefs participated in a Joint Council of Chiefs and Elders to discuss security and the community's role in reconciliation among border communities in Liberia and Cote D'Ivoire.

As part of The Carter Center's (TCC) involvement with the Ministry of Internal Affairs, TCC facilitated the transportation of local traditional chiefs, women, and youth leaders to the Joint Council of Chiefs and Elders meeting. The meeting brought together 150 chiefs from border communities in Nimba, River Gee, and Grand Gedeh and was also attended by high level government officials from Liberia and Cote D'Ivoire, United Nations officials from both countries, INGOs, and the media. Discussion topics included security issues, communities' roles in restoring the peace and reconciliation, refugees, and youth employment.

The meeting concluded with the reading and signing of a joint communiqué that seeks to pursue peace, reconciliation and development between the two countries followed by special statements from the Presidents of Liberia and the Ivory Coast.

5.4.2.2. TOWNHALL MEETINGS AND CHIEFS VISIT

One-hundred and fifty (150) citizens (105 males and 65 females) participated in a town hall meeting in Palala, Bong County, to resolve a dispute between local government officials and law makers.

Fifty-seven (57) citizens (10 males and 47 females) participated in a town hall meeting in Fuamah, Bong County organized by the women to convene government and local leadership.

Forty-seven (47) individuals (28 males and 19 females) participated in a meeting led the Chief and with support from the CDRM to successfully resolve a boundary dispute.

In Bong, the CDRM collaborated with citizens of Palala, Kpaai chiefdom and hosted a townhall meeting to address issues with the district commissioner and its law maker and included 150 citizens. At the ceremony, both disputants embraced one another, shared kola nut, and thanked the paramount chief and elders for their interventions. In a related development, the CDRM and CJA assigned in Fuamah chiefdom, Bong County monitored a town hall meeting organized by women of Hiddi on November 16th. The meeting was attended by 57 persons including the District Commissioner, Paramount Chief, Clan Chief, General Town Chief, women, and youth.

The CDRM visited chiefs in Zeansue, Gbatala, Palala, Totota, Salala and Melekie to support them in resolving local disputes including a workplace conflict and a boundary dispute. The visit to Zeansue was as a result of a dispute in which one of the parties reported that arms were taken up by the other disputant against his co-worker. In response CDRM met with the accused disputant, who indicated the allegation was not truthful. The CDRM met with the paramount chief and the District Commissioners of Yelequellah chiefdom, and they consented to their intervention.

The CDRM also followed up with the clan chief of Melekie, Jorquellah District regarding a boundary dispute between Jorpolu and Jorquellah clans. The chief reported that a meeting bringing together 47 community members was held as advised by CDRM. They confirmed that a resolution was reached whereby both clans were able to identify a common traditional boundary. CDRM will be informed on the official demarcation.

The CDRM also supported Paramount Chief Arthur Wennah of Suakoko Chiefdom with food for a dispute resolution meeting among traditional Zoes. Because the meeting was highly traditional, the CDRM was prevented from attending and from gathering any details such as the number of participants. However, the chief informed the CDRM that the result was successful and will bring about peace and unity amongst traditional leaders.

Finally, citizens of Jorquellah and Jorpollu clans on November 8th held a boundary harmonization meeting to resolve a long standing boundary dispute between the clans.

In Nimba, CDRM conducted a town hall meeting with traditional leaders and community dwellers on an array of developmental issues including the usage of funds collected from Poros activities, and allocating responsibilities for roadside brushing in Flumpa.

Similarly, an additional meeting was conducted following a homicide in Nimba that occurred as a result of a land dispute. The meeting brought together 80 traditional chiefs, women, youth, educators and other Local government actors to develop strategies to reconcile their District and avoid future violent incidences.

In another development, the CDRM on request from the Nimba chapter of the NTC facilitated mediation between two leaders of the chapter during a meeting held on November 1st and 2nd.

In Lofa, the NDRM and CDRM supported the traditional leaders, the Ministry of Internal Affairs, and the Christian community to amicably resolve a dispute between religious leaders in Malamu. The matter has since been resolved. However, NDRM, CDRM and the NTC Lofa Chair as well as the County Inspector are closely monitoring the areas to make sure all parties abide by the mediated agreement.

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

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

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

5.5. OBJECTIVE FOUR: (WORKPLAN 1.5.)

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

5.5.1.1. PROVIDE OD TRAINING AND MENTORING (WORK PLAN 1.5.1.1.)

Six (6) senior staff members (3 males and 3 females) from the two (2) Media Main Partners (MMPs) and FeJAL participated in a five-day Organizational Development (OD) training.

In October, six senior staff members from the two Main Media Partners (MMPs) LIWOMAC and LMC along with FeJAL participated in an Organizational Development (OD) training led by Ghanaian Consultant Dan Inkoom. During the five-day training, the partners learned how to recognize themselves as instruments of change in their organizations and recognize their obligation to influence organizational systems as well as help to create a community of practitioners who will work to empower organizations to foster peace in Liberia. One LIWOMAC participant described the training as an eye opener because it gave her an opportunity to develop an action plan for work as well as for her personal development and goals.

During the training, participants developed personal work plans for the quarter and received follow-up support from the consultant via email throughout the quarter. A follow-up training is planned for January 2014.

In addition to the training, Inkoom conducted a half-day assessment with both MMPs. The assessment indicated that LIWOMAC was moving towards building an organizational structure. Inkoom encouraged LIWOMAC's management team to hold regular staff meetings to foster open and improved communication.

For LMC, the consultant found that the lack of an Executive Director is affecting the organizational structure because the Officer-in-Charge is limited in making some decisions. However, Inkoom noted that the staff is passionate about working towards achieving the organization's mission.

To continue to support the MMPs OD goals, a local consultant was hired to mentor and provide organizational development support to the LMC, LIWOMAC, and FeJAL and also provide OD support to CSML's partner radio stations and SCBDI partners. The contract is for 65 days, from January 6 to March 31, 2014.

5.5.1.2. HOLD MONTHLY MEETINGS WITH EACH MMP (WORK PLAN 1.5.1.3.)

Three (3) coordination meetings were held with LMC during the quarter.

During the reporting period, IREX's Chief of Party and the Media Team held two meetings with the LMC. The first meeting held in October focused on the LMC's failure to deliver on milestones in a timely manner as required under their Fixed Obligation Grant (FOG). Other issues discussed included the slow implementation of activities and poor performance on the Media Content Analysis (MCA) activities that LMC oversees. After the discussion, the LMC initiated several actions to improve things. Among them was the appointment of an LMC staff member to oversee activities under the CSML program. Coordination between the appointed staff and the Media Team has led to vast improvement in the LMC's work with CSML.

In December, the CSML Media Team met with the LMC to coordinate plans for installing the new equipment for 11 CRS partners in Bong, Lofa, and Nimba counties. The installation began in December and will continue through

January. The IREX Senior Media Specialist and Senior Media Program Officer met with the LMC's Officer-in-Charge and his staff again in December to discuss coordination of the Specialized Consulting and Business Development Initiative (SCBDI), reporting trips, and investigative reporting grants.

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

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

Seven (7) reporters participated in two (2) monthly reporting trips to Bong and Grand Bassa counties.

During a reporting trip, an LWDR reporter uncovered accusations of embezzlement on the part of a District Superintendent, resulting in widespread news coverage and citizen response.

In November, four reporters travelled to Kokoyah District, Bong County to investigate a \$5.4 million USD Millennium Village project. The reporters from Women Voices, The Informer, LWDR and Sky TV/FM spent three days touring four towns in the district to investigate the status of the UNDP project that was initiated in 2008 which included construction of schools, clinics, and a women's rice cooperative. The reporters found that residents were disappointed that only one school and a clinic were built during the five-year project which had been handed over to the Liberian government last June. The women's rice project ended after one year and produced only 30 bags of rice. The reporters followed up with UNDP who said the project failed to fulfill its goal because it was only able to raise \$500,000. The story ran on the front and back pages of The Informer and Women Voices newspapers respectively and was a lead story on LWDR and Sky TV/FM.

While reporting the Millennium story, the reporters from LWDR and Women Voices uncovered two other strong stories. Both news outlets reported on a group of girls preparing for the Sande Bush, the secret society where girls undergo genital cutting. The LWDR reporter also did a story on the District Superintendent accused of embezzling \$30,000 in logging fees. The story was the biggest news story in Bong County in November and resulted in residents calling for the resignation of the superintendent after reporters confirmed that money for logging fees was deposited in his account.

The LMC trainer and IREX Senior Media Specialist guided the reporters and editors during the reporting, editing, and publication of the stories.

In December, three reporters (2 males and 1 female) from LWDR, the Informer, and the Daily Observer traveled to Grand Bassa to report on the Dumboy Festival, an event celebrating the county's traditional food (dumboy and soup) and also serving as a fundraiser for the County Development Fund. A coalition of civil society advocates protested the event accusing the organizers of failing to account for the funds raised since the festival's inception in 2008. The reporters interviewed county officials, festival organizers and attendees, including President Ellen Johnson Sirleaf. The story was published in The Informer and aired on LWDR.

5.5.2.1.1. Increase one-on-one mentoring sessions with trainees on specific Training themes (Workplan 1.5.2.1.1.)

The local broadcast consultant continued to mentor staff at the LWDR, LUX FM, Voice of Rural Montserrado and Sky FM during the quarter. He coached the mentees through visitations and provided editorial support.

5.5.2.1.2. Revise approach to gender sensitive reporting training to address issues identified in the Media Content Analysis Report (Workplan 1.5.2.1.2)

Twenty-one (21) media professionals (15 males and 6 females) participated in a five-day gender sensitive reporting training.

Regional Consultant Yeama Thompson conducted a five-day training on Gender Sensitive Reporting for 21 reporters under the SCBDI program. The training, which ran from December 16th through the 20th, was the second organized by CSML to encourage journalists to include women's voices in news reports.

The media outlets represented included six radio stations (Voice of Rural Montserrado, LUX-FM, United Methodist Radio, LWDR, SKYFM/TV, and Radio Veritas) and three newspapers (Women Voices, the Informer and Heritage).

Participants learned about the importance of including women's voices in development reporting, the historical and cultural reasons for the lack of gender diversity in the media, and media ethics and its relevance in gender sensitivity reporting. They also learned to use appropriate language/vocabulary to avoid portraying gender bias and injecting their opinions in news stories. For example, they were encouraged to use firefighters instead of firemen, salesperson instead of salesman, etc.

As part of the training, the reporters spent two days doing stories in the field on topics including education, teenage pregnancy, and the environment. Each participant submitted three gender-sensitive story ideas that they plan to pursue in the next three months. Topics included the lack of health care for women in rural Liberia, child rape deaths, illicit gold mining in Southeast Liberia, overpopulation in schools, and the increase in drug trafficking in Liberia.

Also during the training, participants began compiling a directory on women sources in Liberia. Two reporters were selected to work on finalizing the guide, and the Senior Media Specialist will guide the reporters in completing the directory.

5.5.2.1.3. Invite editors to story formulation sessions during trainings (Workplan 1.5.2.1.3.)

Eighteen (18) reporters and editors (13 males and 5 females) from seven (7) media outlets in October, and eight (8) reporters and editors (five males and three females) in December participated in story formulation sessions with the LMC.

On October 24th, 18 reporters and editors from seven media outlets gathered at the LMC to discuss and formulate story ideas for the monthly reporting trip. Some of the ideas discussed included sexual violence, corruption, conflict between church and traditional leaders in Lofa, and following-up on legislators in their constituencies during legislative break.

Each story idea was thoroughly discussed and suggestions were offered on how the stories could be pursued. The Senior Media Specialist also identified stories that were best suited to be supported under the Investigative Journalism grant. At the end of the meeting, the reporters agreed to travel to Kokoyah, Bong County to follow up on the United Nations Millennium Village project that began in 2008. Following the submission of initial reporting notes, a team of four reporters (one television, one radio, and two newspapers) were selected to participate in the November reporting trip (described in section 5.5.2.1.).

On December 6th eight reporters gathered at the LMC to formulate story ideas for the December reporting trip. The reporters decided to travel to Grand Bassa to report on the tensions between local officials and a civil society coalition group over County Development Funds allocated for the "Dumboy Festival" (see section 5.5.2.1.).

5.5.2.1.4. Continue customized training for outlets (Workplan 1.5.2.1.5)

Ten (10) reporters (8 males and 2 females) from Sky FM/TV benefitted from radio and TV production training.

Seventeen (17) reporters (five males and 12 females) from LWDR received training in script writing, editing, and other basic reporting skills.

IREX's Chief of Party and CSML's broadcast consultant led a training for ten reporters at SKY FM/TV on radio and television production from October 23rd through the 25th. Participants learned interviewing, writing, and leadership strategies for radio, and news gathering, writing, and packaging strategies for television.

From October 7th through the 11th, IREX's Senior Media Specialist led a week-long training for 17 LWDR reporters on basic reporting, grammar, script writing, editing, newsroom organization, and developing story ideas. Each day, the Senior Media Specialist guided the LWDR team in planning news and programming for the next day.

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

Throughout the quarter, the Media Team facilitated regular coordination among the broadcast consultant, editors, managers, and mentees of CSML partners through visitations, one-on-one meetings, and via email and telephone calls. The purpose of the interaction was to plan for training, mentoring, and provide editorial support to the outlets.

5.5.2.2.1. Editors perform monthly evaluations of mentees and mentors (Workplan 1.5.2.2.2.)

Throughout November, the LMC visited with Media Managers of four partner media outlets to receive feedback on the mentees' performance. The visited partners included the Voice of Rural Montserrado in Bensonville and Public Agenda, Women Voices and Sky FM/TV in Monrovia.

Overwhelmingly, the editors said their reporters' writing and reporting skills had improved. "They are reporting more balanced stories and we want to commend IREX and the LMC for the opportunity," one editor said.

The meetings for October and December did not take place because most of the editors were tied up with the Press Union of Liberia's (PUL) elections and the organization's annual congress. Some editors were running for elected positions and others were helping plan the Congress.

5.5.2.3. ENHANCE THE FINANCIAL SUSTAINABILITY OF PARTNER OUTLETS (WORKPLAN 1.5.2.4.)

5.5.2.3.1. Improve digital media resources to generate advertising revenue (Workplan 1.5.2.4.1.)

During the quarter, the Media Team held separate meetings with two potential marketing consultants to continue work with partner outlets. Barkue Tubman was selected as the individual best suited to assist media outlets in developing a digital marketing strategy to increase ad revenues. Her contract was drafted in late December and will be finalized and submitted to USAID in early January for concurrence.

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

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

5.5.3.1.1. Fellows work with marketing consulting on business plan development for Monrovia outlets (Workplan 1.5.3.1.2.)

Five (5) SCBDI partner outlets underwent financial assessments facilitated by a Sol Plaatje fellow in order to develop comprehensive long range business plans.

Four (4) Media Managers of SCBDI partners (2 males and 2 females) received training from a Sol Plaatje fellow in developing business plans and conducting market research.

From October 2nd through the 5th, Sol Plaatje Fellow Samuka Konneh conducted a business assessment for six media outlets in Monrovia including Heritage, Women Voices, Informer, Public Agenda, Sky FM/TV, and LWDR. The purpose

of the assessment was to help media entities develop comprehensive medium to long-term business plans aimed at increasing revenues and ensuring that the outlets are sustainable. Women Voices, Informer and Sky TV/FM previously had no business plan, while LWDR, Public Agenda, and Informer completed their business plans in Year 2 of the CSML program and needed additional support and motivation to successfully implement those plans.

From November 2nd through the 5th, Mr. Konneh conducted a training for business managers from four partner outlets including Heritage and Informer newspapers, Sky TV/FM and LWDR radio. The managers learned how to develop business plans, conduct market research and develop organizational mapping tools.

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

During the reporting period, the first group of fellows and the Media Team organized a mock training to help the two new fellows to develop skills in conducting media management training. The new fellows learned how to conduct marketing and financial planning.

The training prepared the new fellows to do practical trainings at Radio Tamba Taikor in Lofa County and Radio Totota in Bong County. They helped the management of the two stations establish financial policies and systems and Radio Totota received assistance in developing a budget. The evaluation showed that the new fellows are now ready to conduct marketing training at community radio stations on their own (see section 5.5.3.13).

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

The second group of Sol Plaatje fellows provided mentorship to Radio Vahun and Peace Radio in media management.

In December, the new fellows were assigned stations that they will mentor through the end of the CSML program. The station assignments were based on each fellow's strength, interest, and level of work required for a particular station based on assessment reports. (see section 5.5.3.1.2).

5.5.4. WOMEN'S MEDIA INITIATIVE (WORKPLAN 1.5.5)

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

5.5.4.1.1. Engage media managers on the draft gender policy (Workplan 1.5.5.1.1)

Forty-seven (47) individuals (19 males and 28 females) reviewed and provided input to a draft gender policy during a roundtable discussion

On October 17th, 47 individuals attended a one-day roundtable at Corina Hotel on the Draft Gender Policy for the Liberian media. The Policy is part of a broader strategy to foster a media environment that discourages sexual discrimination and improves the working conditions for female journalists. Participants included media managers, editors, development workers, the Minister of Gender and Development, and the Deputy Minister of Information, Culture and Tourism.

At the end of the forum, a Committee was established to finalize the Policy for distribution to media outlets and ongoing advocacy. The Committee met subsequently in November, has held numerous one-on-one meetings with media outlets and the Ministry of Information to solicit final inputs on the draft gender policy, and met again in December to roll out the implementation plan for the policy.

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

Forty-seven (47) Media Managers, government officials, reporters and civil society organizations (19 males and 28 females) were introduced to SEA prevention, identification, and response strategies.

On October 17th, IREX's Gender and Youth Manager facilitated a presentation on sexual exploitation for media managers, government officials, editors and female journalists at the roundtable event described in section 5.5.4.1.1. The presentation centered on how the media can respond to and prevent sexual exploitation of female journalists. The Media Team and Gender and Youth Manager will provide follow-on support to the PUL and FeJAL to establish a system for reporting SEA and help women journalists seek redress through a referral and investigative system in the media.

5.5.4.1.3. Deliver SEA training to media managers and reporters (Workplan 1.5.5.1.3.)

Six (6) staff members of LIWOMAC and FeJAL (3 males and 3 females) participated in a Training of Trainers on Sexual Exploitation and Abuse (SEA).

On December 11th and 12th, six individuals from LIWOMAC and FeJAL participated in a two-day Training of Trainers (ToT) on SEA facilitated by IREX's Gender and Youth Manager. Participants learned how to define SEA; global efforts to address the problem; how to identify SEA in the workplace; how to respond to the problem; and tips on facilitating training and presentations on the issue. Those trained will use the information to provide mentorship on SEA to SCBDI and CRS partners.

5.5.4.1.4. Launch awareness campaign on SEA and how to report it (Workplan 1.5.5.1.4.)

Thirty-five (35) media professionals (16 males and 19 females) attended the official launch of the National SEA Awareness Campaign.

To mark the end of the international observance of the 16 Days of Activism against Gender-Based Violence on December 10th, 35 people attended the launch of the Sexual Exploitation Awareness Campaign organized by FeJAL and LIWOMAC.

The participants from various print and broadcast outlets called for more research on sexual harassment and exploitation of female journalists in order to push managers to address the problem. Guest speakers called on media managers to stop using sex in exchange for hiring, promotions, and good assignments. Several female journalists shared stories about their experience with sexual harassment in newsrooms.

Media managers pledged their support for a gender policy to increase women's representation in the media and promised to take a proactive approach in addressing sexual harassment and exploitation. The campaign continued with members of FeJAL appearing on local radio talk shows to increase awareness and talk about the issues of SEA in the media.

5.5.4.2. INCREASE NUMBER OF WOMEN IN NEWSROOMS

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

Thirty-eight (38) female journalists from six (6) CRS partners received training and mentorship in editing, program production and gender sensitive reporting.

One-hundred and one (101) community members (3 males and 98 females) in three counties attended an "I Know My Rights" forum, an initiative designed to engage women in discussion about issues that affect them and their families.

During the reporting period, mentors from the LIWOMAC continued to mentor aspiring and young female journalists at Community Radio Stations. In November the LIWOMAC team visited four stations in Nimba, Grand Gedeh and River Gee Counties to train and mentor aspiring and working female journalists in digital editing, gender sensitive

reporting and program production. The participating stations included Radio Kerghemahn in Ganta, Nimba County; Voice of Saclepea in Nimba County; Radio Peace in Grand Gedeh County; and Radio Gee in River Gee County.

In December^h women from Grand Bassa, Grand Gedeh, Lofa and Bong Counties also received mentoring and training from the LIWOMAC team in basic reporting, news writing, script writing and program production. Participating CRSs included Bong Mines Community Radio (Bong), Magic FM (Grand Bassa), Radio Peace (Grand Gedeh), Radio Gee (River Gee), Radio Life and Kintoma (Lofa) and Radios Kerghemahn and Saclepea (Nimba).

The female journalists informed the mentors that they are interested in the WMI training, but expressed concerns about the lack of equipment to work on their skills after the training. They said they would like to have access to the stations' laptops, tape recorders and downloading cord. They asked that a system be developed to track the use of the equipment.

During the reporting period, LIWOMAC radio team hosted "I Know My Rights" forums focused on teen pregnancy and spousal abandonment in three counties: Toe Town, Grand Gedeh County; Saclepea, Nimba County; and Fish town, River Gee County. The forums were recorded, edited and broadcast as radio programs between November and December.

The forums in Saclepea and Fish Town both focused on spousal abandonment and attracted 26 and 30 community members, respectively. The teenage pregnancy forum in Toe town attracted 30 people. These topics were chosen by LWDR reporters because they are among some of the major issues plaguing these selected communities.

5.5.5. HIGH SCHOOL TO JOURNALISM INITIATIVE

5.5.5.1. PREPARE INTERESTED HIGH SCHOOL STUDENTS FOR JOURNALISM (WORKPLAN 1.5.6.1.1.)

Five (5) additional students were recruited for the High School to Journalism project in addition to the one-hundred and forty-five (145) students recruited in the previous quarter.

Plans were finalized with the University of Liberia's Mass Communications Department to begin the High School to Journalism Program in October. One-hundred-and-fifty (150) students were recruited to participate in the initiative designed to interest high school students to journalism with the goal of preparing them for a career in the field. In November, IREX Senior Media Program Officer worked with the University of Liberia's Mass Communications Department to update the timeline and FOG for the High School to Journalism Initiative which was formally signed in December. The initiative will begin activities in January.

5.5.5.1.1. Develop training module (2.5.6.1.1.)

In December the University of Liberia submitted the Milestone 1 deliverables for the High School to Journalism Initiative, including a training module, a plan for orientation, and a schedule for training the students. The documents were reviewed by the Senior Media Program Officer.

5.5.6. INVESTIGATIVE JOURNALISM INITIATIVE

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

Three (3) reporters (2 males and 1 female) submitted proposals to receive Investigative Journalism grants.

During the reporting period, three reporters submitted proposals for Investigative Journalism grants. Topics proposed include land conflict, child rape deaths, and tracking the County Development Fund in three counties. The Senior Media Specialist worked alongside these reporters to review their proposals and finalize their applications.

5.5.6.2. EXTEND INVESTIGATIVE JOURNALISM TRAINING TO CRSs (WORKPLAN 1.5.7.2)

During the quarter, the Media Team brainstormed on how to extend the Investigative Journalism grant to CRS reporters. The team decided that the Senior Media Specialist and the broadcast consultant will provide a refresher training along with one-on-one mentorship to assist interested reporters in developing story ideas and grant applications. The refresher training is expected to take place in February and will focus on corruption and government accountability.

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

5.5.6.3.1. Develop and Implement awards program plan (Workplan 1.5.7.3.1.)

In December, the Media Team met with the LMC to begin planning an awards ceremony to honor reporters in the journalism program, to be held in March. All reporters who participated in the mentoring program will receive certificates. Reporters will also be recognized for excellent reporting on themes such as gender, conflict sensitive reporting, corruption, peace and conflict and politics and governance. Reporters were encouraged to submit stories for recognition.

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

5.5.7.1. ENHANCE OMRCH CONTENT (WORKPLAN 1.5.8.2.)

Throughout the reporting period, the PUL continued to upload new content to the OMRCH, including news stories, videos, and audio files. With support from IREX's IT Officer, they also are improving the social media section of the clearinghouse which attracts new viewers to news stories and updated content via Facebook and Twitter.

5.5.8. EXIT STRATEGY (WORKPLAN 1.5.9.)

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

Two (2) roundtable discussions were held to begin developing a framework for a journalism institute in Liberia.

On November 5th, 20 media stakeholders (14 males and 6 females) attended a roundtable discussion on the creation of a journalism institute to train journalists after CSML ends in 2015. The meeting's goal was to engage media educators, managers, and trainers in a discussion on the challenges facing Liberian journalists and develop strategies to address those challenges.

All the participants agreed that CSML is doing a good job raising the standards of journalism in Liberia, but more work needs to be done. Overwhelmingly, they rejected the development of a mid-level training institute because some reporters and editors are still struggling with the basics. Participants said Liberia needs a journalism institute that will cater to journalists of all levels as well as offer short-term training courses on a variety of themes including newsroom management, digital media, social media, and the use of new media and technology.

On November 14th, a follow-up meeting was held in Grand Bassa during the Press Union of Liberia's Convention, attended by approximately 50 PUL members. Lamini Waritay, former Information Minister and President of the PUL, led a panel discussion on the proposal for creating a journalism-training institute. CSML has hired Waritay as a consultant to develop a proposal framework for the institute. Waritay will work in collaboration with a variety of

media stakeholders and the Senior Media Specialist to draft a proposal that could be presented to a donor after CSML ends in 2015.

5.6. OBJECTIVE FIVE: (WORK PLAN 1.6.)

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

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

Ninety-seven (97) community radio journalists (75 males and 22 females) received mentoring in Content Creation.

Earlier in the quarter, the LMC submitted a plan to conduct Radio Content Creation training at eight community radio stations during the months of November and December. The plan, based on the Content Creation Manual developed earlier in the year, covers a range of topics including creating news programming, script writing, editing and program production, interviewing, reporting, and diversifying news content to attract new listeners.

From November 1st through the 18th, LMC trainers provided training at Radio Jorwah in Bong County; Radio Tamba Taikor, Radio Vahun and Radio Life in Lofa County. Participants learned how to create content to attract listeners and enhance programming. Participants produced programs on health, community development, agriculture and education.

From December 3rd through the 12th, the LMC team provided content creation training and mentoring to CRS staff in Bong, River Gee and Grand Gedeh Counties. Participants learned how to create specialized programs on health, agriculture and package news. The CRSs that participated in the training included Voice of Webbo and Radio Gee, both in River Gee County; Peace Radio in Grand Gedeh; and Radio Jorwah in Bong County.

The LMC trainers encountered staffing challenges at some CRSs including turnover of managers and editorial staff at Radio Gee, Radio Jorwah, and Voice of Webbo.

At Peace Radio, the trainers were impressed that two non-editorial employees—the technician and financial manager—participated in the training for the first time.

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

5.6.2.1. IMPLEMENT MCA FOR CRSS (WORKPLAN 1.6.2.3.)

During the quarter, the LMC began collecting stories and programs for the Media Content Analysis, an effort designed to monitor the kinds of news stories and programs aired on CRSS. There were some challenges in analyzing the data resulting from the fact that some content was in local dialects that the coders could not understand and some reports were inaudible. Some stations did not submit reports, and others did not have the adobe software to download the programs. The Senior Media specialist met with the MCAT coordinator to discuss methods to improve content gathering for CRSS. Suggestions include asking the LMC trainers and technicians who already plan to visit stations to assist station managers to download the content and also work with the station managers to develop a system for submitting reports on time. IREX staffers who go in the field were also asked to gather content.

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

5.6.3.1. DELIVER BOARD DEVELOPMENT TRAINING (WORKPLAN 1.6.3.3.)

Throughout the quarter, the Sr. Media Program Officer continued to follow up and mentor the board members of Magic FM in Grand Bassa County; Radio Gee in River Gee County; Bong Mines Radio in Bong County; and Radio Kintoma in Lofa County. There were some impressive successes that were observed; the newly elected board at

Magic FM completed its board regulations and annual plan and Bong Mines revitalized its board by recruiting thirteen members from different sectors of the community.

5.6.4. ESTABLISH EQUIPMENT RESOURCES POOL (WORKPLAN 1.6.4.)

5.6.4.1. DETERMINE LOCATION FOR ERP (WORKPLAN 1.6.4.1.)

In December, the Senior Media Specialist met with the Director of Development Education Network- Liberia (DEN-L) to discuss the possibility of managing the Equipment Resource Pool (ERP) to ensure that radio stations have the spare parts and technical assistance they need to operate. DEN-L, one of IREX's main partners, was selected because it is a solid, well-managed organization and because of its proximity to many of the radio stations. The Senior Media Specialist will develop a concept to send to DEN-L for review by its Board in early January.

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

Four (4) CRSSs received technical support from the LMC.

Broadcast equipment was installed at six (6) CRSSs.

During the quarter, the LMC technical team provided technical assistance to four radio stations in Lofa County: Radio Life, Radio Tamba Taikor, Radio Kintoma and Radio Vahun. At Radio Vahun, the team repaired the eight-channel mixer, reinstalled new wiring, and a new telephone was connected to the mixer. The other stations receive routine maintenance checks.

The last barge of equipment for the second cohort of CRSSs arrived in Liberia on November 24th. The Senior Media Program Officer prepared FOGs for each community radio station to receive the equipment which includes radio FM transmitters and broadcast studio accessories. Those targeted to receive the new equipment include Voice of Webbo, River Gee County; Voice of Tappitta, Nimba County; Voice of Rural Montserrado, Bensonville; Super Bongese, Bong County; Radio Totota, Bong County; Radio Tamba Taikor, Lofa County; Radio Sehnwai, Nimba County; Radio Vahun, Lofa County; Radio Kerghemahn, Nimba County; Radio Karn, Nimba County; and Bong Mines Radio, Bong County.

In December the Installation began at Six CRSSs: Radio Karnplay, Voice of Tappitta, Voice of Rural Montserrado, Radio Vahun, Bong Mines Community Radio, and Radio Sehnwai. The installation was carried out by the Regional Service Technicians and a hired technical consultant. The remaining stations will receive their equipment and installation in early January.

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

5.6.5.1. IMPLEMENT AND MONITOR PROPOSED REFORM PLAN (WORKPLAN 1.6.5.1.)

ALICOR received the first installment (\$5,000) of a \$35,000 grant after completing its first milestone in December. As part of their first milestone activities, ALICOR began finalizing plans for hiring staff to manage the secretariat.

5.7. OBJECTIVE SIX: (WORKPLAN 1.7.)

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

Throughout October, IREX's Senior Program Manager and the Media Team worked with LMC to develop a new FOG for the implementation of the SMS initiative. The grant was signed in late October, and covers a full year of implementation from November 2013 through October 2014.

To complete the first Milestone the LMC submitted key planning and organization documents to ensure the successful ongoing rollout of the SMS initiative, as well as the upcoming roll out of the Freedom Fone component. In

order to move forward with full roll out IREX and LMC planned a stakeholder meeting which was expected to be held in December but was changed to January due to scheduling conflicts.

As described in section 4.2.3.2.1., there were some technical issues with the LMC server that arose due to inconsistent power supply. An electric shock damaged the server board and two sources of power supply. After determining that the server was damaged beyond repair, the IREX IT Officer worked with the LMC Team to buy a new Dell T410 server, along with one uninterruptible power supply (UPS) and a voltage regulator to reduce the probability of similar problems in the future. These items were installed and the server is now up and running and fully functional.

In November the IT Officer also travelled with the Network Coordinator at the LMC to conduct site visits to the four hubs. These trips are described in greater detail in section 5.7.1.1.

5.7.1.1. CARRY OUT REGULAR MAINTENANCE OF SYSTEM AT HUBS (WORKPLAN 1.7.1.5.)

Eighteen (18) community radio professionals (all male) from four (4) community radio hubs benefitted from one-on-one training and mentoring on the SMS Initiative.

During the month of November, the Network Coordinator at the LMC and IREX's IT Officer conducted quarterly site visits to the SMS hubs in Lofa, Nimba, Bong, and Grand Bassa counties. The four hubs received technical support, training and some troubleshooting to ensure that they operate effectively and efficiently.

A total of 18 male employees including reporters and hub operators from the four counties received basic tips on how to use the SMS Platform. They learned how to create opinion polls, process complaints, and how hub operators should use the platform's backend efficiently. Each hub computer also received Antivirus and software updates.

The hub operators said that the SMS platform is an essential part of their radio programming and they expressed strong interest in keeping the platform beyond CSML. However, they shared some frustrations over delays and inconsistencies in receiving their monthly stipends. Some of the financial problems stemmed from management problems facing the LMC. Most of the financial problems occurred as the LMC was closing the previous FOG and working on a new one. The new FOG and rigorous ongoing oversight of the implementation of the SMS grant should help address some of the challenges cited by the hub operators.

5.7.1.2. SMS INITIATIVE DEMONSTRATED AT INTERNATIONAL ICTD2013 CONFERENCE

CSML's SMS Initiative was presented at the international ICTD2013 Conference in Cape Town, South Africa

IREX's Senior Program Manager attended a conference from December 7th through the 10th in Cape Town, South Africa dedicated to Information and Communication Technologies for Development (ICTD), hosted at the University of Cape Town. The Senior Program Manager demonstrated the usage of the SMS initiative/Constituency Communication Platform (CCP) as an innovative tool to connect citizens, community radio, and local government using mobile phone technology. IREX's participation raised awareness of CSML, IREX, and USAID's efforts in Liberia, and also provided IREX with new tools and approaches to utilize in our own programming.

5.8. OBJECTIVE SEVEN: (WORKPLAN 1.8.)

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

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

Twelve (12) reporters and producers (9 males and 3 females) were trained on the FOI law with support from TCC/ATI.

Fifty-one (51) FOI stakeholders held a meeting organized by TCC/ATI to identify and resolve barriers to successful FOI implementation.

Throughout the quarter, TCC/ATI continued its efforts to provide FOI training to key CSO networks. In October, TCC/ATI provided training on the FOI law for 12 reporters and producers of Fabric FM Radio, emphasizing the need to raise awareness. Also in October, the TCC/ATI Senior Project Coordinator spoke at the PUL's 49th anniversary celebration in Kakata, Margibi County. The event focused on the theme, "The Media and the Constitution," and enabled the Constitutional Review Committee to solicit public input. While speaking of the need for reconciliation, equitable distribution of resources, and youth education, TCC/ATI impressed on the committee to guarantee transparency and accountability in the new constitution as provided for under the FOI Act.

In November, TCC's Senior Project Coordinator travelled to Buchanan, Grand Bassa County and participated in the PUL convention. During the first day of the convention delegates discussed four key issues including training for journalists to improve professionalism, improving the working conditions of journalists, advancing women in the media, and reforming media laws. The draft strategic plan developed during the convention includes an action point committing the next PUL leadership to execute activities to raise awareness and promote the use of the FOI law over the following three years. The Senior Project Coordinator also distributed materials on the role of CSOs and media in advancing FOI.

In December, TCC/ATI convened a meeting of stakeholders to discuss challenges that continue to impede full FOI implementation. The meeting brought together 51 participants, including government, the Information Commission, and civil society. During the meeting, Deputy Information Minister Norris Tweah urged information officers not to create bottle necks in the provision of information. Information Commissioner Mark Bedor-Wla Freeman said the delay by many government ministries in appointing information officers is a major constraint for FOI implementation. Freeman also indicated that in an effort to speed up response to FOI requests, the Commission has appointed three regional officers to help handle complaints. Peter Quaqua, outgoing PUL president and an LFIC member, asked CSOs to use the FOI law more. The low level of requests and the lack of political commitment and funding to support FOI work were some of the challenges stakeholders said were affecting implementation. The lack of FOI decentralization and capacity building, as well as fear of reprisals, and interference from people in authority also were cited as barriers.

5.8.1.2. PROVIDE SPECIALIZED TRAINING ON REQUEST MAKING (WORKPLAN 1.8.1.2.)

Forty-eight (48) teachers participated in an FOI information session hosted by TCC/ATI

Thirty-five (35) members of the Association for Disabled Females participated in a training on FOI filing led by TCC/ATI

Throughout the quarter, TCC/ATI continued to provide specialized training on request making. In October, TCC/ATI provided training during a week-long event held by the CEMESP for civil society organizations and local leaders in Todee and Careysburg, Montserrado County. During the events, TCC's Senior Project Coordinator provided an overview of the FOI law, emphasized the role of civil society and citizens to request information from public bodies, and explained that public bodies have a duty to proactively disclose information in addition to responding to requests. In November, TCC/ATI delivered a session on FOI requesting-making at the National Teachers Association training that brought together 48 teachers. The critical role of teachers in raising awareness about the FOI law and building capacity for making information requests was emphasized. In December, TCC/ATI organized a training on FOI filing for 35 members of the Association of Disabled Females International. During each of these meetings, TCC/ATI provided an overview of the Freedom of Information (FOI) Act, emphasizing the need for civil society and citizens to request information from public bodies, explaining that public bodies have a duty to proactively disclose information in addition to responding to requests, and assisting participants in identifying their own information needs.

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

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

Throughout the quarter, TCC/ATI worked with a local consultant and the Liberian Freedom of Information Coalition (LFIC) to develop a communication strategy and protocols manual for the System for Tracking and Monitoring Freedom of Information (STAM-FOI). In October, the TCC-hired consultant finalized the draft communication strategy and in November, the draft protocols were submitted to TCC and shared with the LFIC. In December, TCC and the LFIC met to finalize an agreement for the rollout of the STAM-FOI. The LMC has also been engaged as a partner in launching and maintaining the system. More specifically, the LMC will lead the monitoring and tracking process, and LFIC will maintain ownership of the system. In order to garner more support for LFIC management of the STAM-FOI, TCC/ATI Project Manager and Senior Project Coordinator met with Open Society Initiative for West Africa (OSIWA) country director to determine the status of LFIC's OSIWA funding. LFIC will receive the second OSIWA tranche after its current work plan is revised and approved.

During the period, TCC/ATI Senior Project Coordinator attended an LFIC work plan review meeting to improve the plan for submission to OSIWA. The plan focuses on providing awareness and capacity building support to 30 civil society groups and expanding to counties where TCC/ATI does not currently work.

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

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

Over eight-hundred and fifty (850) individuals benefitted from FOI awareness raising activities hosted by TCC/ATI across CSML's seven target counties.

TCC/ATI continues to provide support to seven county FOI networks working to raise FOI awareness, encourage use of the law, track FOI requests, and convene stakeholder meetings to discuss challenges and determine potential solutions. In November, TCC/ATI Project Lead, Senior Project Coordinator, and Deputy Information Minister Norris Tweah travelled to Sanniquellie, Nimba County and trained a group of stakeholders, including civil society leaders, on filing FOI requests, as well as local leaders on their duties to cooperate with civil society and community based groups to provide information proactively and to respond to requests for information. In December, TCC/ATI convened the network coordinators in Monrovia to meet with the Project Manager to review progress and plan for the following months. Following is a sampling of the work done in the target counties over the past quarter:

Lofa

The network held two community capacity building events in which participants were trained on how to make requests for information. One event was held at the central mosque of Voinjama and attended by 115 participants including 23 females. The other event took place at Kintoma High School and was attended by 60 participants including 24 females. During the training, teachers and students acknowledged that the FOI law provides an opportunity to learn the details of scholarships allocated by the county development funds. Additionally, the network held one FOI awareness event on Radio Kintoma that discussed procedures for making a FOI request. Requests for information are increasing, and the local county authorities, through the Project Management Committee, are providing details on county projects.

River Gee

The network held three request-making trainings, the first of which was organized in partnership with Save the Children and attended by 24 youth including 4 females. The Network encouraged participants to use the FOI law as a means of self-empowerment. Two other events were held in partnership with the Putu Iron Ore Mining Company-the first for local authorities and business communities, and the second for youth and student groups. Over 120 persons attended the events, including 32 females. Additionally, the network established a FOI club at Gbeapo

Central High, after meeting with 117 students and the principal to discuss the value of the law. And, an expanded meeting of its Tweh Jaiklay High school FOI club was held to further discuss the value of freedom of information.

The network continued to hold its weekly FOI radio show to raise awareness, build capacity, and respond to public inquiries. In October alone, the network held 11 radio talk shows in partnership with Radio Gee. In general, River Gee reported an increase in the number of requests for information, with 22 requests recorded. Examples included a request to the Ministry of Health to understand why patients were being referred to Harper, Maryland or Zwedru, Grand Gedeh when River Gee has a medical doctor; a request for the policy document governing the usage of the county scholarship fund; and another for information on the collection of fees from 9th graders for mock exams that were never administered. For the first time, a women's group made a request for information in the County, CSML partner Southeastern Women's Development Association (SEWODA). The FOI network has put in place FOI community advocacy teams and is communicating FOI requests on the radio as a key awareness strategy. Despite these gains, River Gee continues to face challenges, as only 8 have been responded to.

Bong

The network held two awareness workshops on the campus of Suakoko Central High School for 39 students, including 8 females. Discussions centered on making FOI requests. Following the awareness, the school FOI club filed a request for information to the Suakoko District Commissioner for the amount of rent paid by Lonestar Communications Corporation for a tower in Suakoko Town. They also requested information on funds collected at the toll gate on Suakoko Yandiwoun Road; the European Union had funded the construction of the road three years ago and put in a toll gate where vehicles paid \$50-100LD per car. The funds are to be used for road rehabilitation. The road is in desperate need of repair and the gate is down.

County officials have been proactive about getting information out to the public. The Office of the Superintendent distributes copies of documents showing funding earmarks for projects under the County and Social Development Fund. The county restructured the County Scholarship Committee after receiving numerous requests for information. However, requests for information remain low.

Rural Montserrado

The network raised awareness at two events—one for 20 students at Hope International Academy and another at the launching of a crops revitalization project for 75 participants, including 32 women. Due to the networks efforts to raise awareness, local officials have begun disclosing more information at town hall meetings, and more requests for information are being filed.

Grand Bassa

The network held two trainings for the Bassa High and SDA High School FOI clubs. Additionally, local authorities have been proactive in providing information to the public about county developments. Expenditure reports are posted on the bulletin board of the administrative building and the network continues to raise awareness via radio and in town hall meetings with CSOs and stakeholders. There has been an increase in the number of FOI requests.

Grand Gedeh

In response to a request by the Grand Gedeh branch of the Civil Society Council—a member of the Grand Gedeh County FOI Network, the county authority called a mass meeting to provide information regarding a dialogue among chiefs from Liberia and Cote d'Ivoire. The event brought together 269 people. At the meeting, the council repeated the demands of the FOI law for authorities to proactively provide information to the public. County authorities indicated that the chiefs' meeting was aimed at promoting regional security, reconciliation, trade, and lasting peace among the two countries.

Also during the quarter, the network held one radio show on Smile FM and hosted seven meetings attracting 79 participants and raised further FOI awareness, build capacity for proactive publication, and encourage requests for information. In general, FOI requests have increased, in part because the County Development Fund publishes FOI usage on the bulletin board at the County Administrative Building.

Nimba

The Nimba County Freedom held a radio show on Radio Gompa to raise awareness on the importance of requesting information. Additionally, the network organized a youth forum to help identify their information needs. The youths noted that information on development issues, such as roads and education, was scant, and agreed to file requests for information. Forty-nine youths attended the forum, including 10 females.

5.8.4. MATERIALS DEVELOPMENT (WORKPLAN 1.8.4.)

5.8.4.1. DEVELOP TOT MANUAL (WORKPLAN 1.8.4.1.)

TCC/ATI finalized distribution of the newest publication, “Freedom of Information in Action: Advancing Freedom of Information in Seven Liberian Counties” to the county FOI network coordinators. TCC/ATI will follow-up with the networks to ensure broad distribution within each county.

In Monrovia and the seven county networks, TCC/ATI continued broad distribution of the two FOI tri-fold pamphlets, “What is the Liberian FOI Law?” and “Why is FOI Important for Me?” at the aforementioned trainings, awareness raisings, and meetings.

5.9. OBJECTIVE NINE: (WORKPLAN 1.9.)

5.9.1. RSC START-UP (WORKPLAN 1.9.1.)

5.9.1.1. RSC INTERNET UPGRADE

A few months after the set-up of the Regional Support Center (RSC) it became clear that the internet service needed to be upgraded. Individuals using the service reported that it was slow and expressed fear that if the usage of the center increased the service with the present speed would not cope. In view of this and after several discussions with the IREX management team and the DEN-L leadership it was agreed that DEN-L and IREX would collaborate to put in place an extension of the internet bandwidth at DEN-L and an internet management system that will ensure that the RSC’s Resource Center internet speed is increased. The cost of this increase will be shared by DEN-L and IREX.

From October 10th through the 15th the internet management system was developed by the DEN-L and IREX IT teams and in November, the IREX IT Officer visited the RSC to ensure that the system was fully installed and functional and to train the RSC IT Officer to manage the system.

5.9.1.2. RESOURCE CENTER VISITS

One-hundred and fifty nine (159) individuals (109 males and 50 females) visited the Regional Support Center during the quarter.

Throughout the quarter, there were a total of 159 visits to the Resource Center, including 10 from targeted organizations and 149 from non-targeted organizations. Activities of these institutions at the RSC ranged from project proposal development, project report writing, to checking of emails, web surfing, and desktop research.

Targeted organizations that took advantage of the RSC included Community Organization Development Research Agency (CODRA), Super Bongese, Bong Youth Association, Center for Justice and Peace Studies. Some non-targeted organizations included St. Michael Bong University Student Association, Cuttington University, Radio Gbarnga, Bong

Student Union, Gboveh High School, FLY, CARE, YES Liberia, SWAT, Bridge Liberia, National Civil Society Council of Liberia, the Ministry of Justice, and REFOUND.

CODRA, a targeted organization, utilized the Resource Center's computer, projector and other materials to produce a grant proposal for the Ministry of Finance's Open Budget Initiative, Non-State Actor Grant and successfully obtained the grant for \$18,000.00.

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

5.9.2.1. TRAINING (WORKPLAN 1.9.2.2.)

5.9.2.1.1. Training by RPs and CSML (Workplan 1.9.2.2.1.)

General mentoring during this period focused on the finalization of a joint small grant proposal developed by Liberia Motorcycle Transport Union (LMTU), Inter-Visionary Artists (IVA) and Radio Kergehmehn. The organizations were mentored via mobile phone and email on the proposal submitted to the RSC. The proposal has been approved by the CSML Small Grant Proposal Committee, and development of a FOG is in progress.

Checks for the implementation of first and second milestones have been issued to Community Organization Development and Research Agency (CODRA), Center for Justice and Peace Studies (CJPS) and Aiding Disadvantaged and Traumatized Women and Girls (ADWANGA).

5.9.2.2. MENTORING (WORKPLAN 1.9.2.3.)

5.9.2.2.1. OD and SED Mentoring

All seventeen (17) targeted CSOs represented by thirty-six (36) individuals received one-on-one mentoring meetings with the RSC staff at the RSC.

Thirty-four (34) mentoring visits were conducted by the RSC mentors to the seventeen (17) targeted CSOs and CRSs.

During this quarter, the RSC Team held one-on-one review meetings with a total of 36 individuals from all of the target organizations (9 CRSs and 8 CSOs) for a total of two weeks on the DEN-L compound. Additionally, the mentoring team conducted a total of 34 mentoring field visits to 15 CSOs and CRSs, and held four phone mentoring sessions with two CRSs. Organizations visited included IVA, LMTU, Radio Kerghenmah, Radio Sehnwai, EARS, BOTPAL, Radio Karn, Radio Saclepea, Radio Tappita, and ADWANGA in Nimba County, and CODRA, BYA, CJPS, Radio and Jorwah in Bong County. Institutions mentored via phone included Radio Totota and Bong Mines Community Radio.

During mentoring visits, the SED mentors focused on development of Social Enterprise Business Plans and the OD mentors focused on financial management systems and Board Development.

5.9.3. SOCIAL ENTERPRISE DEVELOPMENT (WORKPLAN 1.9.3.)

5.9.3.1. BUSINESS PLAN DEVELOPMENT TRAINING (WORKPLAN 1.9.3.1.)

From October 8th through the 13th a Business Plan Development Training was conducted for five RSC staff members and 33 individuals from the 17 target organizations at the DEN-L compound. The training was co-facilitated by SED International Consultant Kim Alter and SED Local Consultant and Sol Plaatje Fellow Samuka Konneh. The consultants taught the participants the key steps to business plan development, content of a good Business Plan and reviewed and provided feedback on all the CSOS and CRSs draft business concepts. .

5.9.3.2. BUSINESS PLAN SUBMISSION (WORKPLAN 1.9.3.3.)

Throughout November, completed drafts of business plans were submitted to the SED local consultant who provided feedback and suggestions for improvements. The consultant then forwarded each plan to the RSC Coordinator who

also critically looked at them before submitting the plans to Ms. Alter. By November 26th, Ms. Alter received 14 plans, which included nine CRSs' and five CSOs'. The remaining three plans could not be presented because the organizations—CODRA, AWANGA and Super Bongese—could not meet the deadline before the Christmas break on December 20th.

Ms. Alter reviewed the submitted plans from December 1st through the 9th and felt that overall the quality of plans was good. However, she also felt that the applicants need to sharpen their Social Enterprise descriptions and improve their marketing, human resource, operational and financial plans. She gave the applicants guidance and critical points they should include in their business plans in order to win the grant.

After receiving the international consultant's feedback, the RSC Coordinator, local SED consultant, and RSC team organized an 8-day business plan clinic for 17 CSOs and CRSs from December 9th through the 16th. The local consultant reviewed each business plan and assigned an RSC mentor/trainer to work with each applicant to help them respond to the international consultant's questions. These revised business plans will be entered into the competition for funding that will be held in late January.

6. GENDER AND YOUTH (WORKPLAN 2.)

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

6.1.1. IDENTIFY AND TRAIN MPs' GENDER/YOUTH FOCAL POINTS (WORKPLAN 2.2.2.)

The process of identifying and training Gender and Youth Focal Points within the Main Partners' organizations is delayed as a result of the delayed roll-out of the Youth Mainstreaming Training for CSOs and CRSs which will occur in January. When the Youth Mainstreaming Training has been delivered to all partner CSOs and CRSs, focal points will be identified and trained.

6.1.2. IDENTIFY AND TRAIN CSOs'/CRSS' GENDER/YOUTH FOCAL POINTS (WORKPLAN 2.2.3.)

The Gender and Youth Manager decided to no longer hold a specific training for gender and youth focal points at partner CSOs and CRSs. Rather, once identified by mentor organizations, these individuals will receive targeted mentorship to support their role as focal point from their Resource Partner.

6.1.3. CONDUCT GENDER ASSESSMENT WITH MPs (WORKPLAN 2.2.4.)

The Gender Assessments with MPs will commence in February instead of January due to the MPs engagement with conducting Youth Mainstreaming trainings with CSOS and CRSs.

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

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

Twenty-one (21) Mentors and Master Trainers (12 males and 9 females) participated in Youth Mainstreaming Training.

In the month of October, 21 Master Trainers and Mentors participated in a three-day TOT on Youth Mainstreaming. A pre-assessment of the participants carried out prior to the training showed that only three organizations implemented youth-focused activities while two organizations had youth mainstreamed in their policies. Furthermore, the assessment also indicated that youth concerns and issues have not been adequately addressed through advocacy and awareness efforts by mentee CSOs and CRSs.

The Youth Mainstreaming training thus provided participants with the required skills and knowledge to better incorporate the needs of young men and women in program design and implementation; improve the capacity of

young men and women to serve as development partners; as well as to advocate for the rights of young men and women to be considered in national policy development agenda.

The knowledge that the RPs obtained during this training will subsequently be rolled out to their mentee CRSs and CSOs through training early next year and through ongoing mentoring.

The draft Youth Mainstreaming Strategy was also revised and finalized in October with consultation from IREX Program staff and YMCA. It was incorporated into the Youth Mainstreaming Training described above, and will continue to be used to promote youth inclusion and empowerment in CSML activities and approach.

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

Eighteen (18) organizations (11 CSOs and 7 CRSs) benefitted from mentoring provided by IREX's Gender and Youth Manager

In November, the Gender and Youth Manager conducted gender mainstreaming monitoring and mentoring visits to 11 CSOs and seven CRSs. The visit focused on three key areas, including: follow up on the implementation of gender mainstreaming action points developed by CSOs and CRSs; conduct gender mainstreaming assessment across programs, policies and processes; and to provide technical support to each organization to become more gender sensitive in their work.

The monitoring showed that the CSOs and CRSs have taken great steps in mainstreaming gender in their programs. Increases in female staff members was seen in almost all of the institutions, and some organization even promoted females to senior positions while Gender Focal Points were appointed by some CSOs. Many of the CRSs and CSOs are in the process of restructuring their boards to make it more gender balanced. Additionally, these institutions are in the process of or have already completed reviewing and revising their code of conduct, constitution, and general policies to make them more gender sensitive.

Drawing from the assessment findings, the Gender and Youth Manager worked with the 18 institutions and identified key priority areas and gaps in gender mainstreaming. Technical support was provided through mentoring on how these areas could be improved. At the end of the visits, keys recommendations were compiled for CSOS and CRSs as well as the Resource Partners to be implemented at each CSOs and CRS.

In the month of December, the Gender and Youth Manager conducted a two-day TOT training on Sexual Exploitation and Abuse (SEA) for LIWOMAC and FEJAL on December 11th and 12th. The goal was to prepare them roll out the SEA training to media entities and community radio stations in the seven CSML counties. Participants learned how to define SEA, global efforts to address the problem, how to identify SEA in the workplace, how to respond to the problem, and tips on facilitating training and presentations on the issue.

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

As a continuation of the anti-rape campaign held in May in Monrovia, the Gender and Youth Manager worked with the Women's NGO Secretariat of Liberia (WONGOSOL) and other women's groups in the month of October to organize an anti-rape rally with the theme "Unite and Take Action against Rape". The rally was held on November 23rd and brought together women's groups, men, churches, mosques, schools, and other groups to create awareness and enforce national commitment to end rape in Liberia.

During the month of October, the Gender and Youth Manager also did a presentation to increase awareness among Media Editors and Managers of Sexual Exploitation and Abuse (SEA). The presentation was a step towards engaging the Managers and Editors to buy-in to the Media Gender Policy being pioneered by LIWOMAC.

As a follow-up to this presentation, the Gender and Youth Manager met with LIWOMAC and the Media Department to outline a road- map for the way-forward for CSML's SEA strategy.

6.5. IMPLEMENT WOMEN AND YOUTH CELEBRATIONS WITH PARTNERS (WORKPLAN 2.6.)

Sixty (60) individuals participated in sit-in protests organized by Main Partners WONGOSOL and LIWOMAC at several key government offices in Monrovia to raise awareness of child rape.

Over one-thousand (1000) Liberian men, women, and youth participated in a street march to demand justice for rape victims organized by LIWOMAC and WONGOSOL, with participation from President Ellen Johnson Sirleaf.

The commemoration of the international 16 Days of Activism against Gender-based Violence campaign (November 26th through December 10th) was held during the quarter. The Gender and Youth Manager worked with the Women's NGO Secretariat of Liberia (WONGOSOL), LIWOMAC, and various women groups to plan and implement their activities. The women carried out a campaign focused on the national theme: Men as Agents of Change to end Violence against Women and Children. Several activities including sit-in actions and a parade to raise awareness of rape as a national priority targeting key government enforcement institutions, a women's forum focusing on reproductive health, development of a short documentary film to raise awareness of rape incidences, and development of a targeted radio talk show were carried out from November 25th through December 10th.

7. GRANTS (WORKPLAN 3.)

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

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

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

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

The Grants Office uploaded documentation for 25 CSML subgrants into Drop Box folders throughout the quarter, collaborating with DC-based staff that uploaded content into iKnow. The Grants Office also prepared 31 closeout certificates for subgrants that had previously closed but without signed closeout certificates on file. These closeout certificates will be signed by all parties in January 2014.

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

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

The Grants Office worked with the program team to provide technical support to CSML's Resource Partners (NARDA, WONGOSOL, WANEP, YMCA Liberia and DEN-L) under the year four re-granting process. As part of that support, the Grants Office in collaboration with IREX CSML/RPs Subgrants Proposals Review Committee reviewed and approved 15 subgrant proposals (ADWANGA, LOFANET, IVA/LMTU/RKFM, FOCUS, NEP, CCC, CSI, NAYMOTE, ALICOR, CEMESP-Participatory Governance, VOSIEDA, RESPECT, LIWOMAC-16 Days of Activism, CJPS, and Flomo Theater Production) during this quarter. These subgrants have been implemented in all CSML's counties.

7.4. PROVIDE SUPPORT AS NEEDED (WORKPLAN 3.4.)

Throughout the quarter, support was provided to Resource Partners, DEN-L and other subgrantees for the successful implementation of subgrant activities in all CSML counties.

7.5. ADMINISTER GRANTS (WORKPLAN 3.5.)

7.5.1. RECONCILIATION GRANTS (WORKPLAN 3.5.2.)

Two reconciliation grants were awarded this quarter to Lofa County Network of NGOS (Lofa Net) and National Empowerment Program for Women and Children (NEP), for details on these grant activities see section 5.2.3.2.

7.5.2. CSO ADVOCACY GRANTS (WORKPLAN 3.5.3.)

Seven subgrants were awarded to CSOs throughout the quarter, including: ADWANGA, CJPS, NEP, FOCUS, NAYMOTE, CEMESP, and Flomo Theater Production during this quarter, for details on these grant activities see section 5.3.1.2.

8. MONITORING AND EVALUATION (WORKPLAN 4.)

8.1. PERFORMANCE MANAGEMENT PLAN (WORKPLAN 4.1.)

The M&E Department continued to support the Media Team by supervising the collection of data from the Media Content Analysis Tool (MCAT). The tool allows IREX and the LMC to collect and track data, and ensure that media partners/grantees are providing useful, balanced, and impartial content to the Liberian people. LMC coders use the tool to evaluate the content of news stories in print and radio reportage. The tool examines the extent to which media outlets are displaying professionalism and providing useful news and analysis. Following analysis of the data, IREX will have a better understanding of the quality of the content coming from grantees on topics such as conflict, gender and Politics and Governance and Human interest stories.

8.1.1. ADMINISTER THE PMP (WORKPLAN 4.1.1)

8.1.1.1. ENTER PMP DATA INTO THE PERFORMANCE INDICATOR DATABASE SYSTEM (PIDS) (WORKPLAN 4.1.1.3.)

During the quarter, all CSML PMP data was collected from the Media and CS Teams, analyzed, and entered into the indicator data table and following revisions were entered into the USAID Performance Indicator Database system (PIDS). All CSML quarterly, semiannual, and annual data were then entered into the system which is viewable by USAID for their end of year report. These results will inform USAID on the current status of the CSML program to date.

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

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

The M&E Department completed the collection and analysis of training evaluation data from civil society and media training events.

As a result of a request made by IREX-DC, statistics on all trainings and conferences conducted in-country and held directly by IREX over the past three years (Jan 1, 2011 through Dec 31, 2013) was compiled and provided to HQ. The statistics included the type/title of the conference or training, dates of the events, total hours of the training or days of conference, and numbers of participants.

Training evaluation data for the previous quarter (July-September) was entered and analyzed and a report was produced and submitted to both the Civil Society and Media departments. The report captured the full evaluation of all trainings held during the quarter.

In addition, the M&E team was tasked with the responsibility of compiling a list of all data collected in CSML. Electronic folders for all CSML's data were created to include baseline assessments, training agendas and modules,

workshop materials, evaluations, consultants' reports, survey reports, assessment reports, PMP data, attendance at CSML events.

8.2. CONDUCT ASSESSMENTS AND SURVEYS (WORKPLAN 4.2.)

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

During the quarter, the data entry and analysis for the survey to measure percentage of Liberian population reached by community radio partners was completed. The survey, which measures the percentage of the target population in seven counties receiving news from Community Radio Stations (disaggregated by station and geographic location), will assess which stations citizens have access to, which stations they listen to regularly, and will help IREX to assess the effectiveness of our efforts to expand the reach of our partner stations. A draft report was prepared for the survey. The report highlights the reach of independent community radio partners in engaging with or reporting to Liberian citizens in the seven counties receiving news (disaggregated by station and geographic location), and assess which stations citizens have access to, and which stations they consistently use as resources for information and news. The report contains both quantitative and qualitative data from the findings collected from the survey.

8.3. TRAINING AND TOOLS (WORKPLAN 4.3.)

From October 14th through the 19th, the M&E Manager attended the 27th Annual Conference of the American Evaluation Association (AEA) held in Washington DC. The theme of the conference was "Evaluation Practice in the Early 21st Century-its methods, models, and approaches."

On October 21st and 22nd, the M&E Manager did a presentation on Monitoring and Evaluation in the CSML Program at Social Impact and IREX, respectively. The presentation provided a brief summary of the project to-date, background/motivation behind the project, the role of the M&E Manager on the project, and other information.

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

The M&E Department also continued to support the strengthening of the seven MPs' M&E systems. The Department continued follow-up phone conversations with MPs' M&E staff to assess their progress in the development of M&E Plans and encourage them to continue their interest and commitment. They are developing performance monitoring indicators, data collection instruments, M&E policies, and data collection protocols for each of their programs. This ongoing skills development will allow them to improve their organization's capacity and ability to access further funding beyond the CSML program.

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

8.4.1. PROVIDE ONGOING TRAINING AND SUPPORT FOR M&E ASSISTANT (WORKPLAN 4.4.2.)

The M&E Manager continued to provide ongoing training to the M&E Assistant in maintaining the Program's information system as well as gaining general insight into the Program's M&E systems. A task list was also developed for the M&E Assistant which summarized tasks, expected results, and a timeline for the months of October and November. The list was developed as a basis for monitoring and evaluating the M&E Assistant while the M&E Manager was away from the Office attending an Evaluation Conference in the USA.

9. ATTACHMENTS

Attachment 1: Quarterly Partners' Meeting Agenda

Attachment 2: Success Stories from Resource Partner (RP) Reports