



**LIBERIA EXTRACTIVE INDUSTRY
TRANSPARENCY INITIATIVE (LEITI)
COMMUNICATIONS STRATEGY
2021 - 2023**

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Compliant Country	A country that has fully met all the EITI Requirements and has undergone a successful external validation
Organization (CSO) Civil Society	A broad term used to describe non-governmental and non-corporate organizations, such as the media, trade unions, religious groups, nongovernmental organizations (NGOs), academia, and think tanks. Civil society is broad and diverse and often represents a wide variety of constituencies.
Disaggregation	The data in the EITI Reports is disclosed in different levels of detail. In an EITI Report, individual companies' data is disclosed and identified separately
EI Value Chain	A framework describing how value from natural resources is managed and realized. Since natural resources in most countries belong to the government and thus its citizens, the EI value chain describes the steps from the citizens' perspective, i.e., the steps from the unexploited resources to government spending which benefits citizens.
EITI Board	The international body that oversees EITI globally. The board consists of representatives from EITI implementing governments, donors, extractive industry companies, investors, and civil society organizations.
EITI Report	The annual report that discloses the revenues and other data from natural resources produced by each EITI country. A Flexible Reporting was adopted by the EITI Board to address challenges imposed by COVID 19.
EITI Standard	EITI Standard 2019 specifies the requirements for implementing the EITI. It was adopted at the EITI Global Conference in Paris, France, June 2019.
EITI International Secretariat	The Secretariat based in Oslo, Norway, supports the work of the EITI Board and acts as the first point of contact for all stakeholders involved in or interested in the EITI globally.
Materiality	The process of determining the reporting threshold under EITI, including examining the significance of payments (individual and collective) and revenue-streams to the desired outcome of increased transparency.

<p>Extractive Global Programmatic Support (EGPS) Independent Administrator</p>	<p>A multi-donor fund to which several donor countries have contributed and is administered by the World Bank. The trust fund provides technical assistance and funding to countries implementing or intending in adopting the EITI.</p> <p>An organization (usually an audit or consulting firm) appointed to produce EITI reports. While the terms of reference of such an organization may differ under the EITI standards, it is required to compile and analyze EITI data (both financial and, where appropriate, on production volumes) as submitted, and (where they occur) investigate and explain any discrepancies.</p>
<p>Multi-Stakeholder Group (MSG)</p>	<p>The multi-stakeholder decision-making body in a national EITI process that leads and oversees the implementation of EITI in a country, comprising representatives of government, extractive industry companies, and civil society organizations.</p>
<p>Validation</p>	<p>The agreed process by which progress on implementing EITI by countries is measured against the EITI Requirements, as described in the EITI Standard. Details on the Validation Process may be found at http://www.eiti.org/validation.</p>

2.0 EXECUTIVE SUMMARY

Natural resources should be a catalyst for national growth and development. Yet, Liberia's vast extractive resources have long been at the center of its woes, contributing to the civil war (1989-2003), which claimed over 250,000 lives. The crisis also shattered the economy. Endowed with rich deposits of mineral resources such as diamond, gold, iron ore, timber, and oil, Liberia remains one of the poorest countries in the world, ranking 175 out of 189 countries in the UN Human Development Index (2020). This is attributed, in part, to the resource-curse syndrome that has affected the country's development. Further, Liberia's natural resources help fueled the civil crisis, which later affected neighboring countries.

To jump-start the economy in the post-conflict era Liberia sought waiver of its massive \$4b external debt under the Heavily Indebted Poor Countries (HIPC) initiative. To address challenges with corruption, good governance, accountability and transparency, Liberia also considered the Extractive Industries Transparency Initiative (EITI) program. The EITI is a global initiative to ensure transparency and accountability over revenues from mineral and oil resources in resource-rich countries. It was created through a unique policy statement made by British Prime Minister at the time, Tony Blair, at the World Summit on Sustainable Development in Johannesburg in September 2002. To date, over 56 countries have signed on to implement the EITI.

Liberia joined the EITI in 2007 and has made significant gains in EITI implementation. It is credited for being the first country to include agriculture and forestry under its EITI scope; legislated the EITI, and incorporated contract transparency and post concession award process in the legislation. Liberia was the first country to meet compliance status within the two-year requirement and was awarded the Best Implementing Country title in December 2009. The country published a landmark post award process audit report in 2013 which shows 66 out of 68 concession agreements in the extractive sector were awarded in violation of applicable laws of the republic. Despite these gains, Liberia has faced challenges implementing the EITI. In 2018, a change in leadership at the LEITI Secretariat disrupted publication of EITI reports. Subsequently, the country was suspended in 2018. The suspension was lifted in March 2020 after all outstanding reports were published. Liberia is scheduled for EITI Validation on 1 January 2022.

While awareness of the EITI has improved overtime, owing mostly to LEITI communication initiatives, emerging challenges in a post COVID environment would require new or revised approaches to how

LEITI informs the citizens of activities in the extractive sectors. Besides, negative media coverage of changes at the LEITI Secretariat in 2018 have also affected LEITI's brand.

The EITI Standard and LEITI Act 2009 require dissemination of LEITI reports, and awareness of the non-renewable nature of the extractive resources. Therefore, a thorough and well-defined strategy is essential to implementing this task. These activities include using traditional and digital communication channels to inform and engage stakeholders on the government's commitment to implement the EITI and the central role of companies and civil society. The expected outcome is an informed citizenry that contributes to debates in the extractive sector.

LEITI's first Communications Strategy was developed in 2008. The 2013 – 2015 Strategy was the second strategy document. This revision which covers 2021-2023 addresses specific challenges and gaps identified in communicating with various target groups since 2015 and beyond. The strategy will serve as a road map for LEITI awareness for 2021 - 2023. It presents five specific objectives and offers several appropriate mass media channels, tools, and communication interventions vital for meeting those objectives. The strategy also recommends effective mechanisms for monitoring and evaluating milestones of LEITI 's communications campaign and highlights suitable approaches to manage the strategy. Furthermore, several unique features such as EITI Glossary and supplements, including relevant stakeholders' listing, excerpts of findings from the LEITI Perception Survey Report and a SurveyMonkey survey, and others, have been included to provide implementers and readers with easy access reference.

When fully supported and implemented, the strategy will enhance Liberians' understanding of the EITI and advance their participation in its process.

3.0 INTRODUCTION

3.1 BACKGROUND

The Liberia Extractive Industries Transparency Initiative (LEITI) is a part of the global standard - the Extractive Industries Transparency Initiative (EITI). It promotes transparency in the extractive sectors in resource-rich countries. The EITI was announced by British Prime Minister Tony Blair at the World Summit on Sustainable Development in Johannesburg in September 2002. More than 56 countries, including some of the world's most powerful nations, Germany and France, have come on board, while others are already making efforts to join the process.

LEITI began in response to Liberia's bitter experience relating to the mismanagement of its vast mineral and forest resources, which, before the 14-year Civil War, accounted for more than 65% of the country's export earnings and currently represents 76.9% of the GDP (Liberia Economy Profile 2013). The initiative is a tripartite arrangement governed by a Multi-stakeholders Steering Group (MSG). The MSG consists of representatives of the Government of Liberia, civil society organizations, the private sector, and Liberia's development partners as observers. It seeks to ensure transparency over payments made to and revenues received by the government from companies in sectors of concern. In addition, the MSG governs the LEITI Secretariat, which manages the daily activities of the initiative, to ensure seamless execution of LEITI's core functions: regular verification, disclosure, publication, and dissemination of (1) all material payments made by oil, mining, agriculture, and forestry sectors to the government; (2) all material revenues received by the government from the sectors mentioned above.

Launched by the Government of Liberia in April of 2007, LEITI was subsequently established as an autonomous agency by an Act of the Liberian Legislature in July 2009. Since its establishment, the agency has made considerable strides in the EITI Community, positioning the Liberian EITI as an initiative worth emulating. Liberia is the first country in Africa, and the second in the world, to become EITI compliant. Additionally, it is the first country globally to include agriculture and forestry in its EITI program, and the first to expand its EITI scope to include Contract Transparency and Post Award Audit. It is one of the few countries with regularly published EITI Reports. In recognition of these accomplishments, Liberia received the - Best Implementing Country Award in 2009.

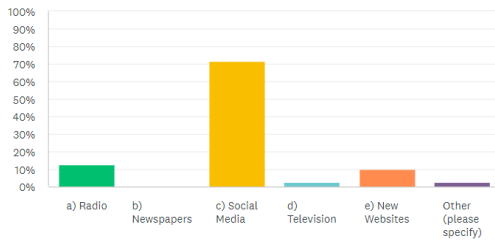
3.2 CURRENT SITUATION

Despite global successes over the years, public awareness of the EITI process in Liberia has been challenging. Increasing budget constraints hinders LEITI's ability to get all its messages to the citizens across the country. Further, the disruption of the COVID-19 pandemic poses a myriad challenge to in-person communication efforts globally, and Liberia is no exception. This disruption has significantly impacted many institutions, forcing them to examine old communication models and rethink how they engage the public going forward using digital technology. According to the United Nations Conference on Trade and Development (UNCTAD) 2020 Digital Economy Report, infrastructural challenges pose a serious threat to Liberia's full integration into the digital economy. The pandemic accelerated digitalization, forcing many companies to pivot towards technological approaches to drive communications. This exacerbates an already existing problem in the Liberian context.

A 2021 SurveyMonkey survey conducted on the Preferred Channels of Communication in Liberia, found that 71.7% of Liberians in urban areas cited social media as their current preferred communication channel where they get most of their information/news. 12.8% of respondents cited radio as their preferred channel, while 10.3% listed news website as their preferred channel. 2.6% of respondents mentioned television and other modes, such as internal and workplace communications.

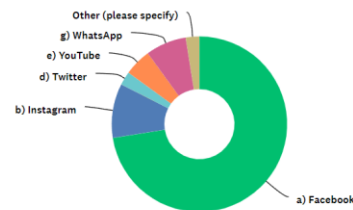
How do you currently get most of your information?

Answered: 39 Skipped: 1



Which Social Media platform do you get most of your information from?

Answered: 40 Skipped: 0



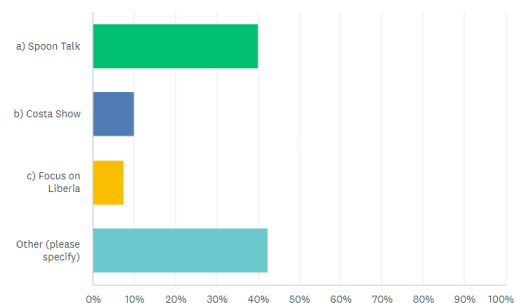
On which radio station they listen to, the survey found that 42.5% listen to other international and web-based radio stations, while 20% listen to OK FM. 12.5% listen to ELBC, while 12.5% of the respondents listen to Farbric Radio, 10% listen ECOWAS Radio, and 2.5% to Hott FM.

On which newspaper they read, the survey found that 63.16% read Frontpage Africa, while 21.05% read other local dailies, and others said they read none. 10.53% of the respondents read Daily Observer, while 2.63% read The Heritage newspaper. Another 2.63% read The Inquirer.

On which social media platform they get most of their information from, 72.5% of respondents said Facebook, and 10% cited Instagram. 7.5% mentioned WhatsApp (create a LEITI stakeholder WhatsApp Group to share reports and updates), and 5% YouTube. 2.5% said Twitter and another 2.5% chose Other (none). On which Facebook talk show they listen to/watch, 42.5% chose other (The Talk on Hott FM, international shows, lifestyle of the Pro- poor and mostly none), while

Which Facebook talk show do you listen to /watch?

Answered: 40 Skipped: 0



40% chose Spoon Talk and 10% said Costa Show, while 7.5% of respondents said they watch Focus on Liberia.

On which television stations they watch, 63.6% of respondents said they watch LNTV, while 18.2% of respondents said they watch SKY TV. 13.6% of respondents watch Power TV and 4.6% watch

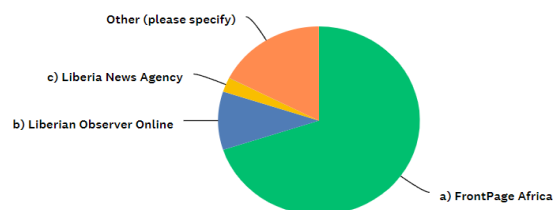
CLAR TV. On their preferred online television platform, 38.46% said they watch other platforms like Liberia News Agency, ClarTV and none. 35.9% of respondents said KMTV and 25.6% said they watch Spoon TV.

On their preferred news website, 70% of Facebook. Some cited online news platforms, respondents said they read Frontpage Africa newsletters, email, radio, television, community online, while 17.5% said other and all the above, radio stations, smartphones, WhatsApp, LINA panorama and none. 10% said they read the LinkedIn, or Instagram. Liberian Observer Online and 2.5% read Liberia News Agency.

On their favorite digital tool, 90% of respondents mentioned smartphone, while 7.5% said laptop and 2.5 mentioned other. On how they would you prefer to receive your information going forward. Most respondents said social media, particularly

What is your preferred news website?

Answered: 40 Skipped: 0



These findings point to a shift from traditional modes of communication to digital models, particularly in urban areas. In places where digital media access is limited, LEITI may adopt a hybrid approach to outreach and communications or consider a more COVID-sensitive style for interacting with its audience. Although Liberia succeeded in increasing internet penetration when it installed the fiber optic, internet coverage is still low across the country.

A baseline Perception Survey of the LEITI process published in 2012 presented a gloomy public awareness throughout Liberia. Conducted by the Liberia Media Center (LMC), the survey examined all activities implemented by LEITI following its Communications Strategy developed in 2008 and how these activities increased stakeholders’ understanding and participation in the EITI process. 58.5% of respondents said they had neither read nor heard anything about LEITI. It also indicates that older people were less likely to be aware of the process, with just 2% of respondents over 50 claiming to be knowledgeable. While the survey polled more people in the age range of 28-37, the knowledge gap amongst young people was quite alarming. Ebola and COVID-19 have only expanded this knowledge gap as LEITI outreach efforts were mostly halted during these times.

During LEITI’s recent field visits and public engagement forums, specific questions posed, highlighted the initiative’s limited awareness. For example, citizens continue to inquire about LEITI’s

mandate, benefit, process, and other pertinent information about LEITI. LEITI assumed that it had addressed these concerns at the awareness stage of the program. As a result, public involvement in the process remains limited.

This knowledge gap poses a critical challenge, because without stakeholders' awareness of the nature, objectives, and benefits of the EITI process and participating in its implementation, the process risks failure. Effective communication is at the center of the global EITI program and is highly valued. Over the years, LEITI has made significant strides to support public information. However, limited awareness of LEITI's efforts is attributed to its focus on targeting limitations, prioritization, and use of available communication tools and channels. Further, the lack of a robust approach to ensure outreach and public engagement campaigns are progressive and sustained.

Moreover, the absence of an effective monitoring mechanism to ensure investments in promoting public awareness yields the desired impact. These challenges were partly due to the need for a dedicated Communications Specialist to serve as a central point for LEITI communications activities. Furthermore, the specialist would assist with the strategy rollout, regulate its progress, drive a long-term implementation plan, and oversee performance, monitoring, and evaluation.

LEITI has taken significant steps in strengthening its public engagement programs to fulfill the Public Perception Survey Report recommendations. In 2012, LEITI established youth-based transparency and integrity clubs in high schools around Monrovia. Dubbed Extractive Club, students learned much about activities in the extractive sectors through field visits, debates, and articles in the LEITI Resource Center. LEITI increased collaboration with the local media and supported a small network of journalists coined "Extractive Media Watch," whose goal is to raise awareness on issues within the extractive sectors while informing and educating the public on the benefits of LEITI. A Communications and Outreach Officer was recently recruited to strengthen awareness initiatives; LEITI coordinates a network of county communications officers that support outreach in the leeward counties.

The revision of this Communications Strategy is aimed at enhancing and building upon this mandate. This revised strategy represents LEITI's efforts to launch a vigorous and effective public awareness and engagement campaign in a sustained manner to communicate the myriad gains made by LEITI and build public confidence in resource management. In a time of tremendous change and global disruption, the organization must not only seek to promote itself, but must place those it serves at

the core of its communications efforts, through communicating messages that reflect, empathy, hope, inclusivity, and the greater ideals of the community.

3.3 LIBERIA MEDIA OUTLOOK (CURRENT STATE OF THE MEDIA)

Since the mid-2000s, the Liberian media landscape has seen significant improvements, owing to years of peace and stability. The country has witnessed a proliferation of media institutions, mostly radio stations and newspapers. This, according to the IREX Media Sustainability report, is due to democratic rule and limited interference of the state. However, according to the report, challenges remain in the sector, particularly in the areas of business and professional development. Amidst these challenges, opportunities abound, with digital and social media joining the equation, reducing former gatekeeping tendencies associated with traditional media. This has led to the democratization of the media, where institutions and individuals now have the freedom to tell their own narratives, their way, while shaping public discourse and perceptions on pertinent issues. While press freedom has been a challenge in recent years, due to state interference, the media continues to thrive and reinvent itself, leveraging digital avenues, and where necessary, community involvement. Currently, Liberia has over 125 radio stations and 6 television stations, while online news websites and social media news platforms continue to rise. On the digital front, Liberia has made significant strides in mobile telephony. (UNCTAD Digital Economy Report 2020) The Liberia Information and Communications Technology (ICT) Policy 2017-2021, outlines urgent areas of focus, amongst them, further investment in infrastructure, decentralized and cost-effective ICT infrastructure, human/capacity development in ICT and collaborating with stakeholders to build a viable ICT sector, etc.

3.4 REVISION GOALS AND SCOPE

Update of the Communications Strategy is informed by lessons drawn from the 2012 Perception Survey Report, 2021 gap analysis report on the strategy developed in 2013, and the 2019 EITI Standard. Insights were also drawn from a 2021 SurveyMonkey survey on Liberians' preferred channels of communication. The strategy will serve as a cardinal tool and a roadmap to guide LEITI's outreach, information dissemination, and public engagement drive for 2021-2023. The updated strategy highlights the following:

- Findings from the assessment of public views and understanding of the LEITI process as well as other studies done are considered, and the strategies tailored to reflect specific communication needs of the current implementation stage of the LEITI process.

- Detailed analysis of the critical audiences is included to ensure that targeted strategies address the specific communication needs of each audience.
- New and creative communication tools and channels were identified, and emphasis is placed on how those previously recommended can be effectively used in more sustained and appropriate ways to ensure they yield the desired impact.
- Where necessary, communication best practices from other implementing countries are adapted. Gaps and best practices between LEITI, GHITI and NEITI communications strategies were also identified and compared.
- An EITI glossary has been added to ensure that those leading the communication campaign are familiar with the appropriate languages.
- A summary conceptual framework on communicating the EITI is included to provide readers and implementers with a basic understanding of the fundamental principles which guide EITI communication.
- Considerations were given to the principles and expectations in the 2019 EITI Standard launched in Paris in June 2019.
- Several supplemental information is included to serve as an easy reference to users of the strategy.
- Summary of the strategies is also included for easy reference.

4.0 COMMUNICATION OBJECTIVES & OUTCOMES

4.1 OBJECTIVES OF THE STRATEGY

The Communications Strategy serves as a roadmap/blueprint to guide and assist LEITI. It seeks to establish, enhance, and maintain a clear and relevant two-way communication between the institution and various stakeholders and beneficiaries of the LEITI process. It will ensure that the public is informed about the program and can contribute to its implementation.

The specific objectives are to:

- Support communication of LEITI's mission, mandate, gains, results, and implementation process to enhance its perception amongst Liberians as a credible and effective initiative for reform of the extractive sector, and accordingly, promoting local ownership of the LEITI process

- Enhance public perceptions, understanding, and appreciation of the LEITI program, and promote citizens' involvement in the process.
- Strengthen media understanding of the LEITI process and its role in ensuring public awareness of the initiative's goals and objectives.
- Conduct regular assessments of public perceptions on the program, and where applicable, inform decision-making on updated techniques to ensure effective use of relevant communication tools to address gaps and limitations.
- Produce an updated communications strategy for LEITI MSG to promote its communications and outreach efforts.
- Provide a clear plan for conducting workshops with key stakeholders considering COVID restrictions.
- Capacity building for local media individuals and institutions to ensure LEITI communications and outreach efforts are effective.

4.2 EXPECTED OUTCOMES

The objectives above, backed by the various tools and channels, should achieve the following outcomes when the updated communications strategy is implemented correctly:

- A solid and unique LEITI brand and identity
- Improved digital visibility, engagement, and presence
- Increased awareness and visibility on LEITI activities amongst various demographics.
- Enhanced media understanding of LEITI goals and objectives.
- Enhanced public knowledge of the reform initiatives of the LEITI program, its accomplishments, milestone, progress, and status.
- Increased awareness of LEITI amongst various stakeholders and communities of its goals, objectives, and achievements.
- Increased public and community interest and participation in LEITI implementation and monitoring processes; and
- Strengthen policy advocacy.
- Increased linguistic engagements
- Tailor outreach efforts to meet COVID-19 realities.

4.3 LIMITATION

The communication tools and channels recommended in this strategy are not exhaustive. The previous strategy was developed before the COVID-19 pandemic and relies heavily on traditional models of communication. Due to COVID-19, where in-person interactions are limited, the approach must be updated to reflect current realities. The previous strategy lacked quantitative data. Thus, the current strategy must be quantified and provide measurable indicators to gauge impact. Since most Liberians get their information via social platforms, low digital penetration outside of capital poses a challenge, while linguistic diversity makes it difficult to communicate across rural communities. Since rural areas lack digital tools and rely mostly on radio and in-person communication, specific strategies must be designed to build upon existing radio outreach, while developing new strategies to deepen engagement. The LEITI Communications and Outreach Department must take responsibility for preparing budgets to support implementing all activities included in the strategy.

5.0 THE STRATEGY IN CONTEXT

Communication is essential to the EITI process. The EITI International Secretariat is responsible for coordinating the affairs of the EITI globally. Accordingly, it has made investments in the campaign to improve and enhance how the program is conveyed worldwide. These efforts include producing numerous applicable resource materials and providing relevant skills and approaches required to effectively communicate the EITI process to all stakeholders. To underscore how crucial communication means to the EITI, in a brochure published by the Secretariat in 2008, titled *Talking Transparency*, states that: “*communication is necessary to become EITI Complaint*”. This statement highlights how dire communication is to the EITI process and that without it, the essence of understanding how the principle of transparency is achieved is undermined.

It is difficult to fulfill the fundamental objectives of the EITI in the absence of any form of communication activity. The EITI Standard rests on three pillars: (1) regular publication and independent verification of all revenues from a country’s natural resources (2) publication of this data should be managed and overseen by a multi-stakeholders group composed of members of government, civil society, and extractive industry companies (3) the data should be shared effectively with the country’s citizens, and thus stimulate and inform debate about how natural resources are being governed. Effective communication is therefore essential to ensure transparency and accountability.

In most resource-rich countries, resources are owned by the citizens and managed by the government. Effective EITI communication can foster trust among stakeholders and the public. It enables citizens and their representatives to influence the decision-making process. This dialogue around maximization of benefits for all stakeholders can support better management of resources extracted. In Liberia, the need for effectively communicating the EITI's values is even more critical, given the country's history of mismanagement of its resources. This has diminished citizen's trust in the government's ability to manage and equitably distribute revenue from the resources. This degree of distrust, combined with lack of information, has resulted to assumptions and unrealistic expectations.

Strategy development is necessary to ensure a successful communication campaign for LEITI. The strategy outlines guidelines for approaching key audiences in appropriate ways, leveraging the right channels. This is practical because without a clearly defined strategic plan and long-term vision and focus, most communication endeavors use funds inefficiently, create ambiguity, engage the wrong audience, or entirely fail to engage the population to communicate their message.

A. Strategic Approaches

The LEITI Communication campaign will focus on two key tracks of communication: one-way information sharing or dissemination to broad-based groups of citizens and other specific target audiences, and two-way, interactive communication with key stakeholders and opinion leaders. The former approach, also known as the top-down approach, involves delivery of information to the public using the mass media. The latter approach is referred to as the bottom-top approach. This goes beyond passing along information, and pushes for engaging in dialogues about natural resources, informing target audiences about the EITI process, listening to their specific concerns, while encouraging them to participate in discussions on reports and other key issues relating to transparent management of resources.

Also, at various points in the communication process, four different actions will be taken to reach all stakeholders. These include:

- i. **Awareness:** Awareness is the engine on which this strategy will thrive. Without proper awareness, the institution operates in a vacuum. The awareness process will exert efforts to improve stakeholders' understanding of the LEITI process, including its mandate, vision, and benefits/gains of the program to the entire population and specific audiences, and processes that lead to the production of reconciliation reports. Emphasis will be placed on EITI's

potential to improve management of the country's extractive industry, with a focus on enhancing transparency and accountability.

- ii. **Education:** It is not enough to only create awareness; stakeholders must have a thorough understanding of the process. It is important to help stakeholders understand the complex nature of the EITI process and the extractive industries. This type of education involves promoting basic knowledge on the roles of each stakeholder in the process, while increasing knowledge of existing laws and frameworks that support transparency and accountability in the extractive sectors.
- iii. **Insight and Analysis:** Data and information from EITI reports and audits often come in large volumes and are often challenging for ordinary citizens to understand and appreciate, given the high illiteracy rate in the country (52% of the population is illiterate, World Bank, 2017). It is important to analyze these data and share insights on their implications in creative and practical ways, so that stakeholders, particularly ordinary citizens can understand them and make determination. This will add more credibility to the work LEITI does.
- iv. **Reform:** It is not enough to provide information or analyze data. Ultimately, the process aims to promote reform. There is a need to involve all stakeholders by seeking their advice on how processes can be improved. They should constantly engage in debates and dialogues that inform policy decisions on revenue management in the extractive industries.

B. Challenges for Effective Communication and Critical Factors

Several factors were identified as critical to effective communication amongst the target audiences, and must be considered:

Gender disparity – Due to the culture of male dominance in the society, it is established that in most rural communities, women are either excluded or less involved in community meetings and decision-making. Where represented, they usually sit in the back and their contributions are limited. LEITI's recent dissemination efforts showed that not much has changed since LEITI 2012 Perception Survey. In that report, awareness levels are high amongst male respondents (34%) than female respondents (7.2%). This factor should be considered during the communication campaign. The communications and outreach team must be gender balanced because an all-male communications team may not effectively engage women. In fact, LEITI should consider increasing the roles females play in its county focal person initiative. Although Liberia has made great strides in women's leadership and advancement, gender disparity remains a threat to women's advancement. Liberia's female population sits at 49.74% (World Bank, 2020) and male 50.25% (World Bank, 2020).

Linguistic Diversity: Although linguistic diversity fosters cultural awareness and exchange, it can also impede communication. English is not widely spoken in most rural communities, some of which are communities affected by large-scale mining, forestry, and agriculture operations. In these places, residents have expressed concerns over the lack of information on concessions activities. With sixteen (16) local languages spoken across Liberia, factoring in language preference of communities is critical to the success of communications efforts.

Negative Perception: Mindset can pose a challenge to advancing communication. Too often, extractive industries are shrouded in controversy. Many residents view concessions activities as providing wealth to few people in government and big companies but providing little returns/benefits to locals. It is challenging to communicate with people with such strong biases. The prevalence of misinformation tends to exacerbate this negative perception.

Levels of Literacy/Illiteracy: Since approximately 52% of the population is illiterate, all communication activities will be determined by the level of literacy in the targeted areas.

Digital Illiteracy and Low Internet Penetration: The power of the digital revolution in driving global change in the 21st century, cannot be overstated. It has changed the speed, access, and cost at which we access information. At the same time, misinformation or fake news can also be disseminated at the same level of efficiency. LEITI should prioritize time delivery of accurate information to the citizens. It should also seize on the introduction of the fiber optic connectivity in Liberia, especially in urban areas. The digital component of the strategy must be strengthened, leveraging digital storytelling and content that informs, persuades, and celebrates. For example, success stories on LEITI's impact on communities and individuals should be widely disseminated.

6.0 TARGET AUDIENCE PROFILE

LEITI Multi-stakeholders Steering Group (MSG) includes representatives from the government, civil society, and companies operating in the extractive sector. This trio can be splintered into several groups of audiences with specific concerns and communication needs that can be addressed using precise messages and applicable communication tools and channels. Given the objectives of the strategy outlined above, it is useful to identify and analyze which stakeholders should be engaged in the communication process. The priority groups include both internal and external stakeholders listed below:

6.1 THE MSG/LEITI SECRETARIAT

In this context, the MSG refers to the board responsible for guiding policy direction for the LEITI and not necessarily a generic reference to the tripartite nature of the initiative. As the board is comprised of individuals with diverse, and sometimes conflicting interests, deliberate internal communication is crucial if decisions must be made, and consensus reached. Efforts to ensure effective and continued interpersonal and intrapersonal communication are essential. When people experience difficulties in understanding others or getting their point across clearly, it can have a crippling effect on group decision, and this may derail the process.

The LEITI Secretariat is tasked with the responsibility to lead and manage the communication activities of the initiative. Successful implementation will depend significantly on how staff of the Secretariat engage the public with LEITI information. There is a need to equip the staff with a thorough understanding of styles and approaches/tactics unique to communicating the EITI daily. Communication personnel should be encouraged and supported with continuing education. For example, UNDP offers programs on enhancing writing skills. This support should consider LEITI county focal persons, who find themselves at the forefront of LEITI community outreach initiatives.

6.2 RELEVANT GOVERNMENT MINISTRIES AND AGENCIES

Some ministries and agencies of government have direct involvement with the LEITI process. These include the Ministry of Finance and Development Planning (MFDP), Ministry of Agriculture (MOA), Ministry of Mines and Energy (MME), Forestry Development Authority (FDA), Liberia Maritime Authority (LMA), National Investment Commission (NIC), National Port Authority (NPA), National Oil Company of Liberia (NOCAL), Liberia Revenue Authority (LRA), Liberia Petroleum Regulatory Authority (LPRA), Public Procurement and Concession Commission (PPCC), Environmental Protection Agency (EPA), Liberia Civil Aviation Authority (LCAA), and the General Auditing Commission (GAC). These institutions serve as either custodian of government's revenues from the extractive sectors, line ministries or agencies, regulators, procurement, or monitor activities in the extractive sectors. Other institutions, including the University of Liberia are direct beneficiaries of revenues from the extractive sector in the form of in-kind or social development contributions embedded in some concession agreements. Beyond participation in the reporting process, these institutions must be consistently engaged so that they are knowledgeable of the vision of the EITI and effectively support and publicize its implementation. It is helpful that LEITI enhance capacity and clarify expectations, in order to ensure engagements are timely and robust.

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

6.3 RELEVANT LEGISLATIVE SUB COMMITTEES

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

6.4 COMPANIES IN THE EXTRACTIVE SECTORS

Companies investing in Liberia's extractive sectors are key stakeholders in the EITI process. Their commitment to responsible business practices is critical to achieving transparency in the sector. Beyond providing tax payment, production, export, and other data during the EITI reporting process, LEITI should ensure that mining, agriculture, timber, and oil companies understand the vision and purpose of the initiative.

6.5 CIVIL SOCIETY GROUPS

Given the role they play in advocacy, civil society's involvement reflects a unique balance in the EITI process and serves as a voice for ordinary citizens. Their participation will also help to foster trust in the process. While civil society groups are represented on the LEITI Board and have significant influence on the board's decision-making. Generally, the involvement of this important group in the LEITI process could be improved considerably particularly at the community level. So far, only few Monrovia-based civil society organizations have been active with the process, although there are scores of local NGOs and other advocacy groups spread across the country. LEITI should ensure that the civil society groups on the MSG capitalizes on the Constituency Feedback Process. It is also important to decentralize the involvement of civil society organizations, and target those in the rural

areas where most of the extractions are undertaken. This will ensure that the communities' concerns are highlighted and addressed. Capacity-building for civil society organizations in resource related advocacy issues is equally crucial. Consistent engagement, resources and opportunities must be provided in a sustained manner to broaden their advocacy. Roundtables with CSOs is also an effective way to drive engagement, while adhering to COVID protocols.

6.6 SOCIAL AND INTELLECTUAL ORGANIZATIONS

Since the mid-2000s, social and intellectual organizations have been on the rise, fast becoming essential platforms for discussing social and political issues affecting society. These organizations exist in the form of Ataye shops and community discussion forums operating throughout the country. Their membership comprises of intellectuals and professionals from all walks of life who converge to dialogue and debate on issues of national concern. Their thirst for knowledge and demand for good governance and increased public accountability, make them instrumental to achieving LEITI's goal of promoting transparent resource management. LEITI could use them as catalysts to advance debates arising from findings of the EITI reports, audit reports and other studies conducted. Special corners should be established at some of these centers where copies of reports, other documents, and information relevant to the LEITI will be kept and made accessible for public use. Further, LEITI communications should consider regular visits to these centers to provide facts and answer questions of events in the sector.

6.7 TRADITIONAL AUTHORITIES

Participation of traditional authorities in the LEITI process cannot be ignored. They are the landlords of the communities in which exploration and extraction take place. Traditional leaders command respect from and have influence over the members of communities. They are vital to the success of programs implemented in these communities. LEITI should engage traditional leaders to understand the challenges in extractive communities. While it is documented that LEITI has involved this group over the years, such interactions were predominantly done with high profile officials of the National Traditional Council of Liberia (NTCL), and it is difficult to validate whether outcomes from these discussions are extended to other traditional leaders in the leeward counties. Traditional leaders in affected concession communities should be given special attention. They can be productive sources of information and beneficiaries of information from the LEITI Secretariat.

6.8 THE YOUTH POPULATION/STUDENTS

The Ichikowitz Family Foundation’s 2020 African Youth Survey states that African youth are passionate and well informed on issues impacting their countries and regard themselves as a significant part of the solution. In Liberia, where the youth form 65% of the population, they are an important stakeholder in the EITI process. Youth across various spheres of the Liberian society are a collective force in driving and shaping debates on issues unfolding in the country.

They are the future of Liberia, to whom the management of these resources will eventually be transferred. The sooner they are made to value the principle of integrity and understand issues surrounding these resources, the better prepared they will be to make decisions when they take on management roles tomorrow. Also, the youth are a vulnerable group and should be educated and discouraged from venting their frustrations through violence and conflict. This is especially easy when they are not knowledgeable about pertinent issues. Where people lack information, there’s a possibility of developing wrong perceptions, forming biased opinions, and having unrealistic expectations. Therefore, LEITI needs to encourage participation of the youth in the process, ensuring they are informed about its mission and gains to the economy. Youth participation can be initiated through school outreach activities such as the Extractive Club Program which was formed in 2012 but has since become dormant due to the lack of funding. LEITI should source funding and activate the Extractive Club.

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

6.9 MEDIA ORGANIZATIONS

The LEITI process will hardly succeed without involvement and support from the media. In recent years, Liberia has witnessed a proliferation of media institutions. According to the IREX 2008, Media Sustainability Report, citizens reliance on media institutions as a credible source of reliable news coverage has increased significantly since the war years.

With their primary responsibility of informing, educating the public, and setting the agenda for discussing national concerns, the media is an invaluable partner in the campaign to communicate the EITI process. They can be used to enhance awareness on the LEITI, while communicating the gains progressively. The media is also equally concerned about issues of transparency, manifested

in its role as watch dog of the society. Their reportage on critical concerns in the extractive sector, including issues of corruption and corporate social responsibility practices by extractive companies can help advance greater accountability and transparency in the sector. It is very crucial for LEITI to build a strong relationship with the media. However, such engagement should be done strategically as there are numerous media institutions in the country. The Press Union of Liberia states in its 2016 media profile database that there are over 125 radio stations, 37 newspapers, and 6 televisions in the country, with various newspapers appearing on newsstands weekly. Digital media (Facebook, Instagram, Twitter, etc.) has significantly changed how Liberian receive information. With this diversity, it is important to target media outlets with wider readership and audience to maximize the use of resources available and obtain the desired results. A detailed listing of media institutions, including those operating in the rural areas, is available in the Appendix.

LEITI should respond to media inquiries within a specified deadline or inform journalists when the information requested is not available, or the deadline cannot be met. This will enhance confidence between the institution and the media.

6.10 COMMUNITY GROUPS

Inhabitants of various concession areas are important stakeholders. They are usually directly affected by the environmental and social impacts of extractive activities - ancestral lands traditionally used for farming are destroyed, pollution of drinking water, or forceful relocation of dwellers. Community groups need special attention. LEITI should reach out to them periodically, educating them that the initiative exists to ensure they benefit from the proceeds of their resources, and soliciting their input on how the process can be improved. An effective two-way communication between this group and the LEITI Secretariat will enable them to understand and take ownership of the process. These groups are also essential for driving mobilization and increasing engagement.

6.11 INTERNATIONAL AUDIENCES

Multilateral organizations such as the World Bank, the African Development Bank, International Monetary Fund, African Mining Vision, United Nations, as well as International non-governmental organizations including the German Technical Cooperation (GIZ), the various embassies, and others, have demonstrated interest in the EITI in general and LEITI in particular. These institutions have eagerly followed LEITI's progress. For instance, the UN, in its 2012 Panel of Experts Report, hailed progress at LEITI and called on the Government of Liberia to increase support for the program. In fact, over the years, some of these institutions have provided direct budgetary support to LEITI. The

African Development Bank increased its support by 82% from \$106k in FY 2019/20 to \$606k in FY 2020/21. Development partners are interested in knowing that their support has a positive impact on the country's natural resource management. Thus, LEITI should provide this audience with information about its progress, including sharing with them the EITI Reports, and findings of other studies conducted.

Notably, LEITI is part of a global initiative, the Extractive Industries Transparency Initiative. The International Secretariat which coordinates the initiative globally is interested in information on progress made in Liberia. This can be conducted through regular emails or contributing articles to the EITI website. Other implementing countries and those working towards achieving compliance would also want to learn from LEITI's experiences. LEITI should make efforts to communicate these gains increasingly to these stakeholders. Other interested groups would include international media organizations, investors, multinational companies, and international civil society groups.

7.0 KEY MESSAGES FOR AUDIENCES

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

- What is LEITI?
- Why was the LEITI established?
- What is the LEITI Act 2009?
- What is the MSG and how does the LEITI work?
- What are the contributions of the LEITI to the economy and the people of Liberia?
- Who should be involved with the LEITI?
- What is the EITI Report and how does it promote transparency?
- Who are those involved in EITI Reporting?
- Where can one access the reports?
- How has COVID-19 affected LEITI?

Awareness and education will be progressive, as it is established that public knowledge and understanding of the program is still low. However, for the current implementation stage, it is important to simultaneously promote reform, share insights, or analyze data from the EITI reports; reports from audits of concessions rights and contracts, and findings from other relevant surveys conducted. Information should be provided and sought on the following:

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

Sequentially, the LEITI Communications and Outreach Department will have the responsibility to develop messages relevant to the implementation stage of the initiative or the prevailing circumstances at a given point, which suits the exact information needs of various stakeholders. Where new messages are developed, it is advised that the following be taken into consideration:

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

Table 1

STAKEHOLDER	Sample Core Message 1	Sample Core Message 2
The MSG/LEITI Secretariat	To ensure transparency and accountability, we must ensure that our house is in order. We must equip ourselves to uphold the EITI standards and best practices.	We must ensure that our skills are updated, and our knowledge of the process enhanced. Our audit and other reports must be available in a timely manner. Provide resources and tools needed to ensure a transparent and participatory process, as this will yield greater benefits for LEITI and all stakeholders.

Relevant Ministries & Agencies of Government	On this path to transparency and accountability, your commitment is essential. We remain committed to working with you to ensure economic growth and development for Liberia.	Transparency and accountability will ensure more revenue for the government, and a win-win for all. We work to eliminate loopholes that result to loss of revenue for government.
Relevant Legislative sub-committees	We recognize the role you play in pushing for transparency and accountability. It is vital to our process, and we intend to deepen this work with you, as it is for the greater good of all citizens.	We want to continue to work with you to ensure all stakeholders are aware of the lapses so we can drive the transformation of the extractive sector.
Companies in the Extractive Sectors	We are committed to fostering transparency and accountability in the Liberian extractive industry. We stand ready to ensure compliance and standardization of the Liberian extractive industry.	LEITI wants to help you improve your working environment. LEITI is committed to best industry practices. We are committed to effective management and utilization of resources.
Civil Society Groups	LEITI is committed to best industry practices that elevate the standards of living for all Liberians.	We're committed to helping to improve the lives of Liberians. LEITI is committed to transparency in the Liberian extractive sector. This will help to rebuild Liberia.
Social and Intellectual Organizations	We are committed to accountability and transparency in the Liberian extractive sector.	Our audit reports have become a point of convergence for transparency and accountability in the Liberian extractive industry. How our resources are managed is critical to us and we are ready to see that through our audit.
Traditional Authorities	We want to see clean and clear hands in our riches that God gave us. So that is why we are doing this work that we're doing.	We want to make sure that all the riches that God blessed us with will benefit all of us. So, we will make sure that all of you understand the paper that we are

		working on, so that your can help us to help your, so everybody in Liberia can benefit.
The Youth Population	We are committed to helping the youth and all Liberians to improve their lives by upholding transparency and accountability in the extractive sector. You are an important asset to Liberia and your participation is crucial. Your voice matters to this process. More revenue means more opportunities for youth advancement.	We value you as a youth population, and your passion, energy, brilliance, and quest for a better Liberia. You're the future leaders of Liberia, therefore we will engage with you and share our audit reports so that we all can rally, clarify, highlight your concerns, and hold government accountable.
Media Organizations	LEITI is committed to accountability and transparency, values we believe are important to you as media professionals.	As our partners, we will work with you to oversee revenue utilization and ensure sustainable development. Together, we will draw attention to, and eliminate approaches that stand against transparency.
Community Groups	Transparency in our extractive sector means an enhanced standard of living for all.	The lack of transparency is the root of corruption in Liberia. Increased transparency will improve the lives of all Liberians and make your communities better for all.
International Audiences/ Multilateral Organizations	As you have stood by us in this fight to ensure transparency and accountability, we seek your continued support as this dream is far from being realized. We cannot fight this alone.	We will keep you engaged through our audit and other reports and rally your support in ensuring that accountability and transparency prevail.

8.0 COMMUNICATION TOOLS AND CHANNELS

To achieve the objectives mentioned in this strategy, the following mix of direct and in direct communication tools and channels would be useful. Direct communication refers to activities that

do not necessarily involve media intervention. They require directly engaging the audiences and allow for instant reactions which are essential for timely feedbacks/evaluation of the communication. Indirect communication activities on the other hand require the media. Digital tools will also be leveraged to engage the younger population whose preferred mode of communication, according to the recent SurveyMonkey survey, is social media and Facebook in particular. Proactive communications, leveraging the tools and channels mentioned, will significantly bridge the knowledge and engagement gap. With the disruptions of recent years, focus must be placed on rebranding LEITI and communicating purposefully. Messages must be purposeful, empathetic, and reflective of the times. LEITI could undertake social efforts in mining affected communities by supplying hand sanitizers and other appropriate COVID-19 essentials. The organization must showcase its human side and shift to elevating and supporting communities. In this case, the strategy must not only be used as a tool for driving the organization's visibility. Digital tactics must be integrated in a robust manner since the move to a digital world was accelerated by the pandemic.

- i. **Group Discussions/Meetings** - In addition to the regular monthly meetings of the MSG, it is important to also hold discussions constantly with various stakeholder groups, including civil society organizations, officials of extractive companies, relevant ministries and agencies, youth organizations, traditional leaders and concerned communities. These meetings will keep stakeholders focused on the process; allow discussions on prevailing challenges and opportunities; and contribute to policy decisions that could improve the process. As events move from virtual to face-to-face, hybrid event models must be leveraged to encourage participation of various audiences.

- ii. **LEITI Contact Database** - Lack of proper contact information may impede efforts to reach stakeholders in several ways. For instance, substantial amount of time could be wasted looking for telephone numbers to call certain stakeholders; email addresses to hurriedly pass information over to them, or even airmail addresses where official communications are required. A well-organized contact database can facilitate effective and efficient communication. The LEITI currently has a database that largely contains contact information on extractive companies. It is recommended that the database be expanded and organized to include contact information on all other relevant and prospective stakeholders. The database should be updated regularly, and information on each stakeholder expanded. This will allow

the team to track stakeholders and tailor communication meant for them in a timely and effective manner.

- iii. **E-Messages** - Electronic messages can be generated and delivered instantly to large audiences through mobile phone technology. LEITI could use this technology to, for instance, promptly announce the launch of EITI reports or disseminate information on key findings from the reports; remind relevant stakeholders of reporting deadlines or major events, and communicate other gains of the initiative to the public, etc. With the increased usage of mobile phones in Liberia, this form of mobile outreach will ensure that many stakeholders are reached. These messages should be concise since they are often meant for a mixed audience. Another advantage of e-messages is that it is cost effective - a few hundred dollars can be spent to reach out to thousands of citizens.
- iv. **Hybrid Press Briefing & Press Conference** – Given that the media has competing priorities, hybrid press briefings/conferences will provide an opportunity to react directly to EITI issues. Press briefings should be prepared in advance; effectively delivered and copies circulated amongst attending reporters and other media houses. One major press conference should be held at the end of each year to enlighten the public of the gains made by the initiative for the elapsing year and provide overview of the plans and activities for the upcoming year. It is advisable that press conferences be held only where the need exists to give massive publicity to major events, cases of emergency or pressing issues. To ensure the message is effectively delivered to the right audience, the Secretariat should target various media institutions and personnel. Invitations to these gatherings should be open to all media institutions. Ideal for obtaining coverage from the media. This will allow LEITI to tell its story. A hybrid approach will also consider COVID protocols, while engaging both face-to-face and virtual audiences.
- v. **The LEITI Website:** (www.leiti.org.lr) should be advertised and utilized as a channel for informing and educating those with access to new media, such as journalists, investors, government officials, company officials, civil society organizations, multilateral agencies. A storytelling corner should be included, highlighting the impact of LEITI’s work on individuals in the communities it serves. Videos, a live feed, and links from social media should also be included. The website’s Search Engine Optimization (SEO/google search ranking) must be

optimized to improve its Google visibility, boost conversations and drive engagement. The website must reflect the resilience of the LEITI brand and its commitment to serving the country. A list of Frequently Asked Questions (FAQ) must also be compiled and placed on the website along with other resources.

- vi. **Digital Tools (Emails and social media)** - Majority of stakeholders including government officials, companies' executives, MSG members, the media, civil society organizations and others have access to e-mail and could quickly be reached through this medium. Also, social media platforms such as Facebook (ranked as the most widely used social media platform used by most Liberians in a recent SurveyMonkey survey), Instagram, Twitter, and YouTube are all useful means of communication, and allow instant feedback from the audiences. Facebook is popular in the society, and with its accessibility on the mobile phones, users have increased especially amongst young people who are an important audience to LEITI. An assessment of the LEITI Facebook page in July 2013 showed increased engagement. Viewership has dropped significantly since 2013. Given that the Facebook page is now linked to the website and other social media platforms named above, it is anticipated that more people will be reached through this medium. LEITI's Facebook page should therefore be active, not only with new posts, but efforts should also be exerted to respond to comments and queries from visitors. LEITI must also explore creating a mailing list and e-newsletter. For increased social media visibility, latest trends like memes, reels, viral videos, virtual events, can also be explored and build renewed momentum. A LEITI app can also be developed and downloaded from the Google Playstore/Apple Store. There, individuals can learn more about LEITI. The communications team can also use existing materials to develop content for LEITI's various social media accounts to enhance visibility. LEITI's Facebook page can also host live conversations called LEITI Live Chats. Video storytelling for use across various platforms blog, website, social media can also be explored.

- vii. **Publications** - A creative newsletter would be appreciated by the stakeholders and could increase communication between the LEITI Secretariat and various stakeholders of the LEITI process. Newsletters have a unique advantage since they contain detailed information and can provide opportunities for readers to get in-depth knowledge of happenings at the institution. Responses from the public on past newsletters are indicative that the quarterly

LEITI newsletter had impact on stakeholders. The publication should be reactivated, and the content improved. Given cost implications, it is necessary to circulate electronic copies of this publication to some stakeholders such as MSG members, officials of government, company executives and the media. It should be noted that most stakeholders have limited or no access to the internet. Even where internet access is available, the challenge is that some people have spam filters that may stop the newsletter from getting through. Production should be increased from the prior average of 700 copies per edition to at least 1500 so that hard copies of the publication can be circulated to as many stakeholders as possible. Other forms of publication including posters, handouts (flyers) can be printed and distributed to all stakeholders. Storytelling can also be leveraged to tell LEITI success stories in a creative, and relevant manner.

- viii. **Billboards & Information Posters** - While many forms of modern advertisements have emerged, traditional billboards remain an effective out-door communication method. With billboards, you have a better chance of reaching more people. Billboards appeal to various demographics, unlike magazines or TV. Also, information on the billboard is more readily available to an individual's subconscious than advertisements seen in magazines. It is more likely that a person would pass by a billboard multiple times and see the advertisement multiple times, thus they would remember it better than an ad they saw once in a magazine. LEITI had installed several billboards throughout the fifteen counties from the onset of the program, but nearly all of them were damaged due to a lack of maintenance. Recently nine billboards have been reconstructed and planted across eight counties. There are now billboards in seven counties. It is also recommended that LEITI installs billboards in all fifteen counties and that the messages carried on them should be updated when necessary to cater to linguistic preferences of the communities in which they are placed.

- ix. **Infographics** - the alarming rate of literacy rate in the country poses a challenge to ordinary Liberians (especially those the rural areas) to read and appreciate the complex data in the EITI Report and other information. Even for those who read, many are visual oriented. It is therefore necessary to embark upon more creative and simple ways to educate the citizens about the work of LEITI. Infographics present a unique opportunity. Infographics are a combination of short texts and graphics designed to provide a quick and easy to understand

depiction of the text content or a visual representation of data. They are usually a colorful representation of the information contained on the page. LEITI should produce these infographics, print them on posters and banners or paint them on walls in strategic locations all around the country. LEITI should mount infographics at population centers including the airports, seaports, revenue, and tax offices, etc.

x. **Direct Youth Outreach Program** - as future managers of extractive resources, the youths are important stakeholders of the LEITI process, and they need to be targeted directly with special outreach programs to enhance their capacity to assume leadership responsibility. The Extractive Club Program (e-Club) established by the LEITI in 2013 is a platform for achieving such goals. It encourages participation of the youth in debates and dialogues to potentially inform policy decisions in the extractive sector. Additionally, it provides exposure to participating students on the extractive industries through a series of activities including peer-to-peer discussions, visit to extractive companies and mentorship amongst others. Initial funding for the program was provided by the German Development



Cooperation (GIZ) to facilitate activities in ten high schools in Monrovia. That number later increased to fifteen. At the peak of e-Club, all students on the winning debate team were offered internships at government agencies and extractive companies, MSG members 'adapted' a school that formed part of the e-Club program. In 2013, St. Teresa Convent won the e-Club debate and the MVP on that team received a fully funded 3-month internship at the EITI office in Trinidad and Tobago. The e-club should be reinstated and expanded to schools outside Monrovia. Also, the LEITI should continue to identify other unique forums to directly engage the youth population. Add virtual events such as webinar, video conferencing, podcasts that convey messages in an engaging manner and help strengthen relationships with the youths. Other institutions have started their own youth integrity clubs. GAC is an example. LEITI should link up with such programs to ensure that those in the e-Club are able to network and understand what other integrity institutions are doing.

- xi. **Sponsorship** - LEITI needs to strengthen its brand presence. In the past traditional promotional items such as T-shirts, wrist bands, etc., were distributed to the public. Due to budget constraints LEITI has discontinued this practice. LEITI should seek funding to continue this branding initiative. Further, a wide range of sponsorship opportunities are available and should be leveraged to enhance visibility for LEITI. This can also be fostered through participation and/ or sponsoring of other institutions, radio shows or national events, particularly those aligned with the goal of promoting integrity and achieving transparency and accountability. This will afford LEITI an opportunity to promote its brand presence. Sponsorship could be full or partial. Sponsorships are particularly important if the events or initiatives being sponsored are major and can attract national media attention. For instance, LEITI could sponsor the Edward Wilmot Blyden Forum usually organized by the Press Union of Liberia, and not only seek promotion of its brand but also arrange for discussions to center around issues of integrity and transparency particularly in the extractive sector.

Inflatables, Air-dancers, and Comedians - in addition to billboards, other forms of out-door promotions like inflatables are effective ways to improve an institution's brand presence. Promotional inflatables come in many shapes such as air dancers, bouncers, morph suits, etc., and can be used in exciting manners to reach many people at various times or at once. Inflatables can be labelled with the acronym – LEITI or with a short important message about LEITI and displayed at strategic locations or events including soccer matches, launching programs, musical concerts, etc. The use of comedians has also proven to be an effective,



guilt-free, and entertaining way to talk about important topics without preaching or boring the audience. LEITI can also engage the bustling HipCo music community to enhance visibility and build engagement.

- xii. **Roadshows, Seminars, Workshops, and Conferences** – These are direct opportunities for LEITI to promote itself and its activities, and engage with various stakeholders, while observing

COVID safety protocols. This will be useful for journalists, civil society organizations, focal point officers from extractive industries, and traditional/community leaders.

- xiii. **Media Engagement & Networking** - A small network of enthusiastic and credible journalists is required for the LEITI to maximize results of directly working with the media. Although LEITI already established a network of this nature, coined —Extractive Reporters in 2010, little has been done to cultivate and nurture the relationship. To date, this group is non-existent though the members are still around. Records also show that media engagement has been minimal, and journalists are mostly called upon when there are press conferences. This could potentially be responsible for the marginal news media coverage of the LEITI process. The LEITI Communications and Outreach team should reengage this group of extractive reporters and restart that group. Notably, establishing the network of journalists does not indicate denial of relationships with other journalists who do not belong to the network. Aside from the network of reporters, an effective media engagement strategy should also involve building and maintaining strong relationships with editors and publishers. Editors and publishers are regarded as gatekeepers, due to their screening capacity in the newsroom. They determine news value of events and activities and make decision on content to be included in news cast and newspaper pages. Their support will ensure that messages and information from LEITI are strategically positioned in prominent spaces in their publications and news casts. This relationship can be cultivated via regular lunch meetings and tete-a-tete with editors and publishers and maintaining a constant flow of communication with them.

- xiv. **Press Release/Press Alert** - Well prepared press releases on events such as announcing a LEITI Report, or the launch of a campaign or process, must be distributed to the media. Where possible, stories should be accompanied by relevant photos. Also, when positioning stories or news to the media, it is critical to find an angle that connects the agenda to something the audience cares about. The outcomes and impact of activities on people’s lives, tend to be more meaningful to them than the activities themselves. Similarly, alerts on up-coming events and activities may be sent to the press, leverage captivating visuals and messages.

- xv. **Use of Radio** - Radio by all measures is one of the most effective and far-reaching medium of information dissemination in the country. With the rise in audio digital broadcasting and audio

entertainment in recent years, radio continues to morph into different forms. Podcasts are on the rise, and in 2020, the audio social app, Clubhouse was launched, showing that there's still great potential for radio. Favorably, there is a rapid rise in the growth of private radio stations both in Monrovia and the rural areas. The value of community broadcasting is that messages are tailored to the specific needs of communities and communicated in languages (including vernaculars) mostly spoken by residents of those communities. In fact, the minimum impact made by LEITI using the news media so far, according to the 2010 Perception Survey Report, which credits the production of dramas and jingles being aired via radio stations throughout the country, as a strong contributor to LEITI's visibility. These dramas and jingles are no longer aired on radio stations due to the lack of funding. LEITI should restart the airing of jingles and dramas. While the impact cannot be underestimated, this form of communication is useful for awareness creation. It has limitations compared to, for instance, the editorial functions of the news media wherein reports are progressive and current, characterized by interpretations and in-depth analysis which further boost public education. At this stage of Liberia EITI implementation, an effective use of radio would not only involve airing dramas and jingles, but also use talk shows and other interactive radio programs to support public education and the reform agenda for the extractive industries. It is important for LEITI to design its own weekly radio show, called the LEITI Hour, or make use of other programs hosted by some broadcast institutions. Where a special LEITI radio program is produced, it is advisable to host it on some of the major radio stations in Monrovia (for example, ELBC, Truth FM, ECOWAS Radio) that relay broadcasts to community radio stations, to reach a larger audience, since it would be costly to host talk shows on all rural radio stations. To enhance these efforts, a LEITI Hour radio show can be hosted on a major radio station once every week and aired live simultaneously on Facebook and YouTube. Content from these programs can also be repurposed into compelling content for future promotional purposes via other channels (newsletter, website, social media pages) etc. A LEITI podcast can also be developed from content of the shows and posted on SoundCloud, where it can be easily accessed. As radio reinvents, leveraging audio content such as audiogram for Instagram, LinkedIn and twitter will also pay off. Radio remains reliable and trusted in Liberia. As a result, its accessibility and reach will continue to expand.

- xvi. **Video Documentary** - a documentary that captures LEITI's activities should be produced and shown on televisions or uploaded to the LEITI website, You Tube channel and social media pages.

A 10-minute video documentary on LEITI's work with voice bytes from companies, Civil Society, and community leaders will be an effective tool to educate the public. Video interactions using live footages and stories engage on a more personal front. They can also be done in Liberian Colloquia or vernaculars.

- xvii. **Use of Print Media** – While print media as a key source of information is on the decline (the pandemic has accelerated the shift from print to online media), it remains a reliable medium for engagement. It is therefore an important tool for launching reports, campaigns and creating awareness. LEITI's announcements, advertisements, and supplemental information can be placed in newspapers.
- xviii. **Innovation and Creativity** – with the fast and unpredictable pace of technology, it is prudent that LEITI adopts in a timely manner to changes in information dissemination. The Secretariat should research trends and best practices in information gathering and dissemination. This is particularly useful in localities with high illiteracy rate. Programs should be developed in forms and formats that easily convey messages on to end-users. Strategies to drive and generate data, insights, and measure ROI (return on investment), should also be explored. A shift must be made towards human-centered/ interest stories and not only stories that focus on LEITI's corporate narrative. LEITI must strengthen internal communications and incorporate solid crisis communications preparation tools for its communications team.

9.0 STRATEGY MANAGEMENT

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

Resource Allocation - Good communications is costly. While a comprehensive budget has not been included, it is strongly advised that the implementation of this strategy be supported adequately. It is important to maintain a separate communication budget at all levels of institutional planning, tied to achieving the objectives set herein. Line items must be delineated and quantifiable to ensure monitoring and evaluation.

Communication Management - another consideration is the management of communication and information from LEITI. Communicating the EITI is the responsibility of members of the MSG and every staff of the LEITI Secretariat. That is why it is recommended earlier that all parties concerned should

acquire practical hand-on skills which would be useful for effectively communicating within groups, or with other stakeholders. However, in the case of the Secretariat, official policy documents through press releases, statements, radio announcements, newsletters, etc. should be carried out by the Head of Secretariat or his/her designee. Likewise, the official spokesperson for the MSG shall be the Chairperson / Co-Chair or their designees.

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

- i. Initiate all the communication activities of LEITI
- ii. Prepare relevant budget progressively to support the implementation of the strategy
- iii. Serve as central point for all press relations and media activities
- iv. Monitor the communication strategy and when applicable, design new programs
- v. Centralizing communication management function is important for ensuring accuracy and consistency

10.0 EVALUATING SUCCESS

Regular monitoring of the communication activities recommended in this strategy is necessary to gauge their successes. LEITI will use both formal and informal research methods to measure the impact of the Communications Strategy on public understanding and participation in the EITI process and overall level of improvement in transparent resource management. Evaluation of the Strategy will be progressive.

The assessment will be based on the following criteria:

- Newspaper cuttings
- Website visits or page impressions
- Number or nature of inquiries received due to communication strategies
- Anecdotal feedback
- Unsolicited feedback from communities, local assemblies, CSOs
- Periodic surveys among communities, media and CSOs
- Tracking volume and nature of media coverage
- Increased Legislative discussion on issues advocated by LEITI
- Donor commitments
- Demand for information

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

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

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

11.0 RECOMMENDATIONS

While LEITI has made significant strides in information dissemination and awareness, leveraging its current communications capacity, the following recommendations will help to boost its communications with various stakeholders going forward:

- i. Factor in COVID context when developing all communication materials.

- ii. MSG/LEITI Secretariat should strengthen internal communications capacity through training, development of resources, toolkits, manuals etc.
- iii. Invite sub-committees' leadership, periodically, to MSG meetings; ensure findings and recommendations from EITI Reports are presented to each Legislative sub-committee
- iv. Seek proactive engagement with extractive companies while holding them accountable and awarding and publicly recognizing them where they do well.
- v. Source funding to strengthen CSO's capacity and ensure that they are involved in each state of the dissemination and outreach process.
- vi. Build and strengthen relations with social and intellectual organizations.
- vii. Head of traditional chief as LEITI champion, who communicate in their vernacular. The team will prepare customized messages for their audience and LEITI.
- viii. Involve the country's bustling entertainment scene which mostly engages the youth. Appoint top Hipco stars as LEITI ambassadors/ LEITI Stars/ LEITI Icons etc. Relaunch LEITI Lecture Series. Constantly equip them with tailor made information in standard English or colloquial to share with the public. Record a LEITI song and launch a LEITI Hipco Wall or mural at a strategic location in the city.
- ix. Enhance the Extractive Watch and deepen media partnerships, trainings, and keep reporters updated on emerging trends. Also award LEITI reporter of the year and train them on how to specifically report on LEITI.
- x. Get community leaders to speak with community groups, make their voice count, and prepare tailor made messages for them as well. Conduct trainings and show them firsthand examples of the companies' impact on them, while telling their stories of resilience, and highlighting their voice and needs.
- xi. Continuously share new reports, findings, and articles with development partners and ensure that LEITI partners with them on ongoing initiatives to increase engagement and visibility. For example, LEITI can partner with the Public Affairs Section at the U.S Embassy to foster engagement with YALI fellows, to host regular talks at the U.S Embassy library to discuss LEITI, Deeper collaborations and partnerships can be explored.
- xii. Accelerate efforts to develop customized digital content used to promote a solid digital presence for LEITI efforts. Develop a LEITI blog on which LEITI's activities and other relevant moments captured from LEITI initiatives can be shared. Create a vibrant digital presence to garner interest in LEITI's activities by consistently updating LEITI's website with pertinent messages from LEITI Champions/Stars/Ambassadors. Develop customized e-newsletters for circulation to targeted audience using stakeholder mapping as a guide. Develop reader friendly communication

materials from LEITI Reports using innovative formats to promote interest and use of LEITI reports.

- xiii. Trainings, workshops, conferences, library access and facilities, access to e-learning platforms, upgrade institution's facilities, build partnerships, provide equipment, publications, funding, surveys etc.
- xiv. Tailor content towards women and train a female member of the communications team to communicate with them, as this form of awareness may deepen connection and information sharing.

TARGETED COMMUNICATIONS STRATEGY AND AUDIENCE

STAKEHOLDER	GOAL	SUMMARY OF TARGETED STRATEGY
<p>The MSG/LEITI Secretariat</p>	<p>Strengthen its communications capacity to better communicate with and equip LEITI to engage all stakeholders. Drive internal communications training to update staff knowledge, skills and understanding of the EITI process.</p> <p>Deepen their understanding and commitment to LEITI values.</p>	<p>Enhance internal communications skills of members through staff training to better communicate LEITI to all stakeholders and the public, as a significant driver of development. Prepare an MSG internal communications guide/ toolkit.</p> <p>Crisis communications training to enable the team to develop the skills to communicate to stakeholders during times of crisis, like the current pandemic. Ex. Prepare a LEITI crisis communications handbook.</p> <p>Build team's capacity and provide resources for LEITI to ensure an effective implementation of its annual communications plan.</p> <p>Promote knowledge exchange between the Secretariat, LEITI and other EITI initiatives, through links and opportunities to enable them to stay updated on emerging trends.</p> <p>Strengthen communications manager's capacity to coordinate with and train journalists, to enhance their reportage on LEITI related issues through articles, features, documentaries etc. Develop extracts from their reports and share with the community.</p>

Relevant Ministries & Agencies of Government	Foster continued partnership and keep them abreast of the process. Deepen their commitment to transparency / influence legislative dialogues and proceedings on the extractive sector. Clarify expectations.	Enhance engagement through regular consultative meetings, reports sharing and dialogues.
Relevant Legislative sub-committees	Enhance demand for accountability. Engage and share findings from reports to support their deliberation to larger legislative body. Uphold transparency.	Deliberations, meetings, updates on reports.
Companies in the Extractive Sectors	Enlighten and update companies in the extractive sector on the LEITI process and standards and hold them accountable to their commitments to transparent practices. Compliance and transparency in adherence with LEITI standards.	Discussions, forums, meetings, conferences, and specific communication content that address the communication needs of these companies. Content can be developed from the annual reports. Create an annual award for companies that adhere to EITI standards.
Civil Society Groups	Decentralize CSOs participation to ensure robust rural participation nationwide. This is LEITI's core target audience. Equip them to use their advocacy to hold government accountable.	Capacity building for CSOs, training, resources, and development of specific content for them. Also start a quarterly LEITI CSO Roundtable series to engage and keep this group informed on emerging issues.
Social and Intellectual Organizations	Educate, advance debates and discourse on LEITI, LEITI reports and other developments in the extractive sector.	LEITI Corner to carry printed reports and other published materials on LEITI. A once-a-week LEITI Ataye Chat. Develop a relationship with and train some eloquent members to serve as LEITI spokespersons.
Traditional Authorities	Educate, inform, engage, and involve traditional leaders in leeward counties to help influence and educate members of impacted communities.	Engage them through forums, workshops, and conferences, and include messages from chiefs in their vernaculars. Appoint head as

		LEITI champion to establish solid links with other traditional leaders.
The Youth Population	Awareness, education, increase participation, and equip them with information to make contributions to the process from an informed point of view. Foster dialogues and debates.	Rebrand Extractive Clubs. Launch LEITI Lecture Series. Engage HipCo artists as LEITI stars/ambassadors with, roadshows, concerts, workshops, digital shows, resources, learning materials, develop research capacity, integrate LEITI into the curriculum at UL, where possible.
Media Organizations	Educate, foster media engagement, collaboration, and networking, to enhance awareness & build partnerships. Dissemination of information on extractive industries and serve as LEITI advocates. To pressure and propel government and companies towards compliance.	Training, rebrand the Extractive Watch. LEITI Hour. Hybrid press conference and briefings. LEITI podcast. LEITI Media Personality of the Year etc. Start a LEITI Week to align with the global environmental conference, COP.
Community Groups	Educate them that LEITI exists to ensure they benefit from their resources. Seek their input and involvement in the process.	Workshops, group dialogues and engagement between group and secretariat.
International Audiences/ Multilateral Organizations	To keep them updated on the impact of their support on the LEITI process. Partners in holding government accountable.	Share reports with them, meet, partner and collaborate with them on projects.

ADDITIONAL RESOURCES FOR COMMUNICATIONS TEAM

1. Chartered Institute of Public Relations (CIPR) – Online communications and public relations courses. www.cipr.co.uk
2. Public Relations Society of America (PRSA) – courses and resources for communications and PR professionals: www.prsa.org
3. Strategies and Tactics Magazine (Monthly publication providing learning opportunities to improve job skills and advance communications career): www.prsa.org/SandT
4. Africa Communications Week (communications resources and tools for African communications professionals www.africacommunicationsweek.com)
5. PR Daily (educational resource for PR, marketing, and social media professionals) www.prdaily.com

6. Institute for Public Relations (Research and resources for communications and PR professionals)
www.instituteforpr.org
7. Comms Avenue (A capacity building and networking platform for communications professionals)
www.thecommsavenue.com
8. Think PR (social media and PR Tips): www.thinkpr.dk
9. PR Place Insights (resource for PR and communications professionals):
www.pracademy.co.uk/insights
10. DW Akademie's Media Viability Report: <https://www.dw.com/en/media-viability-new-indicators-show-what-is-at-stake/a-47874028>
11. UNCTAD Technology and Innovation Report 2021
12. UNCTAD Digital Economy Report 2021

MEDIA CONTACT LIST

NO	Radio Station	location	Manager	contact
	Magic FM Buchanan 99.7 mhz	Bassa	Christopher Yarwoe	0886824264
	Radio Kpogbarn 88.7 MHZ			
	Diahn Blae Radio 87.9 MHZ			
	Radio Gbehzohn 107.3 MHZ		Hector Mulbah	0886354999
	Voice of Wee 97.5 MHZ		Sylvester Dobson	0776536220
	Radio Dukpa 89.1 MHZ			
	LACSA FM 92.5 MHZ		Eric Johnson	0778050672
	Light Fm 90.9 MHZ			
	Christian Vision Radio 94.9 MHZ	Bong County		
	Voice of Reconciliation 104.1 MHZ			
	Super Bongese Radio 104.4 MHZ		Samuel Kplaiwulu	0886632990
	Voice of Suakoko 93.1 MHZ			
	Hott FM Gbarnga 107.9 MHZ			
	Kwatekeh Radio 100.9 MHZ			
	Radio Jorwah 92.9 MHZ			
	Bong Mines FM 96.6 MHZ		Alexander Kukah	0886448694
	Radio Gbarnga 96.5 MHZ		William Quire	0886593090
	Radio Kwageh 92.4 MHZ			
	Radio Totota 105.5 MHZ		George Tarttee	0777266823
	Radio Gbartala 105.7 MHZ			
	RADIO CUTTINGTON 93.5 MHZ			
	YMCA RADIO 95.1 MHZ			
	PULMAH FM/TV 106.3 MHZ	BOMI	Mark Rogers	-----
	RADIO BOMI 98.9 MHZ		Zinnah B. Cassell	0777464033
	MARWONET RADIO 96.7 MHZ	CAPE MOUNT	Martha Wisseh	0886974428

	RADIO CAPE MOUNT 102.4 MHZ		Sheikh Sonii	08864932634
	RADIO SALAM 90.5 MHZ		Osman Nyei	0886888093
	RADIO PISO 93.2 MHZ		Jonathan Pettiquoi	0886623985
	VOICE OF GBARPOLU 102.3 MHZ	GBARPOLU		
	RADIO KONGBA 96.9 MHZ		Barshel N. Kiawu	0886988011
	RADIO KPO 92.5 MHZ		J. Botoe Mccay	0888019242
	PEACE RADIO 95.0 MHZ	GRAND GEDEH	Johnson Sharty	0777411697
	FLASH RADIO 102.2 MHZ			
	SMILE FM 98.6 MHZ		Mark Doenue	0886475366
	TOP FM 105.3 MHZ			
	VOICE OF GRAND KRU 98.1 MHZ	GRAND KRU	J, Karway Suah	0886992914
	VOICE OF SASSTOWN 95.5 MHZ			
	SAWU RADIO 104.2 MHZ	MARGIBI	Newton Tokpah	0775328558
	PEACE FM 96.5		Gbatemah Senah	0886551594
	STONE FM 89.5 MHZ		Nicholas Dennis	0886577101
	JOY AFRICA 97.5 MHZ		Patrick Kollie	0776871636
	DESTINY RADIO 92.7 MHZ		Paul Benson	
	RADIO MARGIBI 93.9 MHZ			
	RADIO KAKATA 101.7 MHZ		Elvis Gono	0886407123
	CLASSIC FM 93.9 MHZ		Emmanuel Degleh	0777460800
	EAGLE FM 101.5 MHZ		Dr. Marcus Stears	0775526485
	VOICE OF KARLUWAY 98.7 MHZ	MARYLAND	S. Peter Davis	0886552369
	VOICE OF PLEEBO 93.7 MHZ		Michael Wroh	0888901134
	VOICE OF TRUTH 95.5 MHZ		Patrick Mensah	0886842890
	VOICE OF HOPE 103.2 MHZ		Alfred Wehdoe Sloh	0886625234
	RADIO HARPER 90.5 MHZ			
	RADIO BARROBO		Sekpe Mcgee	0886776236
	PHOENIX FM 102.7 MHZ		Rochford Gardener	0555660421

	CAPE ROCK 101.2 MHZ			
	SEAL FM		Benedict Appleton	0881680494
	CAPE ROCK		Franklin Nehyalor	0880238436
	KERGHEAMAHN FM 94.5 MHZ	NIMBA COUNTY		
	VOICE OF MEINPEA 100.1 MHZ			
	VOICE OF TAPPITA 98.0 MHZ			
	VOICE OF FUMPA 95.2 MHZ		Mac Samah	0777288315
	VOICE OF GOMPA 106.1 MHZ			
	RADIO SACLEPEA 101.5 MHZ		Robert Matally	0886453272
	RADIO SLEETUA 101.1 MHZ			
	SEHNWAI 97.9 MHZ		Lawrence Tokpah	0777667920
	HOTT FM 107.9 MHZ			
	VOICE OF KARN 102.5 MHZ		Moore Tuah	0777280047
	RADIO NIMBA 99.5 MHZ		S. Kennedy Dorma	0886481724
	ABC RADIO 96.7 MHZ			
	ECHO RADIO 89.5 MHZ	RIVER CESS	Eric Doue	0770038122
	RIVERCESS BROADCASTING SERVICE 99.3 MHZ		Isaac B. W. Williams	0775810149
		RIVER GEE		
	RADIO GBEAPO 95.5 MHZ			
	RADIO GEE 90.2 MHZ		Justice C. Gaddeh	0776633239
	VOICE OF WEEBO 98.5 MHZ		Flah Allison	0886464186
	VOICE IF LIBERTY 105.5 MHZ	SINOE		
	VOICE OF SINOE		Elijah Wulu II	0886794460
	ALTERNATIVE YOUTH RADIO 98.8 MHZ	LOFA	Gbolu Beyan	0881863005
	RADIO VAHUN 100.5 MHZ		Abdus K. Sannoh	0886896389
	RADIO HARLENGEE 102.5 MHZ		Samuel Borlay	0886197309

	RADIO TAMBA TAIKOR 94.1 MHZ		Saah Pongah	0775316071
	RADIO LIFE 92.5 MHZ		Quaqua Miller	0770277145
	VOICE OF LOFA 99.3 MHZ		Forkpayea Taylor	0777756728/08 86756728
	RADIO KINTOMA 101.1 MHZ		Tokpah Tarnue	0776576649
	RADIO MAKONA 101.5 MHZ		Emmanuel Suah	0777175446
	LIBERIA WOMEN DEMOCRACY RADIO 97.9 MHZ	MONTSERRADO	Varnetta Johnson Freeman	0886354421
	ECOWAS RADIO 91.5/97.1 MHZ		Raymond Zarbay	
	VOICE OF RURAL MONTSERRADO 89.3 MHZ		Kasia Porte	----
	RADIO MARIA (FORMER VERITAS) 97.9 MHZ		Timothy Ben	
	KINGS FM 88.5 MHZ		Al-Jeome Roosevelt	0886657498
	CITY FM 90.2 MHZ		Al-Jerome Roosevelt	0886657498
	FARBRIC RADIO 101.1 MHZ		Trojan Kiazolu	0880963261
	SKY FM 107 MHZ		Martin Brown	0777777107
	TRUTH FM 96.1 MHZ		Christopher Sallee	0770142319
	METHODIST RADIO 98.7 MHZ		Edward Massaquoi	0886695196
	RADIO MONROVIA 92.1 MHZ		Charles Snetter	0886814338
	AL FALAAH RADIO 95.1 MHZ			
	MASTERS RADIO 90.7 MHZ		Richard Wesley	0886119222
	DESTINY RADIO 101.9 MHZ		Anthony Christy	0880597630
	LIBERTY RADIO 88.1 MHZ		Tarr o. Garnett	0886638674
	RADIO ADVENT 93.7 MHZ		Fred Ted	0886441030
	NUBAIN RADIO 96.7 MHZ			
	BETHEL RADIO 103.5 MHZ			
	FREEDOM RADIO 87.9 MHZ			
	PRIME RADIO 105.5 MHZ		Kelvin Demie	
	WORSHIP FM 101.7 MHZ			
	MIRACLE FM 104.3 MHZ			
	LUX FM 106.6 MHZ		Sydney Nicol Jr.	
	RED POWER FM 100.3 MHZ			

	ELWA RADIO 94.5 MHZ		Perry Saydee	
	CAPITAL FM 89.7 MHZ		Chris Wollo	
	SUPER FM 95.5 MHZ		Rufus D. Carneh	0770378566/08 86962999
	SHAITA FM 102.5 MHZ			
	TEACH FM 92.7 MHZ			
	T. FIVE FM 107.7 MHZ			
	ELBC 99.9 MHZ		Estelle Liberty Kermo	
	OK FM 99.5 MHZ		Clarence Jackson	
	HOTT FM 107.9 MHZ		Bernard Benson	0886117711
	KOOL FM 91.9 MHZ			
	LIFE FM 87.5 MHZ			
	D 15 RADIO 98.1 MHZ			
	BANA FM 98.5 MHZ		Abraham Sollie	0776286098
	STRONG FM 98.3 MHZ		Albert C. Barclay	0880572000
	JOY FM 101.5 MHZ			
	SPOON FM 107.5 MHZ		Emmanuel Kortu	0776551075
	POWER FM 93.3 MHZ		Aaron Kollie	0886518418