**SL-MDTF**

**ANNUAL programme NARRATIVE progress report**

**REPORTING PERIOD: 1 january – 31 December 2010**

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| Programme Title & Number |  | Country, Locality(s), Thematic Area(s) |
| Programme Title: Support to Democratic InstitutionsProgramme Number *(if applicable) JV Programme 15*MDTF Office Atlas Number:* *Devt of Indep. Natl PCBSL UNDP 00075574*
* *Supp to Dem Institutions UNDP 00075875*
 | Sierra Leone, country wideJoint Vision Priority Area 5: Accessible and Credible Public Services |

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| --- | --- | --- |
| Participating Organization(s) |  | Implementing Partners |
| *UNDP**UNIPSIL*  | * Sierra Leone Broadcasting Corporation
* Ministry of Information and Communication
* BBC World Service Trust
* Deutsche Welle Akademie
* Hirondelle Foundation
* Journalists for Human Rights
* Knight Foundation
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| --- | --- | --- |
| Programme/Project Cost (US$) |  | Programme Duration (months) |
| MDTF Fund Contribution: * *UNDP - $792,000*
* *UNDP - $244,569*
 |  |  | Overall Duration | 31 December 2012 |
| Agency Contribution*N/A* |  |  | Start Date of ProjectsRevised End Date of Projects  | 24 June 201031 March 2011 |
| Other Contribution (donor)*N/A* |  |  | Operational Closure Date of Programme | 31 December 2012 |
| TOTAL: $1,036,569 |  |  | Expected Financial Closure Date | 30 April 2013 |

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| --- | --- | --- |
| Programme Assessments/Mid-Term Evaluation |  | Submitted By |
| Assessment Completed - if applicable *please attach* Yes No Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Mid-Evaluation Report *– if applicable please attach* Yes No Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | * Name: Yuichiro Sakai
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# Purpose

Democratic gains made in Sierra Leone through the acclaimed 2007 presidential and parliamentary elections as well as the 2008 local council elections will not in itself assure the entrenchment of democratic values in the country. Other democratic institutions in the country will continue to require the assistance of the international community so as to complement the achievements secured through 'electoral democracy'. In particular, the Independent Media Commission (IMC) will continue to play a leading role in arbitrating between the media and the Government and the public at large. Through its work, it will also set standards for journalism in the country which though admirable still requires considerable professional enhancement.

Combating anti-corruption - a major risk identified in the Government's Agenda for Change - necessitates stronger support for the Anti-Corruption Commission (ACC) through, amongst other things, the construction of dedicated facilities for the Commission, further training for its staff and the provision of equipment. Overall governance standards in the country can be boosted with support to the AU-sponsored African Peer Review Mechanism. The commitment to strengthen democratic institutions has been reconfirmed in the Joint Communiqué agreed by the political parties after the March 2009 incidents. An important element of this programme is designed to support the implementation of the Joint Communiqué. It will focus on the strengthening of key democratic institutions such as the Anti-Corruption Commission, Independent Media Commission, Public Broadcasting Corporation and the Parliament. It will also support the Constitutional Review Process and the African Peer Review mechanism.

The UN Joint Vision Programme 15 received funding of two projects managed by UNDP, namely Development of an Independent National Public Broadcasting Service for Sierra Leone II (funded by the Delivering as One fund) and Support to Capacity Enhancement of the Independent Media Commission (funded by Canadian CIDA). Details of each project are provided in the following.

Development of an Independent National Public Broadcasting Service for Sierra Leone II

The objective of the project is to assist the Sierra Leone Broadcasting Corporation (SLBC) to firmly establish itself as a public service broadcaster in Sierra Leone that will contribute to peacebuilding, democracy, human rights, reconciliation, development, and empowerment of the people. Information is power, and unbiased, balanced, and independent information from all sectors of society, from all ethnic groups and all political parties must be provided to the entire population. The power of the media to enable citizens to participate in national and regional debates is also of critical importance to “owning” democracy.

The following are the expected project outcomes and outputs:

**Outcome 1**: The capacity of SLBC and its staff enhanced to broadcast unbiased, neutral and balanced programming that covers the breadth and length of Sierra Leonean society

**Outcome 2**: The SLBC is working to become self-sustainable through development of its commercial services department

**Outcome 3**: A national coverage plan created and near national radio coverage achieved to provide the people of Sierra Leone with access to SLBC programming

**Output 1**: The Board of Trustees trained to operate in an independent and responsible manner, and to provide effective oversight of SLBC management with clear policies and a full understanding their role as a public service broadcaster

**Output 2**: The management and staff of SLBC are trained to be competent in their respective jobs and have a clear understanding of a public service broadcaster

**Output 3**: Initial operational support provided to SLBC to operate reliably, providing daily unbiased and independent news and current affairs programs, relevant information and development programs, and entertainment and sports programs on radio and TV

**Output 4**: Detailed strategic plans developed for generating income and resources mobilized to realize the plans

**Output 5**: Urgently required equipment procured for radio and TV broadcasting

The project relates to Programme 15 of the UN Joint Vision for Sierra Leone - Support to Democratic Institutions. Programme 15 supports democratic institutions in the country such as SLBC, the Independent Media Commission, the Anti-Corruption Commission, the African Peer Review Mechanism, and Parliament continue to require the assistance of the international community so as to complement the achievements secured through 'electoral democracy.' There is a significant role for a national broadcaster to fill. The Government of Sierra Leone has recognized and embraced the concept that an independent broadcast service better serves the objectives of peacebuilding, good governance and progress than one which is controlled by partisan groups. Against this backdrop, SLBC was created by law in January 2010, replacing the Sierra Leone Broadcasting Service (SLBS) and UN Radio, as the second independent public broadcaster in Africa. This is therefore a unique and unprecedented opportunity to consolidate a process that began with the establishment of UN Radio. Finally, the project offers the opportunity to empower an information hungry public by supporting the capacity building of and increasing public access to SLBC, a broadcast institution which is truly independent and owned by the public through public funds.

Support to Capacity Enhancement of the Independent Media Commission

The overall objective of the project is to further enhance the capacity of the Independent Media Commission (IMC) as one of the statutory democratic institutions in the country that is working towards consolidating peace. The project intends to contribute to the strengthened capacity of the IMC to proactively ensure the media industry’s adherence to its standard for free and pluralistic media and to conduct reviews of cases of media abuse.

This project is designed to contribute to the following result for Programme 15 of the UN Joint Vision for Sierra Leone:

**Strengthened Media-monitoring Capacity –** IMC’s capacity strengthened to proactively ensure industry’s adherence to its standard for free and pluralistic media and to conduct reviews of cases of media abuses

Primarily, the project sub-objectives are fourfold:

1. Empower the IMC to embark on nationwide sensitization of the population and government functionaries on the use of Sierra Leone Broadcasting Corporation (SLBC) in order to ensure access by all;

2. Launch an effective monitoring of radio stations and newspapers to ensure compliance with regulations and code of ethics in the lead up to the 2012 elections;

3. Support training programme for media managers and reporters in ethics, legal norms and other obligations of broadcast media under Sierra Leone’s Media Code of Practice; and

4. Assist the establishment of the second satellite office in the northern district of Makeni.

The project is designed to contribute to the following three outputs:

1. Government and civil society sensitized on the new SLBC
2. IMC monitoring unit established in Freetown and satellite office established in Makeni
3. Training exercises for radio editorial and management personnel in Freetown and districts conducted

The project relates to Programme 15 of the UN Joint Vision for Sierra Leone - Support to Democratic Institutions. Programme 15 supports democratic institutions in the country such as the SLBC, IMC, Anti-Corruption Commission, African Peer Review Mechanism, and Parliament to secure democratic gains made through the successful 2007 and 2008 elections.

With its mandate to promote pluralistic media throughout Sierra Leone and sanction cases of abuse by media institutions, the IMC has a crucial role to play in the promotion of peace and the consolidation of democratic governance in Sierra Leone. In March 2009, Sierra Leone faced its biggest threat to peace since the end of the conflict in 2002 when violence erupted in Freetown with clashes between the two main political parties primarily as a result of political animosity sparked by the two parties using their own party radio stations to denounce each other. The IMC responded to the incident by suspending the stations that played large roles in the violence, and partisan broadcasting was condemned as the UN brokered a Joint Communiqué signed by all political parties. There is still a continued need to raise the level of efficiency and professionalism of journalists throughout Sierra Leone through sustained training and an increase in IMC presence in the districts to strengthen monitoring of the media and to facilitate constructive local political dialogue in the media. These activities are critical to ensure professional and neutral media in the lead up to and during elections.

The UN Joint Vision has supported the IMC in its effort to ensure fair, balanced and accurate news and information for all sectors of the population including marginalized groups such as women, youth and the disabled. In this context, since 2009, the UN has supported the IMC to conduct training exercises in Freetown as well as in the districts for media journalists, reporters, and managers in ethics and legal norms. The UN also supported the establishment of the first regional office in the southern district of Bo to increase the monitoring capacity of the IMC in regions.

# Resources

The overall cost of Programme 15 is US$ 9.6 million, US$ 4,525,000 of which has already been raised. The MDTF total contribution to these two projects in 2010 therefore constitute about a quarter of the secured funds for the overall programme.

*Financial Resources:*

Development of an Independent National Public Broadcasting Service

Besides the US$ 792,000 provided from the Delivering as One fund, the project also received funding from UN Peacebuilding Fund (PBF) in the amount of 850,000 USD.

Support to Capacity Enhancement of the Independent Media Commission

In 2009, the UN Peacebuiling Fund (PBF) Emergency Window allocated and disbursed 141,768 USD for support to the IMC. With these funds, UNDP supported the IMC to conduct training exercises in Freetown as well as districts for media journalists, reporters, and managers in ethics and legal norms. UNDP also supported the establishment of the first regional office in the southern district of Bo to increase the monitoring capacity of the IMC in regions. In 2010, UNDP received 244,569 USD from CIDA via the MDTF to continue to implement project activities.

*Human Resources*

Development of an Independent National Public Broadcasting Service

With support from the project in 2010, a national Finance Consultant was recruited for 3 months under the project, and a national IT Consultant was recruited for 8 months. In addition, an international Institutional Development Consultant and Human Resource Consultant were brought on board for 3 months in 2010, and an international Technical/Engineering Consultant was also recruited for 1 month.

Support to Capacity Enhancement of the Independent Media Commission

One international staff (programme officer) has been engaged this far under the project.

# Implementation and Monitoring Arrangements

Development of an Independent National Public Broadcasting Service

The project is directly implemented by UNDP Sierra Leone in consultation with the SLBC, UNIPSIL and other project partners. The United Nations Integrated Peacebuilding Office in Sierra Leone (UNIPSIL) has the overall technical responsibility for the project, providing guidance to the SLBC on specific issues relating to the operations of an independent national broadcaster through the Media Management Advisor. UNDP is primarily responsible for procurement, financial management and oversight. As a Direct Implementation Modality (DIM) project, all procurement of goods and services for this project is conducted by UNDP in accordance with its policies and procedures. The project supports the institutional development of SLBC in key areas such as finance, human resources and procurement. As SLBC builds capacity and a track record in project management over the course of 2011, a capacity assessment will be conducted at the end of 2011 to determine the fund disbursement modality for 2012. It is expected that an increased project and fund management capacity of SLBC will allow for quarterly advances of project funds to be managed directly by SLBC in 2012.

UNDP’s Programme Officer/UNIPSIL Media Management Advisor meets with the SLBC on a weekly basis to coordinate and support the management of project activities. The SLBC is responsible for producing quarterly progress reports for the project. The Programme UNDP Programme Officer/UNIPSIL Media Management Advisor meets with the SLBC counterparts at least once a week to review project activities.

Support to Capacity Enhancement of the Independent Media Commission

The project is directly implemented by UNDP Sierra Leone in consultation with the IMC and other project partners, and UNDP is primarily responsible for procurement, financial management and oversight. Work performed by the IMC includes:

* Preparation and implementation of activities such as training, workshops, studies and seminars, monitoring and public education;
* Payment for salary of four IMC personnel in the Makeni regional office for one year;
* Procurement and payment for consultancy services;
* Procurement of goods and other services below 2,500 USD.

UNDP’s Programme Officer meets with the IMC on a weekly basis to coordinate, review and support the management of project activities.

# Results

Development of an Independent National Public Broadcasting Service

With regard to overall results, the project made progress towards project outcomes and achievements as follows:

**Outcome 1**: The capacity of SLBC and its staff enhanced to broadcast unbiased, neutral and balanced programming that covers the breadth and length of Sierra Leonean society

The UN has supported the transition process and promoted the creation of the independent public broadcaster through the provision of funds from the UN PBF and Delivering as One Fund (DaO). These funds have assisted the transition process through the provision of critically needed technical assistance, the renovation of one floor of SLBC to prepare for the transfer of the UN Radio equipment, the provision of critical equipment, the payment of severance for terminated staff, and support to the initial operations of SLBC including salary support to temporary SLBC staff during the transition period.

The project made following results towards the achievement of Outcome 1:

**Establishment of independent public broadcaster –** SLBC was officially launched on May 15th 2010 as the second independent public broadcaster in Africa in the presence of the UN Secretary General, Ban Ki-Moon, and the President of Sierra Leone, Ernest Bai Koroma. The Secretary General acknowledged the contribution that the UN Radio has made since 2000 to the peacebuilding process in Sierra Leone as the only radio station that reached the length and breadth of Sierra Leone and that provided independent, neutral and unbiased information. The President emphasized that the SLBC is a people`s radio station and provides a means through which all Sierra Leoneans can participate in the national dialogue and development process. The President also stressed that SLBC is not a government broadcaster and will have no place for political influence. He encouraged the SLBC Board Chairperson to provide necessary policy guidance to ensure the continued independence and neutrality of the institution.

**Transfer of UN Radio assets to SLBC** – Following the completion of the renovation of the first floor of the SLBC building, assets of the former UN Radio were transferred to the SLBC building and transmitter site at Leicester Peak. These assets included studio equipments, computers and other IT equipments, furniture, and air conditioners, and will assist the smooth operations of the independent broadcaster.

**Development of key organizational policies** – The project provided technical assistance in the development key institutional policies such as human resource and financial policies through the recruitment of an international Human Resource consultant and a national financial consultant. The draft Human Resource (HR) policy and Finance policy have been developed for board approval. The HR consultant also supported SLBC in developing job descriptions of the core staff to be recruited as well as in providing support to the recruitment of core staff. The project has also supported the audit of SLBC assets and liabilities and the development of draft 5-year business plan to mobilize resources for self-sustainability.

**Recruitment of the Director-General and Deputy Director-General** – The formal Director-General (DG) and Deputy Director General (DDG) have been appointed to take up the assignments on October 1st 2010. The interviews took place in early August 2010 with the participation of representatives from the UN as observers. The DG has been appointed by the President on recommendation by the SLBC Board of Trustees, and has also been approved by the Parliament. The DDG has been appointed by the Board. The recruitment of the DG and DDG is a tremendous step forward in the institutional development of the newly established public broadcaster as the DG will lead the rest of the recruitment process.

**Salary payment support provided** – The project provided salary support to around 160 temporary SLBC staff for six months between July and December 2010 to ensure effective daily SLBC operations and broadcasting on radio and television.

**Procurement of broadcast equipment** – A list of items to be procured have been prepared including equipments for the IP network distribution, studio and spares, computer equipment, television distribution, and electronic news gathering equipments. As the equipments cannot be locally sourced and must be imported, the procurement process is being managed by UNDP’s Global Procurement Unit in Copenhagen. The delivery of equipments is scheduled for April/May 2011.

**Outcome 2:** The SLBC is working to become self-sustainable through development of its commercial services department

The project provides technical assistance and capacity building support in contracts, marketing and sales, leasing, corporate branding, programme sponsorship and investment in order to enhance the resource mobilization capacity of SLBC. The project plans to assist the development of detailed strategic plans for income and resource generation in 2011.

**Outcome 3**: A national coverage plan created and near national radio coverage achieved to provide the people of Sierra Leone with access to SLBC programming

**Technical assessment of SLBC physical assets** – The Technical Consultant conducted a field visit to 8 SLBC locations nationwide (Kabala, Makeni, Magburaka, Kono, Bo, Pujehun, Kenema, Kailahun) to survey the conditions of the SLBC regional stations and the former UN Radio transmitters. Based on the visit, a report was prepared with recommendations for national radio programming distribution, the national coverage plan and equipment and infrastructural needs at the SLBC facilities in Freetown and in 8 district locations. A list of desired procurement items were also developed which will inform the procurement needs and priorities for the project.

Initially, the passage of the Sierra Leone Broadcasting Corporation Act was planned by the end of 2008, while the UN Radio planned to close in September 2009, providing for a transition period of 9 months. However, the passage of the bill was delayed in order to develop a new law that would reflect international standards of public service broadcasting and promote principles of independent and responsible journalism in support of the development and promotion of democracy and socio-economic development. After constant lobbying by civil society and journalists as well as discussions between the government and the UN, the bill was finally passed and signed at the beginning of 2010, meaning that the transition has to be managed during a period of 3months as opposed to the 9 months that was originally envisaged. This has given tremendous pressure to the UN to deliver quickly to manage the transition.

Additionally, the continuation of the delay experienced in the establishment of the Board of Trustees, triggered by the delay in the passage of the law and the approval process by Parliament, meant most of the institutional development activities did not take place by the end of the first half of 2010. This included the recruitment of the SLBC senior management and staff and the development of key policy documents, as the Act establishing the SLBC states that the Board of Trustees is the body that implements the recruitment of senior management and staff. The Board of Trustees finally became operational in mid-June 2010 following the appointment of 6 out of 8 board members. Once the temporary staffing arrangement between April and June ended, the Board of Trustees developed a framework of employing a scaled down number of 160 of the temporary staff for an additional period to support the continuing broadcasting of SLBC while the recruitment of the formal staff kicked off in 2010, but will be fully underway in 2011.

As mentioned above, the formal DG and DDG assumed assignment from October 1st 2010, also assuming responsibility for the overall management of the SLBC as well as the recruitment of the rest of the staff. Since then, various meetings have taken place to agree on the organogram and a clear timeline for recruitment. No additional staff was recruited by the end of 2010, and therefore the recruitment of SLBC core staff will be one of the most crucial activities for 2011 to ensure the efficient and effective functioning of SLBC.

Today, radio is by far the most important medium for news and public information in Sierra Leone. A survey carried out in March 2010 for the Swiss media development agency, Fondation Hirondelle, found that radio is listened to by 82% of Sierra Leoneans, up 5% on their 2008 findings. This compares to 26% for television, 9% for newspapers and just 3% for the internet. 86% of men and 78% of women are listeners, an increase in both figures since 2008. Significantly, well over half the radio audience did not go to school and 25% of those surveyed said they did not have enough money even to feed themselves. As previous experience shows, the poor and illiterate are often denied the information they need to participate fully in the democratic process and are more likely to be swayed by the arguments of party stalwarts. Crucially, for the purposes of this application, UN Radio attracted 32% of the audience alongside SLBC’s 27%. The combined figure for SLBC after the merger constitutes nearly 60% of the available audience, a reach unattainable by any other medium. In terms of investment on return, this represents a cost of approximately 15 cents per listener based on a 500,000 USD investment.

In 2011, the objective will be to build on the outputs achieved by concentrating on creating themed ‘programme zones’ aimed at specific target groups, namely women, children and young people. This will be funded by the UN PBF. These zones will be supported by funded initiatives in the key areas of governance and human rights, health, sports, culture, religion and education. In addition, SLBC’s relationship with its audiences in the regions will be strengthened by building networks and listening clubs around UN and SLBC presence in those towns where regional outposts of the two organizations exist side by side. Regular audience research will be carried out in order to better address the tastes, interests and needs of audiences in the regions.

Support to Capacity Enhancement of the Independent Media Commission

In 2010, the project supported the IMC to conduct a sensitization campaign on the roles of the newly established independent public broadcaster, SLBC, in order to increase public understanding of the role of SLBC. The project also assisted the IMC in the establishment of a second satellite office in the northern district of Makeni in November 2010. With regards to overall project results, the project made progress towards the achievement of outputs as follows:

**Output 1**: Government and civil society sensitized on the new SLBC

**Sensitization on the new SLBC** – Following the violence in Freetown in March 2009 between the two major political parties, in part caused by their radio stations, the IMC suspended both party radio stations. All political parties then signed a Joint Communiqué brokered by the UN condemning partisan broadcasting and supporting the establishment of an independent national broadcaster. The Government of Sierra Leone has recognized and embraced the concept that an independent broadcast service better serves the objectives of peace building, good governance and progress than one which is controlled by partisan groups. Against this backdrop, the SLBC was created by law in January 2010, replacing the Sierra Leone Broadcasting Service (SLBS) and UN Radio, as the second independent public broadcaster in Africa. SLBC will serve to empower an information hungry public as it is a broadcast institution which is truly independent and owned by the public and managed using public funds.

On April 1st 2010, broadcasts of SLBC started combining existing programming from SLBS and UN Radio into a single channel aired on UN Radio and SLBS frequencies. The IMC, with its mandate to promote a free and pluralistic media, carried out a public information campaign on the roles of the newly created public broadcaster. Also in April, two seminars, sponsored by IMC with UNDP’s support, successfully provided space for questions and clarifications about SLBC including the role of SLBC in nation building, depoliticizing the new SLBC, the role and structure of the Board of Trustees, anticipated programmes, financial sustainability, and the SLBC Act. Through the seminars, government officials such as the Parliamentarians and Ministers, civil society, local government, media, academics, and the public were sensitized on the role of the new SLBC.

**Output 2**: IMC monitoring unit and satellite office established

**Establishment of 2nd regional office** –The IMC is faced with a need to meet the increasing demand in monitoring local radio stations, particularly given the current situation whereby misinformation by local media are contributing factors to an increase in political tension and violence in some parts of the country where IMC’s presence has not reached. This project in 2010 supported the IMC in establishing its second regional office in the Northern regional headquarter town of Makeni (the first regional IMC office was established with support from UNDP in 2009). The establishment of these regional offices is expected to facilitate constructive local media dialogue, ease tensions between political parties, and build the capacity of IMC to ensure that the local media adhere to the Media Code of Practice to ensure a neutral, tolerant and free media.

**Establishment of Monitoring Unit** - Media monitoring ahead of the 2012 elections is one of the most important challenges that the IMC will need to take on in 2011 and beyond. This is a complex issue that requires strategic planning, sustained effort and a consistent approach to media monitoring, both quantitative and qualitative, across the country. In order to respond to this tremendous challenge, the project has supported the establishment and initial capacity building of the IMC’s Monitoring Unit. A Director of the Monitoring, Research and Evaluation Unit has been recruited to assume duties in January 2011 for the duration of 1 year. The Director will be responsible for training the staff of the Unit as well as the monitors active across the country, identifying the strengths and weaknesses of the media through constant monitoring of media institutions, measuring various media content, creating a comprehensive database of information gathered through the monitoring process, and establishing standard formats of archiving and filing for easy inputting and retrieval of information.

**Output 3**: Training exercises for radio editorial and management personnel in Freetown and districts conducted

The project plans to support IMC training for radio editors and managers on media code of conduct in Freetown and three regions. These training workshops are scheduled to be conducted in 2011.

Overall, there have been no major delays and the project is on course to achieve its objectives. The activities in this project were arrived at as a follow-up to the PBF funded project implemented by UNDP in 2009 and also as a result of close consultations between the IMC, UNDP and UNIPSIL as well as other stakeholders such as SLBC, relevant ministries and civil society organizations. UNDP collaborates closely with the Democratic Institutions Unit of UNIPSIL in implementing the project.

The project focuses on addressing cross-cutting issues such as gender and ensuring that the needs of the marginalized and disenfranchised segments of the population, such as women, youth, the elderly and children, especially in the rural areas, are addressed. In an effort to increase IMC’s capacity to meet the needs of the rural population, the project assisted in the establishment of thesecond regional IMC office in the northern district of Makeni following the establishment of the first regional office in the southern district of Bo. The presence of IMC in the regions will increase the capacity of the IMC to ensure that broadcasting by local radio stations follows the media code of ethics and provides neutral, informative, educational and entertaining programming that involves interaction and participation by all segments of the population.

# Future Work Plan

Development of an Independent National Public Broadcasting Service

With the remaining DaO funds, the following activities will be carried out in 2011:

* Procurement of Radio/TV broadcast equipment
* Development of detailed strategic plans for generating income and resource mobilization

Support to Capacity Enhancement of the Independent Media Commission

In 2011, the project focus will be on supporting the IMC to effectively monitor radio stations and newspapers to ensure compliance with regulations and the code of ethics in the lead up to the 2012 elections, and to support training programmes for media managers and reporters in electoral coverage as well as ethics, legal norms and other obligations of the broadcast media under Sierra Leone’s Media Code of Practice. The following are the main project outputs for 2011:

* Monitoring Unit of IMC established and capacitated to effectively monitor radio stations and newspapers and ensure compliance with regulations and code of ethics in the lead up to the 2012 elections
* Media managers and reporters trained in ethics, legal norms and other obligations of broadcast media under Sierra Leone’s Media Code of Practice
* Second satellite office in the northern district of Makeni fully operational

# Abbreviations and Acronyms

DDG Deputy Director General

DG Director General

DIM Direct Implementation Modality

HR Human Resource

IMC Independent Media Commission

PBF Peacebuilding Fund

SLBC Sierra Leone Broadcasting Corporation

UNIPSIL United Nations Integrated Peacebuilding Office in Sierra Leone
UNDP United Nations Development Programme