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## EVALUATION OF MEDIA DEVELOPMENT PROJECT



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# EXECUTIVE SUMMARY

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## BACKGROUND

This report details the results of the evaluation of the media development project of the UNDP in Sierra Leone.

## EVALUATION PURPOSE, OBJECTIVES AND METHODOLOGY

The purpose of the media development evaluation is to ascertain the extent of realization of the media reform project. Ultimately, this will evaluation will help to determine the continuity or otherwise of the media development program and inform the future trajectory of future programs. The objectives of the evaluation were to assess the performance of the project in achieving planned results, identify and assess the strengths, weaknesses, constraints and opportunities of the project, and draw lessons and recommendations for sustaining the media development project results thereby providing guidance for the future strategic direction of media development in Sierra Leone.

The evaluation carries out an in-depth diagnosis of five different criteria: **relevance, efficiency, effectiveness, sustainability and impact.**

This evaluation adopted a mixed-methods approach comprising of both qualitative and quantitative methods. In addition to a comprehensive document review, we carried out two focus group discussions (FGD), two key informant interviews (KII), and a mobile survey shared widely on social media. Data was analysed to consider overarching and distinct findings. The methodology captured in-depth opinions, views and experiences of beneficiaries and stakeholders of the project.

### *Qualitative and Quantitative Data*

This comprise **a document review, key informant interviews and focus group discussions.** While the documents provided good background information and a basis for designing the evaluation tools, the key informant interviews targeted stakeholders directly and indirectly affected by the project and the focus group discussions generated input from beneficiaries and stakeholders. This comprised an electronic survey, in which the majority of participants in the MRCG and varied members of the public were targeted to analyse the key indicators that refer to the effectiveness of media development efforts, and its contribution to the media landscape and ecosystem.

## MAIN FINDINGS

### **Effectiveness, Efficiency and Relevance**

There is a noticeable improvement in professional media practice in Sierra Leone since the project started. However, more work remains to be done to further improve professional media practice and ethics. The regulatory environment needs to be improved and the role of the Independent Media Commission (IMC) needs to be enhanced for effectiveness and relevance in a digital future. Media development involves capacity building for institutions or individuals related to freedom of expression,

pluralism and diversity of media, as well as transparency of media ownership. Media development plays a role in democracy and effective democratic discourse through supporting free and independent media. We consider that value for money was fairly achieved on this project although there is the possibility to have spent more efficiently by disbursing funds timely and early and avoiding emergency spending/procurement. Many of the respondents did not have details of total financial value of the project, but the general feeling was that the funds expended on the project were well targeted and delivered value for money. In evaluating the effectiveness and reach of the media development project, we find that there has been some improvement in media ethics, transparent licencing, business sustainability and professionalism, though much remains to be done. These include aligning the media role in national development, aligning and improving capacity for business and economic viability, strengthening the MRCG and the SLBC and improving international donor engagement.

### **Sustainability and Impact**

In evaluating sustainability, we examined the potential for the results and outcomes of this project to continue following the withdrawal of UNDP from the media development project. For a media reform intervention to be successful, it needs to have the ability to scale up and replicate, adopt a flexible approach that adapts to the country's commercial, economic, cultural and institutional environment. The project clearly was impactful in certain areas. Many beneficiaries found new opportunities to strengthen themselves, their businesses and their contributions to the media sector. One of the more significant activities in terms of impact was the founding and subsequent setting up of the MRCG. It is critical to have a coordinating body and MRCG serves this purpose well and effectively.

### **Recommendations and Conclusions**

The evaluation results suggest that the program and the media landscape in general has great growth potential. The media development program needs to organise programming around enhancing the role of the mass media in representing the views and opinions of society by providing a channel for information on existing and new legislation and policy. The media development strategy should ensure that it reaches and engages the entire country. This can be done by first having a clear understanding of the audience and how they use media across the country. A clear picture of the audience will allow for a more targeted approach to media development.

The omission of SLBC from the initial composition of MRCG could have detrimental effects on the effectiveness of the project as the public face of broadcasting is thus left out of reform efforts. Future work should ensure inclusion of SLBC either as part of MRCG or as part of the greater media community.

The media program may want to include further efforts with regards to the curricular review of the university's mass communication department. For example, future curriculum review should take account of future trends in the media sector as highlighted further on in this report. Populations and media consumers who constitute the majority of change agents for national development are small business owners who are concerned with issues in their immediate surroundings. International players who assist with media development should focus their media support on local target groups, sponsors and programming issues to ensure stronger involvement of local communities.

In conclusion, MRCG and its partners, staff, contractors, volunteers are strongly motivated to continue to support the program. Members expressed confidence in its effectiveness but raised some doubts about its sustainability.

# SECTION 1: INTRODUCTION

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## BACKGROUND

Sierra Leone is a country of about 7 million people<sup>1</sup> (7,075,641). The country gained independence from the United Kingdom on 27<sup>th</sup> April 1961. Sierra Leone was ruled by Siaka Stevens between 1968 and 1985, after he narrowly defeated the flag bearer of the opposition party. But in 1978, the Siaka Stevens government declared the country a one-party state, thereby banning all other political parties from holding public office until 1991 when all stakeholders saw the need to allow multiparty politics to make room for peace and stability.

From 1991 to 2002, the country went through a devastating civil war that recorded some 70,000 casualties and the displacement of about 2.6 million people. The dilapidated state of the country and extreme poverty levels necessitated massive foreign aid and a plethora of interventions from many non-governmental organizations (NGOs). With much international support, the country has succeeded in getting back to democracy but still has a long way to go to regain its old glory.

As part of the implementation of the four-year media development strategy (2014 – 2018), the Media Reform Coordinating Group Sierra Leone (MRCG-SL) was constituted, comprising of nine key media institutions and formally endorsed by all stakeholders in May 2014.

The overall aim of the media development program is to strengthen democratic dialogue and accountability, consolidate peace, and ensure development through professional, independent and sustainable media practice, based on the right to freedom of speech and the peoples' right to know.

Support for media development is a part of UNDPs overall support to international economic and democratic development. Such work typically includes efforts to improve independent media development through journalist training and education; support for and advice on improving the legal and business environment for media; efforts to improve the sustainability of existing outlets; media literacy training; digital media training and integration; infrastructure development; and monitoring and evaluation efforts. The key strategies outlined aimed at improving media ethics, promoting transparent licensing, sustainable public broadcasting and strengthened professionalism.

## ORGANISATIONAL OVERVIEW

Since 2000, the international community has played a key role in sustaining the peace agreement between the disgruntled parties in the country's civil war. Initially, the focus was on Demobilization, Disarmament and Reintegration (DDR); return and resettlement of displaced people, and the extension of State authority, both line ministries and traditional authorities.

After 2002, the international community helped to implement the Interim Poverty Reduction Strategy and National Recovery Strategy, including the establishment of the Special Court and the Truth and Reconciliation Commission; justice and security sector reform and poverty alleviation.

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<sup>1</sup> 2015 census

Expenditure by the international community runs at 80 per cent of gross national income and is more than double government expenditures.

The United Nations Development Programme (UNDP) in Sierra Leone has played a pivotal role both in strategic coordination and in filling gaps that other agencies are unable or unwilling to fill with targeted interventions. Since the end of the war, UNDP's programmes have covered three practice areas: 1) recovery and peace-building; 2) governance and democratic development; and 3) poverty reduction and human development. The first area, the largest, encompasses important projects such as 'Arms for Development – an innovative community-based DDR programme; youth policy; support for elections, especially local elections; and access to justice.

Overall, the international community has played a positive role. However, a big problem is that its very success detracts from the legitimacy of the Government. In addition, despite innovative community approaches, there is a need to generate jobs on a large scale and to improve the situation of women. In Sierra Leone, UNDP's gap-filling role has been rather effective because it has been demand driven rather than donor driven and because of the efficiency of local staff. However, more attention needs to be paid to civil society and gender.

## **COUNTRY CONTEXT**

Sierra Leone remains among the world's poorest countries, ranking 180<sup>th</sup> out of 187 countries in the Human Development Index in 2011. Decades of economic decline and 11 years of armed conflict had dramatic consequences on the economy. Poverty remains widespread with more than 60% of the population living on less than US\$ 1.25 a day and unemployment and illiteracy levels remain high, particularly among youth.

However, Sierra Leone has made considerable progress since the end of the civil war in 2002, consolidating peace, democracy and improving development indicators amid rising rates of economic growth.

The mass media in Sierra Leone has however developed, very slowly, compared to other sectors. The three main functions of the media – information, education, and entertainment – though evident in the small-scale operations of the various media, nevertheless have minimal impact on the populace, partly due to the low literacy level, and the noticeable low enlightenment of the general populace. In summary, regulators and industry players still lag behind the sub-region in the development of the industry and contribution to the national polity and economy.

All the newspapers in Sierra Leone are published in English even though a large percentage of the population cannot read English. Radio and TV programs are also mostly in English even though some stations are making efforts to broadcast local language programs. For this reason, media practitioners generally are forced to direct their messages to a national audience without regard for ethnicity.

## **CONTEXT OF THE EVALUATION**

As part of the implementation of the four-year media development strategy (2014 – 2018), a Media Reform Coordinating Group Sierra Leone (MRCG SL) was constituted, comprising of nine key media institutions formally endorsed by all stakeholders in May 2014.

The overall aim of the reform program is to strengthen democratic dialogue and accountability, consolidate peace, and ensure development through professional, independent and sustainable media practice, based on the right to freedom of speech and the peoples' right to know.

**RATIONALE:** The rationale for UNDP/development partners' support includes:

- 1.1 Building the strategic capacity of the media associations and organizations which form the corner stone for media development.
- 1.2 Serving as a catalyst, to trigger external donors to jointly engage the media in the country.
- 1.3 Enthroning and enforcing the right to freedom of speech and expression.
- 1.4 Building a sustainable and diverse media sector whose professionalism contributes to strengthening the democracy and development of Sierra Leone.
- 1.5 The imperative of generating sufficient information flows between the government and the governed leading to informed decision making, and,
- 1.6 The critical need for an objective and independent self-regulated media practice.

This evaluation is critical to the determination of the future of the reform project.

## **INTERVENTION SUMMARY**

UNDP Sierra Leone has been supporting an ambitious Media Reform program guided by a four-year National Media Reform Strategy that was formulated in 2014 following a comprehensive national assessment of key media institutions' capacities in 2013 and the review of media laws in Sierra Leone. Both exercises were jointly supported by UNDP and UNESCO through the Independent Media Commission (IMC) and gained overwhelming support of key media stakeholders in the country.

The reviews indicated lack of professionalism and the absence of comprehensive media law as two major challenges on the media landscape.

Four key strategic objectives were outlined:

1. Improved ethics of the media through regulatory or self-regulatory mechanisms.
2. Promoting transparent and independent allocation of licenses, handling of media complaints, and stimulating an enabling regulatory and political environment for professional and pluralistic media.
3. Sustainable and independent public service broadcasting, serving all the people of the country, and,
4. Strengthened professionalism and sustainability of organisations and improved people's participation in media development and content.

## **SECTION 2: EVALUATION PURPOSE, OBJECTIVES AND QUESTIONS**

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### **2.1 PURPOSE**

The purpose of the media development evaluation is to ascertain the extent of realization of the media development project. Ultimately, this will determine the continuity or otherwise of the media reforms and inform purveyors the future trajectory of reforms.

### **2.2 GOALS AND OBJECTIVES**

The evaluation will look at all aspects of the Media Development Project from inception till date. The results of the evaluation will also provide important inputs into the formulation of future strategies by MRCG SL and UNDP, especially in the light of recent changes in Sierra Leone following major epidemics and some natural disasters such as the Ebola Virus Disease and the August 2017 mudslides.

The evaluation will focus on learning for improvement as well as the criteria of relevance, efficiency, effectiveness, impact and sustainability. In addition, the report intends to capture leveraged and unintended support and results to the media development project.

The main objective of this evaluation is to assess the progress in terms of achieving the project's stated objectives and results which include UNDP's contribution to media reform processes in Sierra Leone. This evaluation is also intended to inform the design of the new project document, "Support to Media Development Project (2017 – 2020)".

The specific objectives of the evaluation are as follows:

- Assess the performance of the project in achieving planned results and contribution to achievement of UNDP Country Programme Document (CPD), UNDP Strategic Plan, and Government of Sierra Leone (GoSL) development goals and results;
- Identify and assess the strengths, weaknesses, constraints and opportunities of the "Support to Media Development Project" and to recommend any necessary changes or course correction measures in the implementation and design of future similar development initiatives;
- Provide lessons learned and recommendations for sustaining the media development project results and provide guidance for the future strategic direction of the media development in Sierra Leone.

### **2.3 VISION FOR MEDIA DEVELOPMENT**

The vision of the media development strategy is to build a sustainable and diverse media sector whose professionalism contributes to strengthening the democracy and development of Sierra Leone. In all the consultations as well as in the larger workshops, the four key objectives listed on page 7 were often repeated.

## **2.4 SOCIAL, ENVIRONMENTAL AND POLITICAL CONSIDERATIONS OF THE PROJECT**

The social, environmental and political considerations of the media development project centre on the opportunity cost, likely resistance, and possible hindrances to achieving the expected results.

### **Social**

The country was, for many years, a colony of the United Kingdom. As such, not much premium was placed on demand for information for self-determination by citizens. In addition, the many years of military rule, civil war and a one-party state undermined press freedom while information flow to and from government and the agenda-setting function of the press were not encouraged.

The people of Sierra Leone are yet to fully comprehend the role of the media in national development and therefore cannot demand what they do not appreciate. Moreover, neither the past governments, nor the present democratic administration have an appreciation for media independence, capacity building, objective reporting or the important role the media plays in holding government to account.

### **Environmental**

There is the likelihood that media practitioners themselves could be unwilling to rock the boat and that editorial policies derive from agendas by those interests that fund these media. That, coupled with the paucity of privately-owned mass media businesses, is a veritable ground for reduced professionalism. In addition, there are particular challenges for human rights activists operating in the country, including those who fight for press freedom. Finally, citizen lethargy and a lack of appreciation of the value of a vibrant mass media institution contribute to a media sector that is still trying to mature.

### **Political**

The evaluation period coincided with the lead up to the 2018 presidential, parliamentary and local elections. As such, it was difficult to engage policymakers as they were busy preparing for their campaign.

## **2.5 PROGRAM THEORY OF CHANGE**

The overall aim of the Media Development Strategy is to strengthen democratic dialogue, consolidate peace and ensure development through professional, independent and sustainable media. The strategy is based on the evidence from research, key issues that have been identified as well as opportunities and strategies but always with an eye on the impact the media want to have.

The Theory of Change (ToC) focuses on issues and current scenarios to make a real difference and aid decision making. It also examines problems and obstacles that may stand in the way of useful change and develops themes about people and opportunities available to help citizens to make the changes they want.

More specifically, the ToC examines how media and communication can be used to break down barriers and/or help those seeking to bring about change be it through research, capacity building or outreach. The ToC identifies activities that are likely to be most effective either in raising awareness about issues, adding to knowledge and skills, and/or encouraging change in attitudes and beliefs.

THEORY OF CHANGE ANALYSIS											
<p align="center"><b>Final Outcome</b></p> <p align="center">An objective, independent and profitable media industry that serves all segments of the SL society</p>											
<p align="center"><b>Pathways of Change</b></p>											
Practitioners observe media ethics, with minimal external influence	Large percentage of professional input towards regulatory or self-regulatory measures.	Establishment of an Ombudsman/Press Council.	The right to gather information with minimal restriction	The right to publish verified facts without reprisal.	An independent licensing mechanism devoid of government influence.	An enabling environment that allows plurality of media set ups	Greater access by opposing parties, the disadvantaged, and the poor, to the government-owned media.	Boldness to publish, engendered by absence of intimidating laws and acts by government and the powers that be.	Increase in local content.	Increase in variety of media content	Improvement in media profitability
<p align="center"><b>Interventions</b></p>											
Repeal of libel and other laws				Reduction in licensing fees.				<ul style="list-style-type: none"> <li>• A deliberate reduction in charges for media services and products</li> </ul>			
<p align="center"><b>Assumptions</b></p>											
The preponderance of self censorship occasioned by fear of prosecution or withdrawal of favour				The existence of draconian laws in the country's constitution.				The need for vibrant media serving both the governed and the government, putting vital information at the disposal of the consuming public for decision making.			

## SECTION 3: METHODOLOGY

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### 3.1 EVALUATION METHODOLOGY

The evaluation was carried out mainly in Freetown although we had the opportunity to visit other regions and use residual in-country knowledge in our analyses. Data was gathered over eight days in December 2017.

The evaluation carries out an in-depth diagnosis of five different criteria, these include: **relevance, efficiency, effectiveness, sustainability and impact.**

**Relevance:** The Media Development Project's relevance in relation to the evolving contexts in which the media operates in Sierra Leone

**Efficiency:** The efficiency assessment was concerned with measuring if value for money objectives were achieved

**Effectiveness:** This measured the extent to which the project's objectives were achieved and highlighted the major factors influencing the achievement or non-achievement of the objectives.

**Sustainability:** The sustainability assessment was concerned with measuring whether the benefits of the activities are likely to continue following the close of the project.

**Impact:** The impact assessment explored both the short- and long-term impact of the intervention, including both intended and unintended. Since there is such a short time lag, we concentrated on how the project has changed media dynamics, and we explored if a real difference has been made to the beneficiaries. We also looked at how people outside of the media have been affected.

Given the objectives of this evaluation, the following questions determined the scope of the study:

1. To what extent is there a noticeable improvement in professional media practice in Sierra Leone, evidenced by an innovative observance of media ethics and/or regulatory or self-regulatory code of conduct?
2. To what extent is there currently in place an objective and independent mechanism for the allocation of licenses for new entrants into the media industry, devoid of government interference?
3. What is the current system utilized to resolve media complaints?
4. Can we describe the current political environment as an enabling atmosphere for professional and pluralistic media in Sierra Leone?
5. To what extent are the government-owned as well as private media financially sustainable, thereby independent enough to serve the varying needs of the population?
6. To what extent does the media sector engage the audience/s and produce local content that is relevant to the audience/s?

This evaluation adopted a mixed-methods approach comprising of both qualitative and quantitative methods. In addition to a comprehensive document review, we carried out two focus group discussions (FGD), two key informant interviews (KII), and a mobile survey shared widely on social media. Data was

analysed to consider overarching and distinct findings. The methodology captured in-depth opinions, views and experiences of beneficiaries and stakeholders of the project.

### **3.2.1 Qualitative Data**

#### **A. Document Review**

The document review comprised an analysis of the available project documents listed below. The documents provided a good background on the project context as well as data collected during monitoring visits and provided a basis for designing the evaluation tools. Documents included:

1. 2011 MDG Report
2. CR Final Report UNDP Evaluation Job
3. Guidelines for Outcome Evaluators
4. Media Development
5. National Media Strategy
6. T proc notices
7. UNDP SE transitions
8. Agenda for Prosperity
9. Final Draft Strategy for Media Development
10. IMC Media Code of Practice and Revised Act
11. Agenda for change
12. CR Final report executive summary
13. Law and the Media in Sierra Leone
14. Media AWP 2017
15. MRCG signed MCG 2016
16. National Media Strategy
17. Pme handbook
18. Signed MCG between UNDP and MRCG
19. Signed minutes of media MRCG review committee
20. UNDP RBM Handbook
21. UNDP SLE ADR 2014
22. UNEF FN ETH 2008 Ethical guidelines
23. Agenda for Prosperity
24. Annual progress report 201
25. quarter one report 2017
26. quarter two report 2017
27. Draft CPAP Matrix 3 June 2011
28. Draft media bill
29. SLAJ Code of practice
30. Edited quarter two report 217
31. SLE Performance over 5 March 2012
32. Edited 2017 quarter one progress report
33. State of the media master document
34. Introductory notes to draft media bill
35. Media Development Annual Work Plan 2014

36. Media Development Prodoc
37. Media development Project Board Meeting Nov 2014
38. MRCG yearly narrative report
39. Media Development Resource Mobilisation Plan
40. Minutes of media PBM April 2015
41. Press freedom charter quarter three report 2017
42. MRCG SL Project documentation
43. Progress and field visit reports
44. Project board and program review meeting minutes
45. Agenda for Change (2<sup>nd</sup> Poverty Reduction Strategy paper of President Ernest Bai Koroma)
46. Agenda for Prosperity (3<sup>rd</sup> Poverty Reduction Strategy Paper of Bai Koroma administration)
47. Sierra Leone media legislation
48. Curriculum review strategy for Mass Communication department at Fourah Bay College

### ***B. Key Informant Interviews (KII)***

KIIs targeted stakeholders directly and indirectly affected by the project. Direct beneficiaries include the media organizations, media consumers, members of the general public, youth leaders, representatives from the Ministry of Information, and government agencies, umbrella organizations of media companies. A total of 18 key informant interviews were held with participants from UNDP, SLAJ, WIMSAL, MRCG, CTN, IRN, CTM, Ministry of Information and Communications, IMC, SLBC and JHR.

### ***C. Focus Group Discussions (FGD)***

The team conducted semi-structured discussions to generate input from beneficiaries and stakeholders. We introduced the groups to the themes being explored and ensured participation and the exploration of ideas by the respondents using a participatory and inclusive approach. Between 7 and 10 persons attended the focus group sessions. A total of 3 focus groups were conducted, with one targeting a variety of stakeholders.

Another FGD was held with beneficiaries to triangulate and strengthen the findings from the survey. FGDs for stakeholders were mixed gender sessions in which open-ended questions were utilized in sessions lasting between 90-120 minutes.

## **3.2.2 Quantitative Data**

### ***Survey***

The majority of participants in the MRCG and varied members of the public were targeted by the survey. The surveys focused on collecting data in order to analyse the key indicators that refer to the effectiveness of media development efforts, and its contribution to the media landscape and ecosystem. The survey was conducted electronically for purposes of speed, efficiency and accuracy. Our electronic survey method took less time to analyse, was more selective, pre-screened and flexible.

### 3.3 SAMPLING

#### Target populations and sample

We restricted much of our analysis to Freetown but we also considered data especially from the general public perception from across the country. The survey included a total of 486 participants across the country.

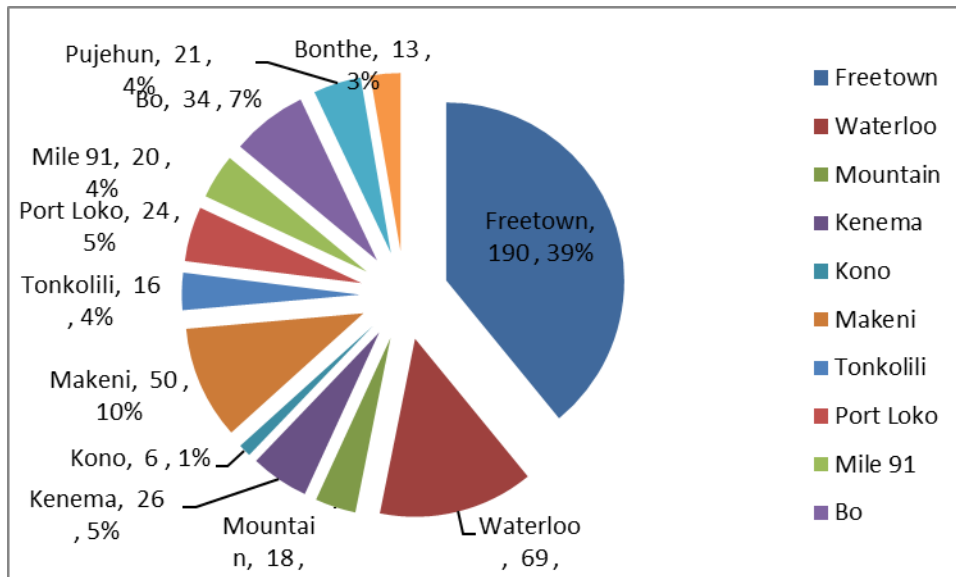


Figure 1: Respondents by location

District		Total Beneficiaries Surveyed
Western Area Urban	Freetown	19
Western Area Rural	Waterloo	69
	Mountain	18
North West	Port Loko	24
	Mile 91	20
North East	Makeni	50
	Tonkolili	16
South	Bo	34
	Bonthe	13
	Pujehun	21
East	Kenema	26
	Kono	6
Total		486

#### Demographics

Our respondents' age profile was as follows:

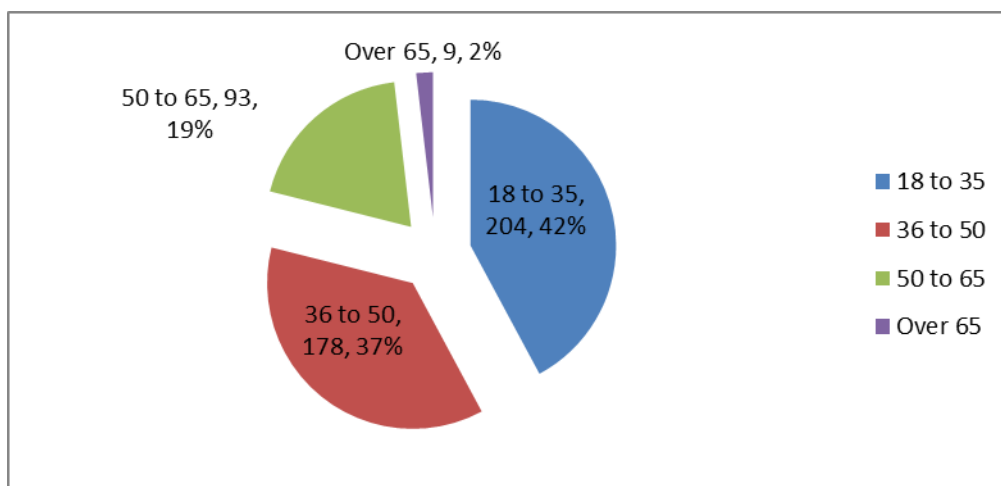


Figure 2: Respondents' Age Profile

### 3.4 EVALUATION TEAM

The lead researcher for this evaluation was **Olufela Adeyemi** who was assisted by local associates who are trained electronic data collectors.

### 3.5 ETHICAL CONSIDERATIONS

We aspired to high ethical conduct in this evaluation taking into consideration the responsible use of the power of evaluation commissioning, the assurance of credibility and the responsible use of resources. We designed the evaluation in such a way as to help the UNDP and the media development program and be demonstrably free of bias.

Through careful discussions and agreement with the different beneficiaries, we were careful to secure necessary permissions to conduct interviews and record discussion sessions. We also considered the gender dimensions of the process and the effect of the evaluation on the normal lives of the women, the stakeholders and the youth within the media landscape.

We emphasized that our data collection and research methods will not subject participants to harm in any way and their dignity is prioritized. We took care to avoid misrepresentation or exaggeration about the aims and objectives of the research.

Our methods strove to avoid any type of misleading information, as well as representation of primary data findings in a biased way. We took care to avoid the use of discriminatory language. We maintained objectivity in discussions and analyses throughout the data collection.

### 3.6 LIMITATIONS TO METHODOLOGY

The time schedule for the evaluation was reduced from 50 to 30 days and this gave considerable pressure to the evaluator. Many respondents were running a tight year-end schedule and could not be easily accessed. As envisaged, the total number of respondents could not be accessed in all the institutions but the evaluator interviewed as many as were available in the given time frame.

The evaluation fell into the Christmas period here the major beneficiaries were mostly outside Freetown on time bound training and workshops and this limited the amount of time available for interaction with beneficiaries.

## 4. SECTION 4: FINDINGS

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The performance of the project in achieving planned results and contribution to achievement of UNDP Country Programme Document (CPD), UNDP Strategic Plan, and Government of Sierra Leone (GoSL) development goals and results were moderate.

This section explores the evaluation questions using evidence and data collected through our quantitative and qualitative methods. It highlights the key findings of the evaluation study using the evidence data we collected from the field and from project documents. Overall, the data suggests that the project was fairly effectively implemented, has the potential to be sustainable and made a sizeable impact on the development of the media landscape in Sierra Leone. Key constraints remain and are discussed in this section.

### 4.1 EFFECTIVENESS

#### 4.1.1 Improved Ethics of The Media Through Regulatory or Self-Regulatory Mechanisms

The media strategy identified the following goals in this area:

Short term:

- The Code of Ethics of Sierra Leone Association of Journalists is reviewed and a self-regulatory mechanism for its members activated which complies with best international standards.

*Results:*

*The code was reviewed and adopted.*

*The SLAJ disciplinary committee was reconstituted.*

*A directory of all media was created.*

- Any paragraphs involving media in the Criminal Libel Law – Public Order Act No. 46 of 1965 are removed by the Parliament, hereby aligning the media regulation of Sierra Leone with international standards.

*Results:*

*Documents were submitted to the Attorney-General's office, however, there was no movement beyond that. It is hoped that with a new administration this can be pursued again.*

Mid-term:

- The Independent Media Commission Act No. 12 of 2000 is adapted to strengthen the independence of its commissioners. Its Code of Practice is reviewed, and mechanisms are established to ensure implementation of its incentives and punitive measures related to this Code.

*Results:*

*IMC Act and Code reviewed and submitted to Information Minister and AG's office, however, the bill was not enacted.*

- The Civil Libel Law – Defamation Act No. 32 of 1961 is reviewed. Court cases on libel are processed quicker than today and no longer entail suspension of IMC decisions.

*Results: Meeting was held to popularize the existence of civil libel law but law has not yet been reviewed.*

Long term:

- The Independent Media Commission is considered being substituted with an independent regulatory body.

*Results: No progress.*

Respondents noted marked changes in the decision-making patterns of media practitioners, expenditure patterns in media houses and awareness of the industry and awareness of rights, responsibilities and advocacy effort of individual journalists and organizations. Practitioners are more involved in the generation of content and assessment of reach, even though this can be considerably improved. Our surveys indicate that there were changes in the expenditure pattern of media buyers, where some decisions are more business prudent and show some element of greater financial awareness.

The survey data suggested that there has been a noticeable improvement in professional media practice in Sierra Leone since before the project started. However, much work remains to be done.

We approached this research question from the consumers point of view. Almost half (45%) of respondents believe there is noticeable improvement in professional media practice in Sierra Leone. Also, more radio and television stations and diversified content are now available.

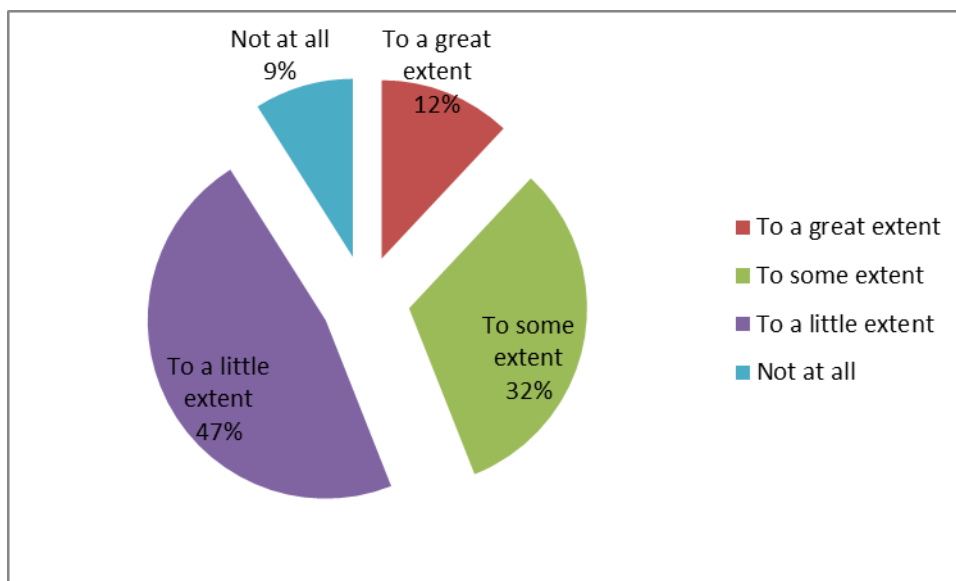


Figure 3: There is noticeable improvement in professional media practice in Sierra Leone

Media practice comprises selection, interaction and application, triangulating these against the populations' identity and lived experience.

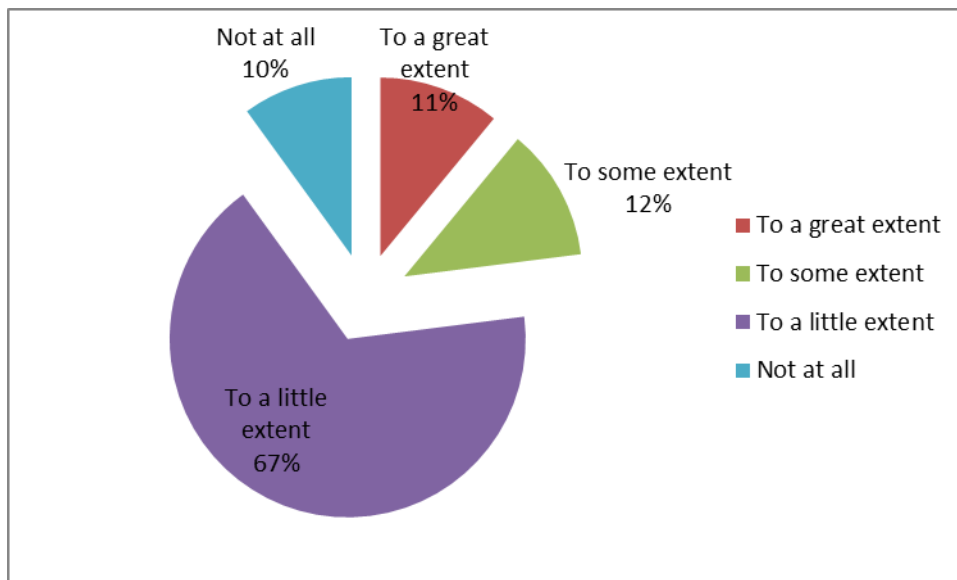


Figure 4: There is innovative observance of media ethics

Improvement in media ethics would include innovative observance of media ethics which covers issues of moral principles and value on the role of the mass media. It also includes issues such as impartiality, objectivity, balance, bias, privacy and public interest. Two-thirds (67%) of our sample say there is improvement here only to a small extent. Respondents point to areas needing urgent improvement such as stereotyping, freedom of speech, advertising practices, media ownership and the relationship to the political system. Respondents say journalists will pass off advertising material as news to their readers and routinely expect to get paid for attending news conferences and events.

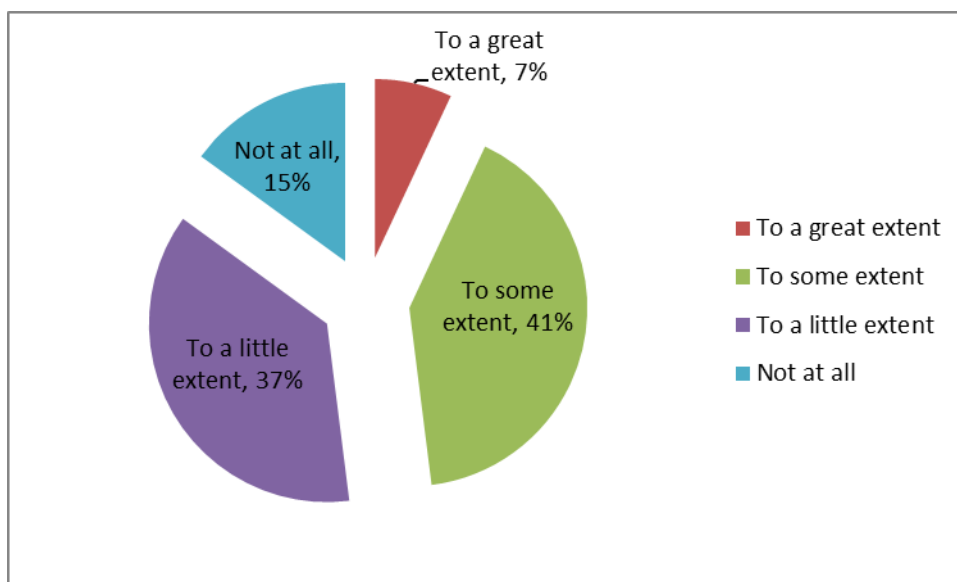


Figure 5: There is an observed regulatory code of conduct

The code of conduct regulating the media industry is drawn by the Independent Media Commission (IMC). Nearly half (48%) of survey respondents believe the code of conduct is carefully observed. As at 2018, 11 years after the Code was adopted, the IMC was still threatening to shut-down media houses that broadcast political advertisements with unethical content, hate or abusive speech before, during or

after the 2018 electoral process. The IMC organized code of conduct training for journalists in February 2018, focusing on how to report on election issues, especially on whom they invite for interviews and what kinds of adverts they broadcast or print.

The major provisions of the Code of Conduct are truthfulness, accuracy, fairness, objectivity, impartiality and confidentiality.

#### **4.1.2 Promoting Transparent and Independent Allocation of Licenses, Handling of Media Complaints, and Stimulating an Enabling Regulatory and Political Environment for Professional and Pluralistic Media.**

As a regulatory body, the Independent Media Commission (IMC) is an autonomous body for the regulation of mass media institutions<sup>2</sup>. Its aim is to promote a free and pluralistic media in the country, ensure the media achieve the highest level of efficiency, promote fair competition among the media, and protect the interest of the public, while also promoting technological research and the development of adequate human resources.

Sadly, the manner of its set up and modus operandi of the Commission keeps it far from being autonomous since government still plays a large role in the appointment of the officers in charge. In addition, the stringent stipulations for granting of licenses as outlined in the IMC Act are designed knowingly or unknowingly towards hampering the easy set-up of private media institutions. Moreover, the time frames have never been adhered to in the application, screening and granting of licenses.

As a key media regulator, the IMC has no website. A search of its listed web address gives a sample page in German and their Facebook page's last update was in 2015. As a media regulator in the 21<sup>st</sup> century this is bound to contribute to suboptimal performance both administratively and competitively.



Figure 6: Screen shot of IMC Web site

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<sup>2</sup> IMC Act 6 June 2000

The UNDP media strategy outlined the following as its second objective: to improve independent allocation of licenses, handling of media complaints, and promotion of an enabling media environment with the following specific goals:

Short term:

- The new members for the board of commissioners and the chairman of IMC are selected as planned without any political interference by March 2014

*Results: Not completed though some initial discussions were carried out*

- The internal procedures on financial management, resource mobilization, preparation of complaints cases, license applications and policy papers are strengthened through comprehensive management capacity building

*Results: Not completed though some initial discussions were carried out*

Mid-term:

- The Board of the Independent Media Commission has carried out exchanges with other similar regulatory bodies in order to learn from their experience, including how to regulate new media platforms.

*Results: Not completed. Our assessment of non-completion are attributable to constraints on budget resources, time and availability of different parties. This does point to the effectiveness of IMC strategic planning processes, and may indicate an overworked staffing and board and or some latent inefficiency.*

- A strategy has been developed for IMC's priorities for media policy initiatives, advocacy and communication to strengthen profile, credibility and impact of the IMC

*Results: Not completed*

- The decentralization of IMC with regional officers and possible commissioners has been finalized.

*Results: Project document completed.*

- The Independent Media Commission Act No. 12 of 2000 has been adapted to include practical changes elaborated in 2011 and recently, ensuring its political independence by removing presidential appointment and parliamentary approval of commissioners, and has incorporated an updated Code of Practice, transparent media ownership with limited monopoly and consistent implementation of legislation.

*Results: Not completed. The IMC cannot be said to be completely independent of government, since the commissioners are still nominated and appointed by government. The implementation of IMC legislation is still heavily influenced by government. There are issues here of modernization, competence and sufficient willpower to implement reform.*

Long-term:

- The constitutional review emphasizes the independence of media as part of the new constitution.

*Results: Not completed. Much of the recommendations of the constitutional review committee were not accepted. Issues include clarity, insufficient advocacy and communication efforts and technical capacity to effect change.*

The survey results tell a similar story. Only one-third (37%) of respondents believe that issuing of licenses is transparent and independent while media practitioners cite onerous documentation and other requirements as well as bureaucratic bottlenecks in the registration and licensing process.

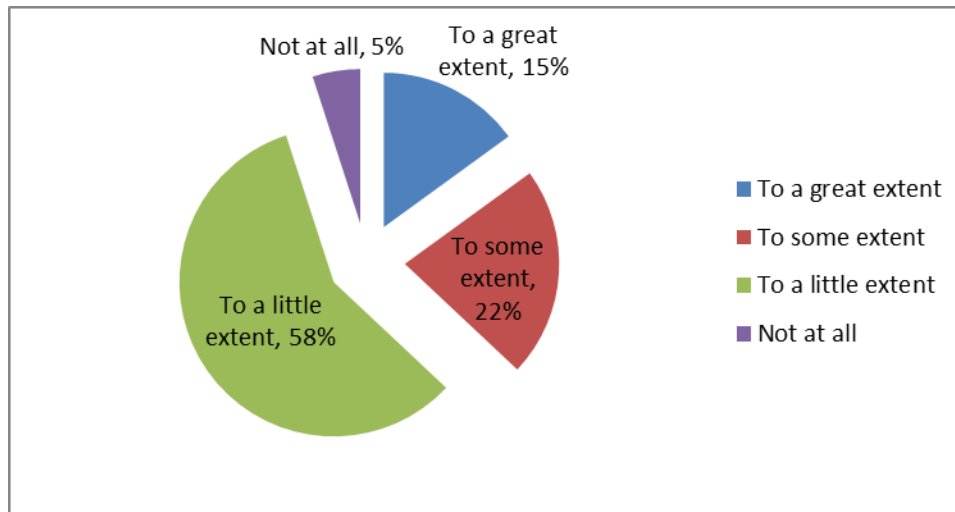


Figure 7: Allocation of licenses is transparent and independently handled by IMC

Two-thirds (67%) of respondents believe there is not an enabling political environment for the media in Sierra Leone. They cite constant harassment by actors in the political space and the obnoxious public order act which criminalises libel. Consumers of media also cite the loose regulatory and commercial environment in which the media operate where journalists are able to manipulate information for financial gain.

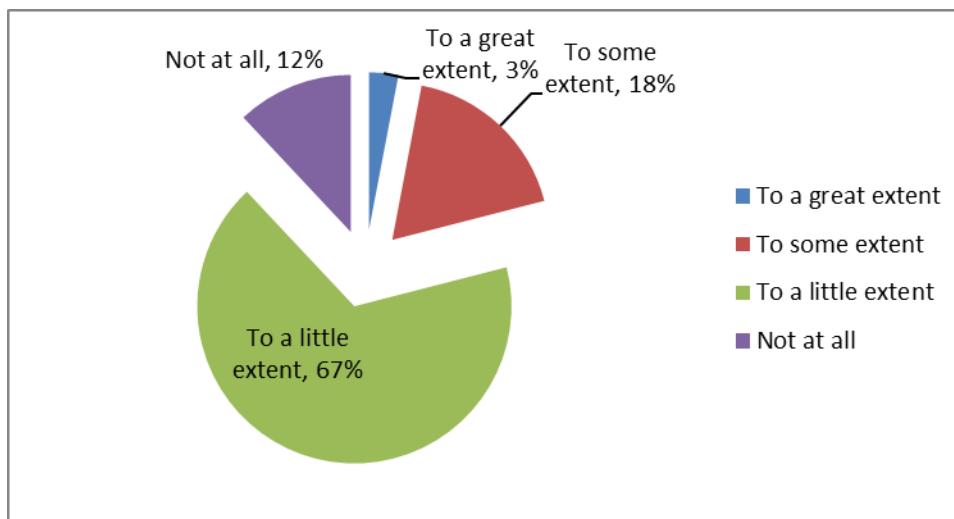


Figure 8: There is an enabling political environment in Sierra Leone for the professional media

Finally, half of the respondents believe that complaints are handled transparently and fairly by the IMC. However, an equal number of respondents believe that this is not so. They cite various examples of political interference, orders from above and outright refusal to obey IMC orders from media organisations which have political clout and cash to spare.

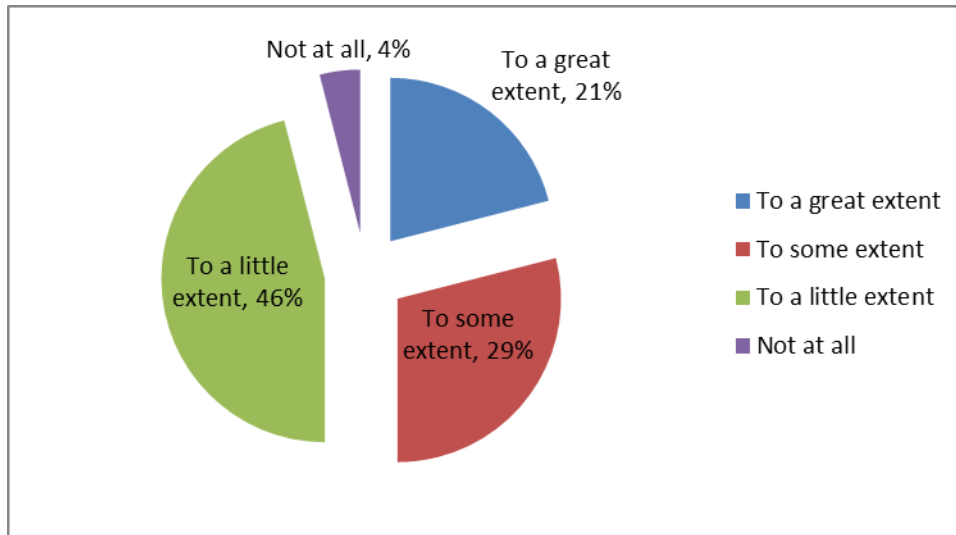


Figure 9: Media complaints are handled transparently and independently by IMC

#### 4.1.3. Sustainable and independent public service broadcasting serving all the people of the country

Public broadcasting includes radio, television and other electronic media outlets whose primary mission is public service. It would usually be funded by the government and other contributors. Sierra Leone's public broadcaster is the Sierra Leone Broadcasting Service which subsequently became the Sierra Leone Broadcasting Corporation. It is owned by the government of Sierra Leone and is a branch of the Sierra Leone Ministry of Information and Communications. It is theoretically regulated by the Independent Media Commission (IMC).

The SLBC was formed in April 2010, when the government-owned Sierra Leone Broadcasting Services (SLBS) merged with the United Nations peacekeeping radio station Radio UNAMSIL.<sup>3</sup> The SLBC was formally inaugurated on June 15, 2010 by Sierra Leone's president Ernest Bai Koroma and United Nations secretary general Ban Ki-Moon. The sustainability of the national broadcaster has been called into question.

The 2013 strategy identified the following goals:

Short term:

- Sierra Leone Broadcasting Corporation Act CT 2009 is adapted

<sup>3</sup> Douglas, Stephen (April 18, 2011). "[At Long Last, Recruitment Begins at Sierra Leone Broadcasting Corporation](http://www.icfj.org)". [www.icfj.org](http://www.icfj.org). Retrieved 2016-07-04.

*Results: Not completed. IMC Strategy document was prepared. Attempts are being made to roll it out. SLBC Act reviewed: The SLBC has not cooperated since the inception of the Media Reform Process*

Mid-term:

- The new Board of Trustees and the Director General of the public broadcaster are assisted by peers from similar organisations abroad in their establishment and implementation of a strategy, defining in detail the public service mission, the departmental structure, target groups, programme schedule, and the division of broadcasting obligations for national and regional radio channels and for TV.

*Results: Not completed. The SLBC was formed in April 2010, when the government-owned Sierra Leone Broadcasting Services (SLBS) merged with the United Nations peacekeeping radio station Radio UNAMSIL. The SLBC was formally inaugurated on June 15, 2010 by Sierra Leone's then president Ernest Bai Koroma and [United Nations secretary general](#) Ban Ki-Moon. However, it is under the supervision of the Sierra Leone Ministry of Information and Communications. So its independence is very much suspect. The SLBC was largely excluded from this media development project and thus did not also benefit from some of the limited innovation which practitioners were able to share. In addition financial constraints meant that no exchange was done with other institutions.*

Long term:

- The capacity of existing production and distribution equipment is analysed and additional or new technical formats are acquired if needed.

*Results: Not completed. SLBC is still largely rudimentary in their approach to public broadcasting and modernisation. While other television stations are able to stream live content on the internet, SLBC remains quite limited in its ability to function and distribute content internationally. Their website is also often down and their office spaces are suboptimally utilised. Staffing and human resources as well as management competence remain huge issues of concern.*

While what were likely very lofty goals were not achieved, the survey results also illustrate some success with regards to strengthening public service broadcasting.

In terms of business and corporate sustainability, respondents identify that the SLBC needs to articulate an authentic purpose (constant, consistent sense of focus, strong emotional engagement with customers and partners, continuous, pragmatic innovation) and combine this with a powerful brand, partnership, collaboration and customer retention (repeat sales) and flexible adaptable leadership. Yet two-thirds of respondents still said that the SLBC was sustainable to at least a little extent.

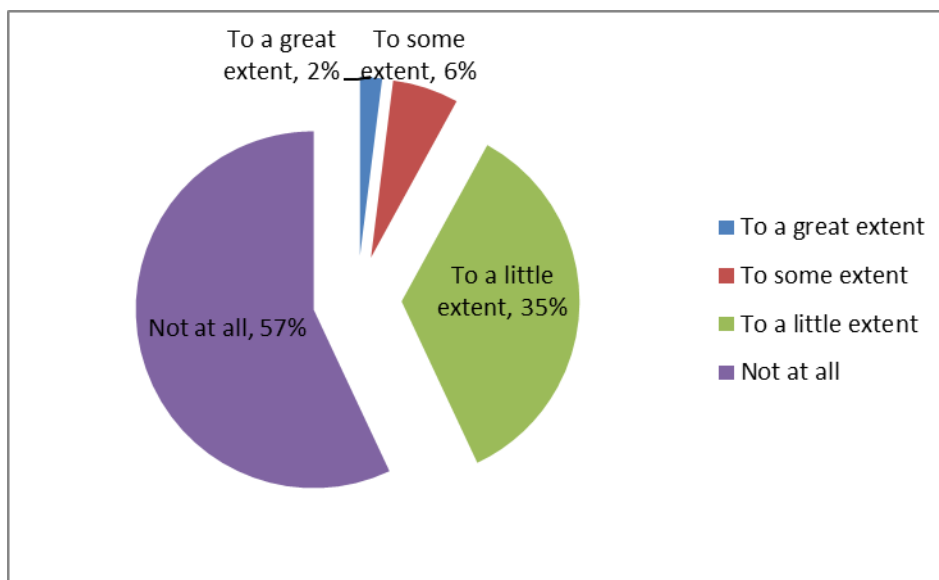


Figure 10: SLBC is a sustainable business

On the relationship between the SLBC and the IMC, a commentator on IMC Facebook page (which is not particularly active) noted that the commission is “...not Independent, it's unbelievable the National Broadcaster S.L.B.C been lavished by the so called orders from above....The people's voice have been dragged under the Carpet...”. Yet respondents said that the SLBC operates independently to at least some extent.

Independent and high quality public service broadcasting is essential for freedom of speech, freedom of information as well as for the decision making of the citizens in a democratic functioning society. Public service broadcasters also have a central role in producing programmes in all media, which reflect the rich cultural diversity of societies.<sup>4</sup> The standards SLBC should aspire to economic and political independence, defending media pluralism, sustainable, predictable funding and high-quality jobs, investment in skills development and effective social dialogue.

<sup>4</sup> UNI MEI Manifesto on Independent and High Quality Public Service Broadcasting 1st October 2014

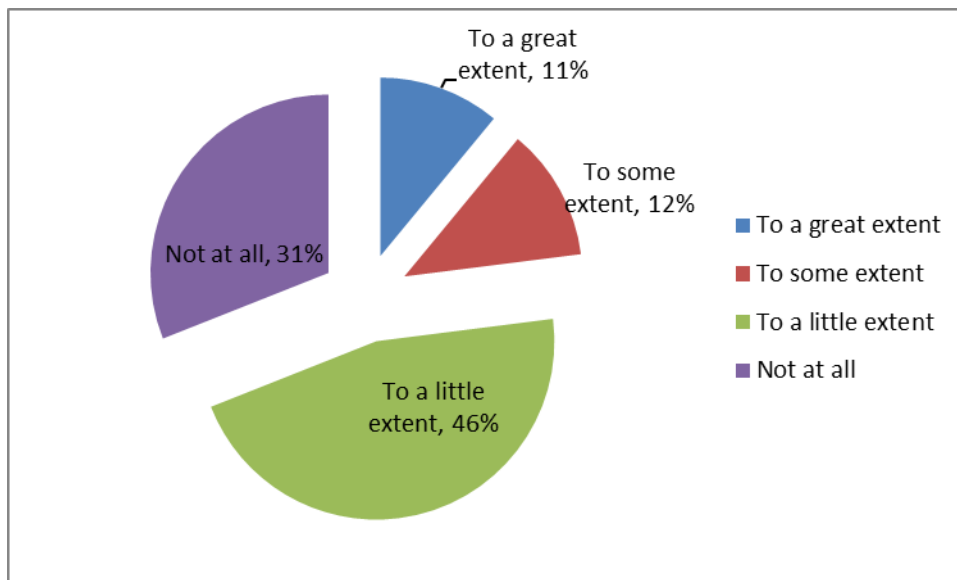


Figure 11: SLBC operates independently

Two-thirds (68%) of respondents say the SLBC serves all the people of the country. In focus groups, in terms of its ability to serve all the people of the country, many respondents say they get signals in Freetown and in the provinces on both the television and radio programs. However, whether the programming, contact and access is beneficial nationwide needs further research.

The SLBC primarily broadcasts the national television and regional radio service from its headquarters in the New England neighborhood of Freetown. Regional stations provide FM radio services in Bo, Kenema, Kailahun, Makeni, Magburaka and Koidu.

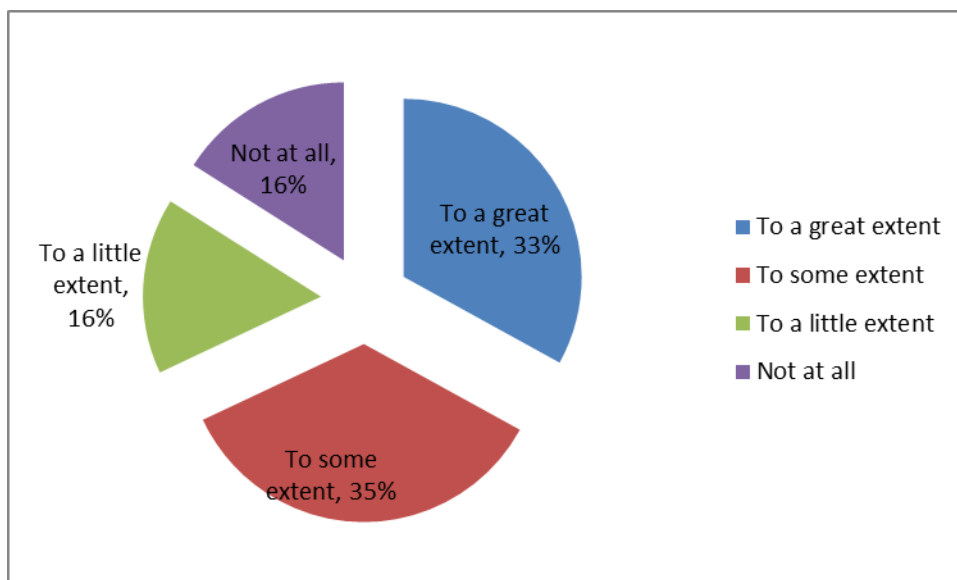


Figure 12: SLBC Serves all the people of the country

#### 4.1.4 Strengthened professionalism and sustainability of organizations and improved people's participation in media development and content

The final objective in the 2013 strategy focused on increased professionalism, coordination and sustainability of the private media in Sierra Leone. Specific objectives included:

Short term:

- A mechanism for coherent and coordinated training is established.

*Results: The Media Reform Coordinating Group (MRCG) was set up and was to serve as a coordinating body for media and media development efforts across Sierra Leone. It is comprised of representatives from key media organizations and academic institutions in the country.<sup>5</sup> MRCG was established as an independent corporate entity funded by the UNDP to act as the key driver of the media reform agenda for Sierra Leone. The importance of such a body cannot be overstated and, indeed, the MRCG has been successful in the four short years since it was instituted. The MRCG not only serves as an important local partner to media and media development entities but also works closely with regional and international partners and is today a respected, key and strategic partner for many different partners – no small feat in such a short time.*

- Professional associations for media and practitioners, such as SLAJ, WIMSAL, GoE, SLRU and others, are strengthened through capacity and institution building transforming them into essential building blocks for a sustainable media development in Sierra Leone.

*Results: There have been numerous successes here, though lack of financial resources and visibility to donors have made longer-term sustainability a challenge. However, MRCG coordinated various workshops, annual general meetings and the like for journalism organizations including SLAJ, WIMSAL, GoE, and others. This type of work can lead to longer term successes and should be continued in the future.*

Mid-term:

- Collaboration mechanisms for production, distribution and capacity building between media organisations such as IRN, CTN and other broadcast and print organisations are stimulated to strengthen sustainability and quality.

*Results: Important collaboration was undertaken with both IRN and CTN and this was particularly important during the Ebola crisis as well as the lead up to the 2018 elections. Such content- and distribution-related support should be continued going forward.*

Long term:

- Coherent media legislation is developed uniting all legislative measures for public, community, commercial, online and social media platform media.

*Results: A new Media Bill was drafted and submitted, however, it stalled after that. With a new government it would be wise to pursue this. Media Draft Bill was prepared and presented to*

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<sup>5</sup> The group includes the Department of Mass Communication at Fourah Bay College (FBC Mass Comm), the Independent Media Commission (IMC), Guild of Editors (GoE), Women in the Media in Sierra Leone (WIMSAL), the Sierra Leone Association of Journalists (SLAJ), the Sierra Leone Reporters Union (SLRU), Independent Radio Network (IRN), Cotton Tree News (CTN), and the Ministry of Information.

*Attorney General's office and Media Position paper also submitted to the Constitutional review Committee, which recommended a separate Chapter in the proposed/new Constitution on Press Freedom.*

UNDP also was able to identify some other low-hanging fruit that fit well into the mission of the MRCG and pursued these. For example, a database of all media training activities was set up although it is unclear whether it is maintained and up to date. Another issue that was identified was the lack of collaboration and coordination among media schools. MRCG worked with these to ensure that there was a comprehensive curriculum review of the mass communication offering of the University of Sierra Leone and an MoU was signed stressing the importance of collaboration among media schools.

The review identified the capacity needs of the Department to enhance the faculty/staff development and student training, identified the technology needs and ways to integrate into the teaching and learning processes innovative pedagogy, and aligned its programs with those at accredited peer institutions in Africa to meet national and regional accreditation standards.

In evaluating the effectiveness and reach of the media development project, we considered in-depth the different strategy papers of government including the agenda for change and agenda for prosperity. Here government has claimed considerable progress in the key areas of peace and security after the civil conflict and improved economic growth rates along with low inflation and macroeconomic stability. However economic indicators still lag behind the average for Sub-Saharan Africa.

Government's priorities of enhanced electricity, effective national transport networks, agricultural productivity and sustainable human development were underlaid by the principles of good governance, macroeconomic stability, a vibrant financial and private sector and sustainable use of natural resources. Laudable as these may seem, these documents neither acknowledged, nor alluded to the role of the media and press freedom in helping to tackle the major limitations militating against the democratic dispensation. These include risks such as corruption, illicit drugs trade and use, and youth unemployment. However, when it came to the need for attitudinal change, the media became the driving force for the change campaign launch.

When Sierra Leone turned 50 in 2011, a committee on development and transformation was set up to take stock of the progress made as an independent nation and chart the way forward for the next 50 years. This Committee came up with the aspiration of transforming the country into a middle-income country level by 2035. The Agenda for Prosperity (AfP) builds on the successes of the Agenda for Change and lays the foundation for the journey. Against this backdrop, therefore, the AfP has been prepared to complete residual projects in the Agenda for Change and also address these challenges. The pillars for the AfP were diversified economic growth, managing natural resources, accelerating human development, international competitiveness, labour and employment, social protection, governance and public sector reform and gender and women's empowerment

Needless to say, the role of the media in national development and checking the excesses of government agencies and functionaries, in order to quickly achieve these pillars was missing.

In terms of UNDP's rationale for engaging in the project, the objectives have been moderately achieved.

The media role has been amplified in the resizing of economies and the projecting of income generating activity for developing nations. The Nollywood industry, as a placeholder for the rest of Africa

entertainment industry had been amplified by the role of the media. In addition, soap operas, live shows and reality TV have all made significant contributions to national economies when they harnessed the medias capability in projecting their media products and content. The interaction between the public and the media content has also amplified over the years.

Half (49%) of respondents feel that the media development program has been able to build capacity in media associations in Sierra Leone.

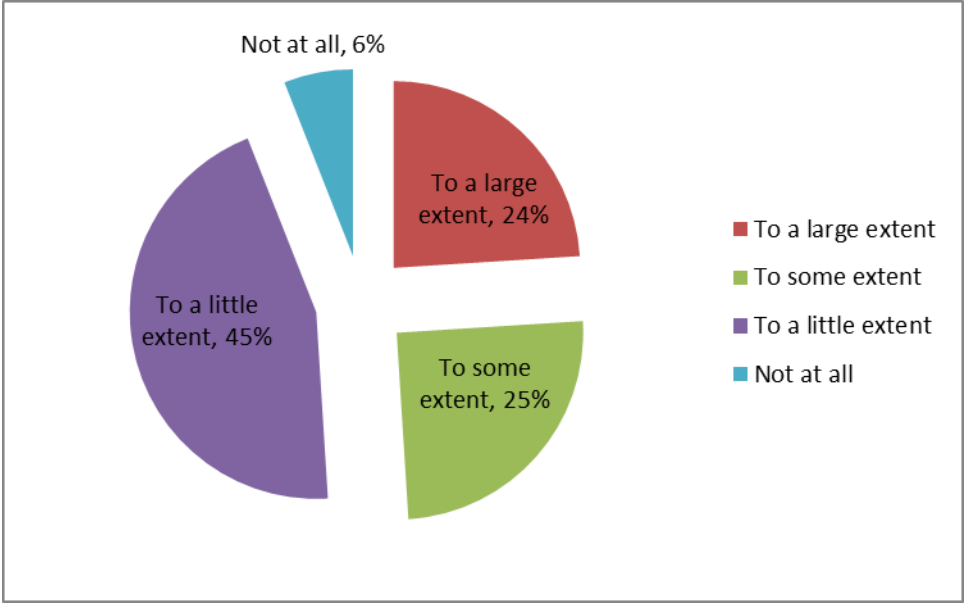


Figure 13: The media development program has been able to build capacity in media associations in Sierra Leone

Public perception varies from the perception of media practitioners in relation to the impact that the media development project has had. For example, members of the public feel that there has been insufficient improvement in media standards and quality compared to the resources put in the project. However, media practitioners see a lot of improvement.

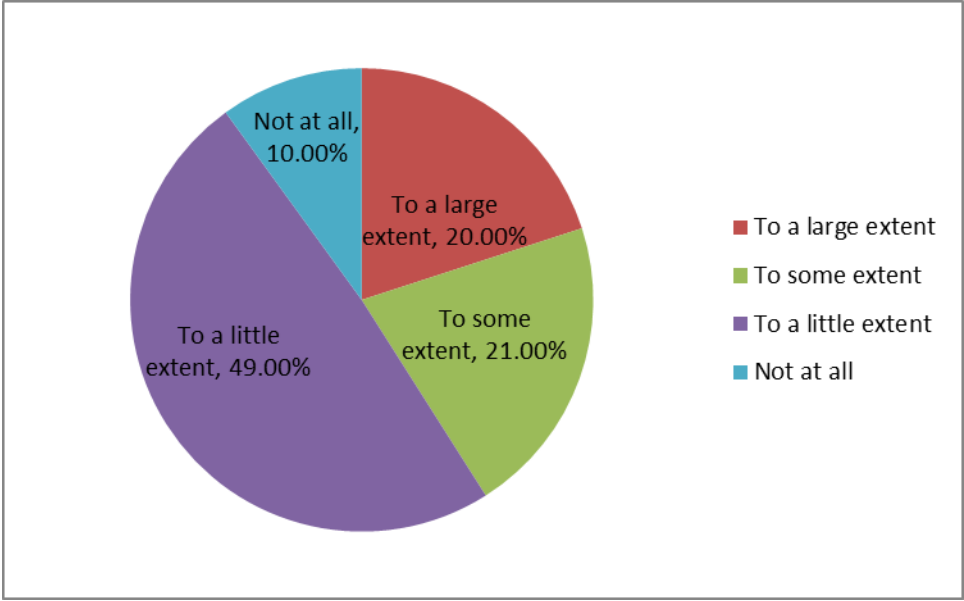


Figure 14: The media development project has been able to build capacity in individual media players in Sierra Leone

Individual media players note some improvement in the quality of journalistic work as a result of the project. This has not yet been largely acknowledged by the wider population, where members of the public say they still consume largely repetitive content and paid adverts disguised as news. The media itself has not clearly defined itself as a voice for the improvement of democratic discourse, even though there has been much effort made in this direction. Similarly, the quality of Sierra Leonean journalism has received a lukewarm assessment from the public with more than half of respondents (53%) saying the quality has only improved to a little extent.

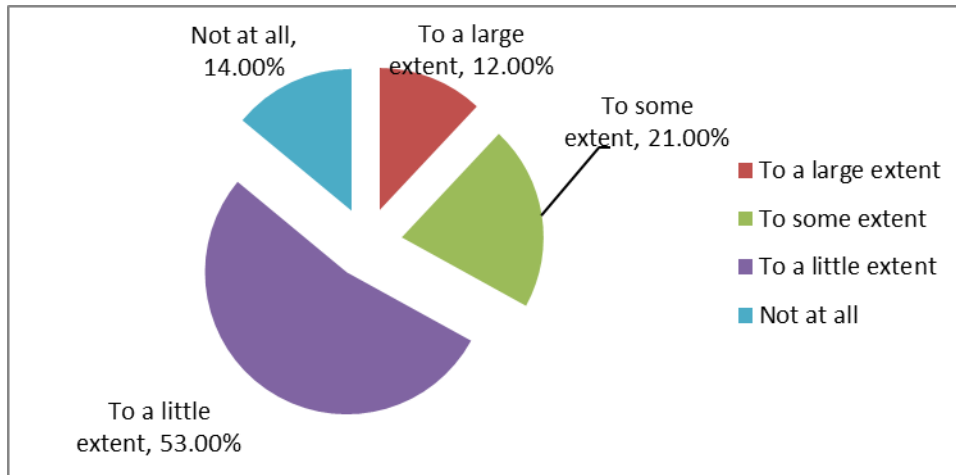


Figure 15: The quality of Sierra Leonean journalism had improved during the lifetime of the media development project

In terms of the landmark curriculum review of the mass communication department, stakeholders acknowledge that the curriculum update has the potential to improve the future quality of journalism and media practice, but they point out that the linkages are not fully established with 21st century principles of media practice and journalism.<sup>6</sup> In any case, many respondents pointed out that the exercise is too recent to really make an impact.

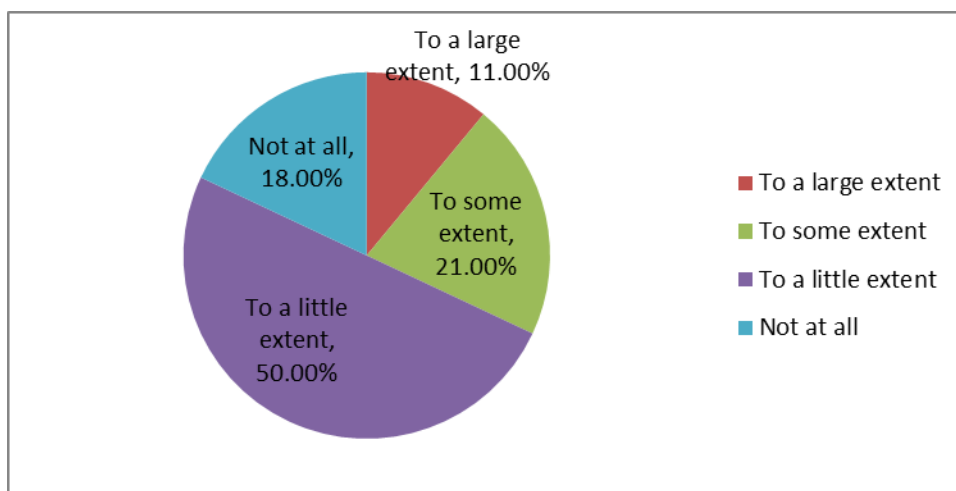


Figure 16: The review of the mass communication curriculum has improved the quality of training available to Sierra Leonean journalists

<sup>6</sup> Focus group on media practice and curriculum, Freetown

Public perception varies from the perception of media practitioners in relation to the impact that the media development project has had. For example, members of the public feel that there has been insufficient improvement in media standards and quality compared to the resources put in the project. However, media practitioners see a lot of improvement.

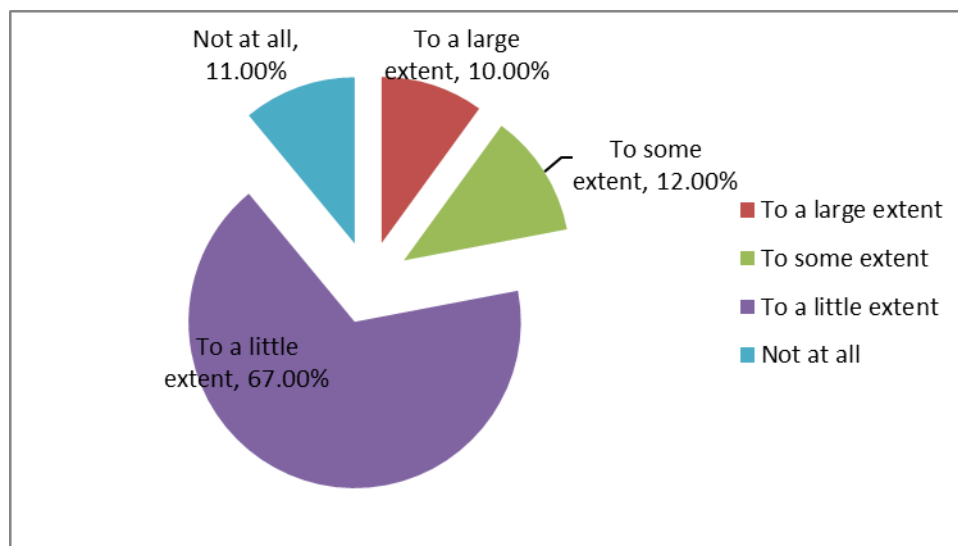


Figure 17: Our recent engagement with the Sierra Leone media has been more beneficial to national development than before

The project aimed to serve as a catalyst to trigger interest in media engagement in Sierra Leone. To do this effectively, it would need to effectively engage the international donor community, ensuring that media capabilities are integrated into press and public affairs planning and execution. Donor relations strategies have to be developed in furtherance of Sierra Leones' development priorities. The media practitioners also have to work with the Government of Sierra Leone to develop and train officers to function in positions requiring intensive engagement with international donors.

Recent engagement with the international donor community has not exactly been a ringing endorsement of either purpose or impact. 58% of donor community respondents say their engagement with the media has been beneficial to national development than before the project only to a little extent.

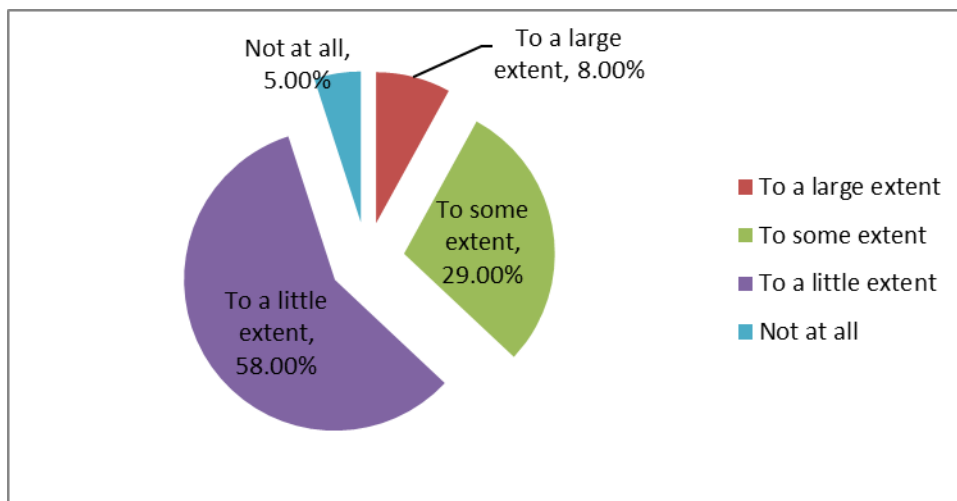


Figure 18: Engagement with the media has been beneficial to national development, according to the donor community

The project also aimed to enthrone and enforcing the right to freedom of speech and expression. The results achieved so far have been mixed. The state of the press report for 2017 puts the status of the Sierra Leone press as partly free. At 7% internet penetration and a legal environment at 60% free, the impact of the media project programming may not immediately have been felt by the general public.

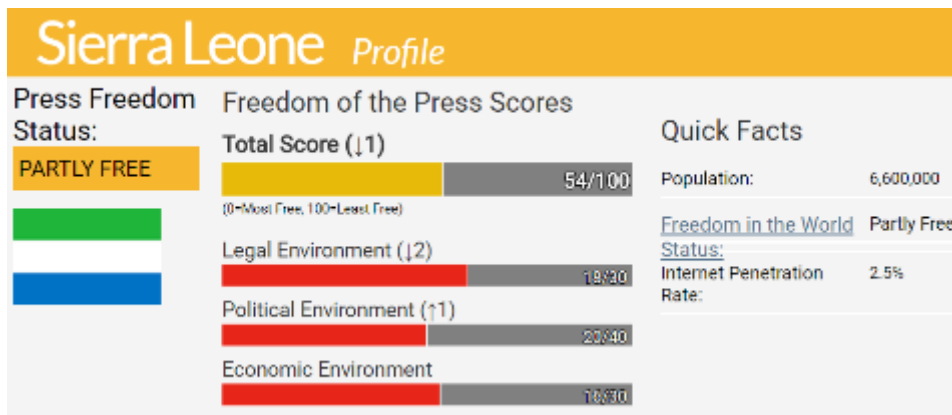


Figure 9: Freedom of Expression Index 2017

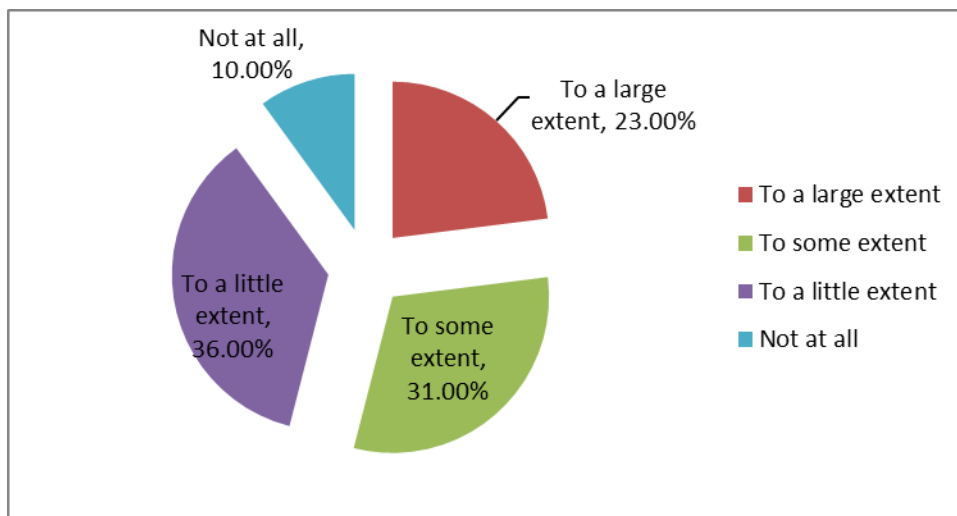


Figure 20: The Media Project Programming has succeeded in encouraging press freedom

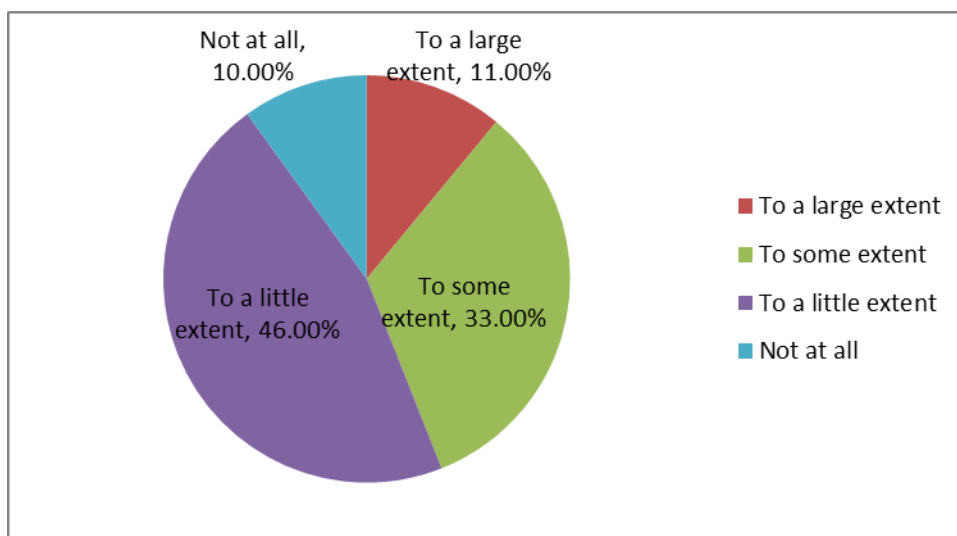


Figure 21: The Media Project has succeeded in enthroning freedom of expression in the country

Survey results suggest greater participation in media content though not in media development which is to be expected as the general population is not conversant with either the term or what it implies. Most respondents say professionalism has been strengthened in media organisations as compared to previously.

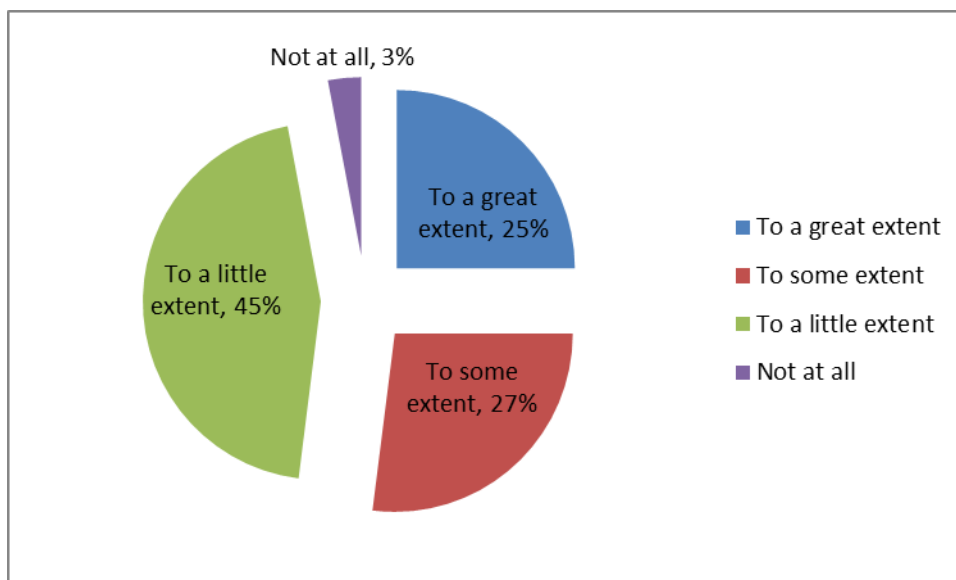


Figure 22: I observe a strengthening in the professionalism of Media organizations in Sierra Leone

## 4.2 RELEVANCE

This section highlights to what extent the project was relevant in the context in which it was conceptualised. Taking into consideration the socio-economic circumstances and the state of the media, its goals are consistent with national development goals and will help the nation with its strategy aspirations.

Media development involves capacity building for institutions or individuals related to freedom of expression, pluralism and diversity of media, as well as transparency of media ownership. Media development plays a role in democracy and effective democratic discourse through supporting free and independent media. This is relevant in Sierra Leone as the moment because of its status as a post conflict economy and the vulnerability of its population which stems from a high illiteracy rate and relatively high rural-urban migration.

In addition, the specific objectives and attached activities were highly relevant to the current context in Sierra Leone. Coordination, professional practices and regulatory issues tend to be highly relevant in a post-conflict context such as Sierra Leone. In addition, the transformation of the former SLBS into a public service broadcaster (with SLBS and UN radio merger) is also relevant though admittedly difficult to achieve in many contexts, let alone that in which Sierra Leone currently sits.

## 4.3 EFFICIENCY

This section discusses if value for money was achieved on this project. Many of the respondents did not have details of total financial value of the project, but the general feeling was that the funds expended on the project were well targeted and delivered value for money.

According to the annual reports (financial and narrative), all agreed yearly targets were met. These results can also be verified through visitations/discussions with the key institutions example Mass Communication Dept./FBC regarding the roll out of the nation all curriculum on media studies/journalism education

When we pressed for details, practitioners opined that more activities could have been carried out with the available resources, but the timeliness of funds release prove to be a general problem, thereby necessitating hurried planning and implementation of activities like training. In these circumstance, there was not always the luxury of time to be so choosy on budgeted activities

#### **4.4 SUSTAINABILITY**

This section measures the potential for the results and outcomes of this project to continue following the withdrawal of UNDP from the media development project.

- There is now an established and functional Secretariat coordinating all media reform processes in the country.
- All major media stakeholders (SLAJ, IMC, IRN, SLRU, WIMSAL, GOE, CTN/RMA, Mass Communication, MIC) have constituted a media sector leadership platform facilitating reform processes
- A robust national media studies/journalism curriculum has been developed and currently been rolled out by eight institutions of higher education including, FBC, Njala University, UNIMAK, LICSA, Canadian College of Technology, Eastern Polytechnic, LIMKOKWING.
- As a legacy, the Association of Communication, Journalism and Media Educators has been launched to facilitate and enhance collaboration among media professionals in the country.
- MRCG has established strategic linkages/partnership with continental bodies including Media Foundation for West Africa, Africa Media Initiative etc. These partnership have seen improving relation between the media and the police as recently demonstrated in the recently concluded elections.

While some interventions are considered to be quick wins, others focus on systems thinking and change (improving current media environment of media reform with small business development, information environments and legislative processes). The media development strategy must make a distinction between the two.

Media development influences and changes systems and thinking in the operating environment. UNDP and other potential donors should focus on the sustainability of individual programmes and publications, as well as on developing a market of competing business focused mass media. They must identify and address key media development constraints that limit the growth of mass media. These include excessive mass media regulation, an inadequately developed media monitoring regime, poor journalist capacity and low marketing/programming competence. Indeed, these were identified in the 2013 strategy, however, changes in regulation and professional practices tend to be long-term goals and are nearly impossible to achieve in the short four years of a project such as this. However, preliminary steps have been taken and should be built upon to ensure future sustainability and change in these areas.

This evaluation shows that the media reform project has led to more practitioners taking action for social change by engaging in problem solving negotiations to resolve social and development problems. Media is more aware of their role in using group pressure to encourage social change, emphasize

positive health actions, arrest domestic violence, and advocate for climate change. However, other actions that required technical skills and resources (such as increasing the number of participants in MRCG for example), have been on the back burner.

The increase in social media use is global and cannot be claimed as anyone's works. More people are getting connected all of the time and this is driving up everyone's numbers. A good example of this is SLBC. Engagement matters more than size, and a monopoly can never truly gauge its own relevance if it is not subject to the conditions as its competition. Media success should consider the proportion of the population actively engaged, discussing media content and sharing it. These can all now be easily measured if online.

The media landscape in Sierra Leone is as diverse as it is similar. Media interventions, especially geared towards national development and peace efforts, highlight many similarities in the way media industries operate. For a media reform intervention to be successful, it needs to have the ability to scale up and replicate, adopt a flexible approach that adapts to the country's commercial, economic, cultural and institutional environment. Going forward, it is likely that certain activities will be sustainable and continue beyond the project's end date. Notably, the MRCG is one of these.

## 4.5 IMPACT

This section will explore how this project achieved the goal of enabling media development. Indeed, many beneficiaries found new opportunities to strengthen themselves, their businesses and their contributions to the media. The immediate impact observable is grouped into four primary key areas, observable from the surveys, the general landscape and key interviews.

The proliferation of telecom companies is noticeable everywhere. According to the Sierra Leone government, Internet penetration is at seven per cent with mobile penetration at 40 per cent. The country has leaped from the PC age directly to the mobile age. The growth in mobile and Internet access is changing the way organizations are marketing in Sierra Leone and also leading to new development opportunities for the country's impoverished population. While these cannot be attributed to the media development project, internet availability and usage is contributing to new ways of disseminating information and media distribution in ways never before conceived.

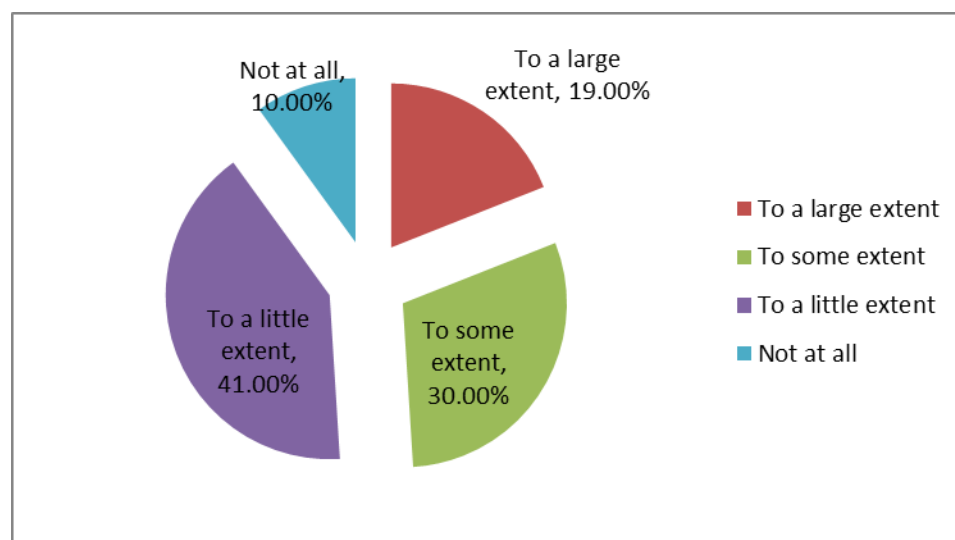


Figure 23: Mobile technology and internet are being used to drive change through media development in Sierra Leone

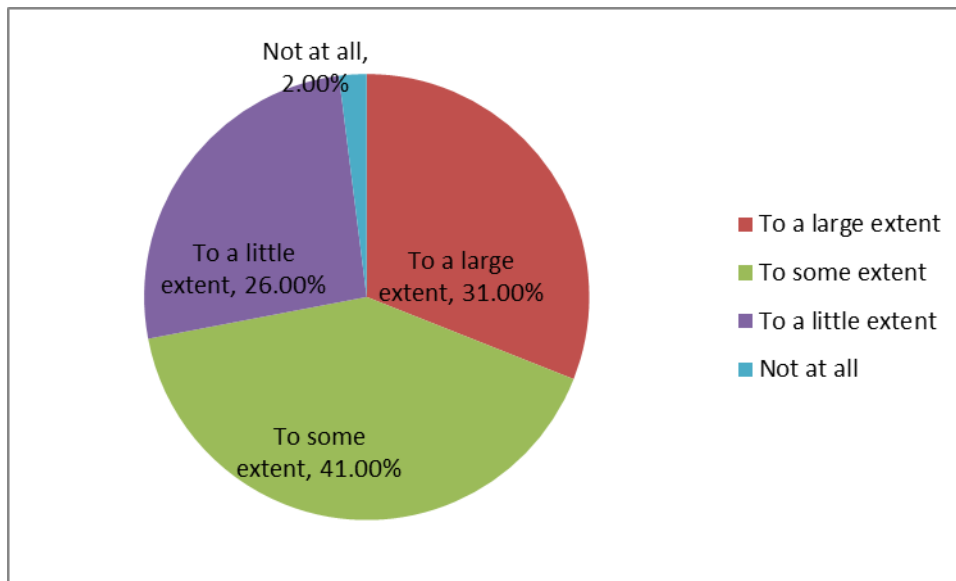


Figure 24: We believe media development should take advantage of the use of web-based campaigns/mobile platforms with more of a focus on pictures and using text messaging and WhatsApp to communicate directly with citizens for development.

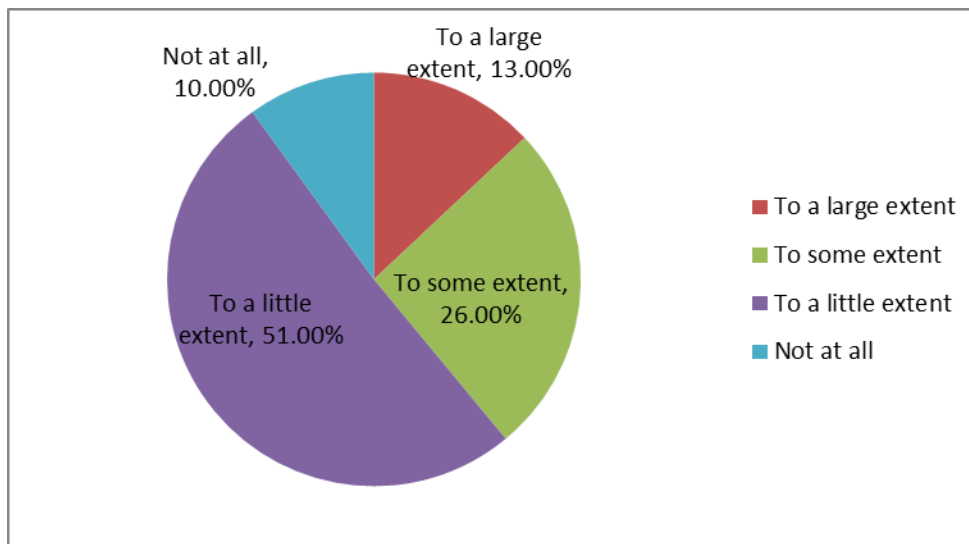


Figure 25: Media development is now focussing on one to one marketing using technology for information dissemination, sanitation, and entertainment

Fast, cheap and easily available Internet access, through mobile devices or wifi, is an important contributor to a nation's economic development. The Internet holds great economic and educational benefit as well as reducing social inequality in countries like Sierra Leone, where the roll out of the telephone networks aided in social and economic development.

Finally, it is important to note that overall the impact of this project was noticeable and important building blocks have been laid.

## SECTION 5: LESSONS LEARNED

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### 5.1 LESSONS LEARNED

The project has afforded some very valuable lessons in project design and implementation of media development projects.

Working together is a central theme of media development. The omission of SLCB from the initial composition of MRCG could have detrimental effects on the effectiveness of the project as the public face of broadcasting is more or less left out of much needed reform efforts.

Media practitioners, managers and journalists need to adjust their teaming styles to consider the fact that media development is an integral part of national development and only a vibrant and relevant media can hold both government and citizens accountable.

Populations and media consumers who constitute the vast majority of change agents for national development are small business owners, concerned with issues in their immediate surroundings. International players who assist with media development should focus their media support on local target groups, sponsors and programming issues to ensure stronger involvement of local communities.

The media landscape in Sierra Leone is as diverse as it is similar. Media interventions, especially geared towards national development and peace efforts highlights many similarities in both the way media industries operate. For a media reform intervention to be successful, it needs to have the ability to scale up and replicate, adopt a flexible approach that adapts to the country's commercial, economic, cultural and institutional environment.

The industry in Sierra Leone is relatively fragile, and much of the industry is emerging. A media reform program such as this therefore needs to ensure support for the growth of the industry without distorting journalistic integrity. There is need to separate the revenue generating side from the journalism, programming and news side in order to prevent finance influencing news-values, programming and content.

The state-controlled broadcaster, SLBC, which was commercialized more than 5 years ago is still a monopoly that operates in a semi-commercial way. A sustainability model can work for both it and the private owned media. This media reform project would do well to consider that the ability of the SLBS to provide an effective voice for small business is potentially limited. It would therefore be better to focus more on informative rather than interactive media as mechanisms for understanding and responding to national audience interest, and demand may be limited. The salary levels and general poor financing in SLBS also can mean lack of motivation among staff. Working through production companies that purchase airtime from state broadcasters is a potentially viable approach to addressing some of these issues.

The MRCG structure needs to be flexible and adaptable in order to keep pressing forward and getting results. For instance, in 2017, much funding was received late and led to program and activity overruns, where the secretariat was running against a deadline for the spending of project funds. It was good that they recognized the importance of still pressing on and it is hoped that they use this knowledge to plan for the next program seasons.

The media community cite the importance of appreciating fellow members of the media community. They note that fear can make journalists and media practitioners work against each other rather than with each other. This is why it is important for veterans and forward-thinking players to mentor each other and to create positive relationships in the media ecosystem and with players outside the media.

Journalists acting independently for social and political change have improved, but there is a long way to go. There was a marginal increase in journalists undertaking independent research regarding social activity and advocacy. Many non-beneficiary stakeholders asked for improved media literacy before economic and infrastructural assistance. Respondents were quite happy with the MRCG and other reforms, but many noted that the reforms were not comprehensive enough and may even be a duplication of the efforts of SLAJ and WIMSAL. It was described by a non-beneficiary stakeholder as relatively innovative, especially since they also had a formal staffed 'office' which could organise the efforts to push for socio-economic and political changes, personal behaviour change and business orientation. Payment for training courses which journalists attended was also impactful, as were non-monetary benefits (including improved journalist morale, greater confidence and greater participation in governance).

There was a lot to be said about the sustainability of this approach, many seeing that it as an emergency injection of funds to aid media development but not sustainable in the long run without a guaranteed income stream.

Public perception and discussions also identified inadequate education and skills among a section of the media, the inability to replicate the MRCG model without identifying a permanent source of funding and financial uncertainty brought about by the short-term nature of the project.

Media reform projects such as this can have significant impact in the area of behavioural change in business operations by influencing public and individual attitudes and behaviour through interventions such as social marketing techniques. They can also provide enhanced services and information about media input and output markets by providing information on the services and products available to small businesses, acting as a feedback mechanism to service and input providers, and playing an important role in opening up new markets and improving existing markets for the services and products that small businesses sell. In addition, the media can act as an agent to improve the policy and regulatory environments for small businesses, political and social change.

The changing knowledge, attitude and values (strengths of empowerment) can be harnessed into a strategy to better identify further needs of the MRCG and the wider media reform program. Dynamism and creativity of the MRCG members will result in greater national empowerment and create a kind of new stimulus for socio political development.

In conclusion, MRCG and its partners, staff, contractors, volunteers are strongly motivated to continue to support the program. Members expressed confidence in its effectiveness but raised doubts about its sustainability.

The media development strategy needs a way to create dedicated followership in the population. This can be done by presenting a coherent picture of the media role through the different channels, print, electronic, and social media. Media development strategies must now use systematic targeting, rather than the current one size fits all strategy. Digital outputs need to be diversified to ensure engaging and

interactive content for the population. It is simply not enough anymore to restrict content to corporate news (adverts masked as news) and internally focused and led research activities. It is now important to regularly promote the news and content of others and to draw upon research centres, consortiums and partnerships.

As such, media practice must systematically and promptly broadcast across simultaneous channels, share partner content as well as own, identify those with shared interests and follow them, reply to messages from followers and fans promptly, target specific communities within each fan base and implement a media policy that protects the nation from media blackouts.

In addition, there have been key contextual changes in Sierra Leone as well as certain populations that have clearly been missing with regards to media production and consumption. For example, the profile of media users in Sierra Leone is overwhelming male between the ages of 32 and 51. This does not reflect academic or policy communities properly. These communities are still very female and much younger. According to the population census of 2015, persons with post-graduate education, who work in professional lines, are likely to reside in Freetown, Makeni or Kenema. In addition, a key sign of media growth is the availability of weekend newspapers. A combination of labour law reviews and market strategy development could result in addressing this.

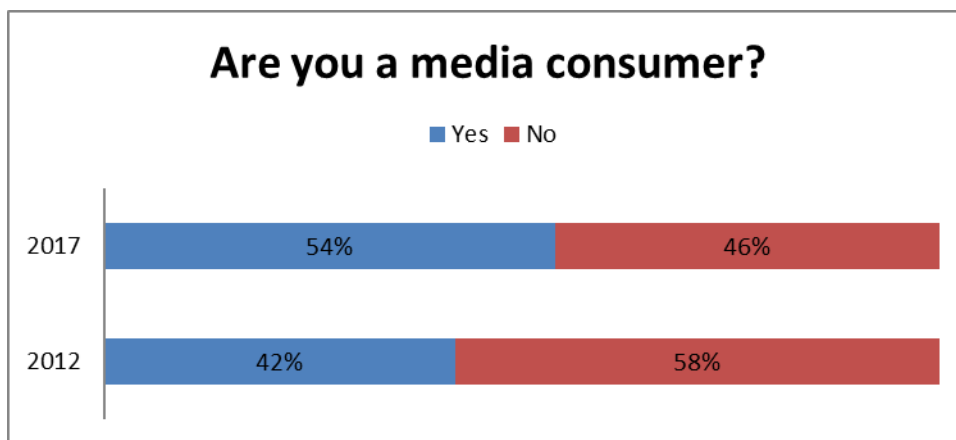


Figure 26: Growth in media consumption 2012 to 2017

Another critical contextual change is that the proportion of media consumers on social media has risen by 49% to 64% over the past 5 years.

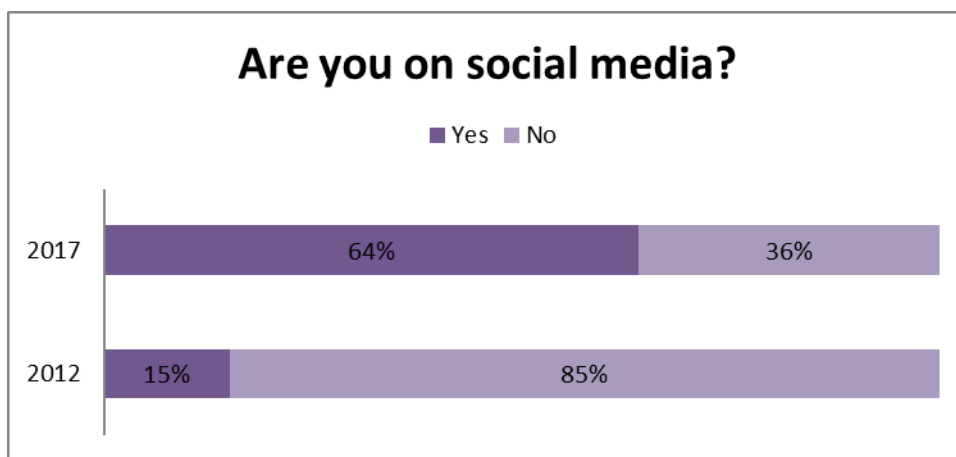


Figure 27: Growth in social media presence 2012 to 2017

In addition, the increase in social media use is global and cannot be claimed as anyone's works. More people are getting connected all the time and the media need to learn and understand how to connect with audiences and how to engage through social media. Media success should consider the proportion of the population actively engaged, discussing media content and sharing it. These can all now be easily measured. Interactivity is becoming less as user get used to having content at their fingertips, but it is still a good indicator of engagement with the media.

## 5.2 STRENGTHS AND WEAKNESS OF THE INTERVENTION

The main strengths of the intervention lay in the increasing knowledge, attitudes and values in the beneficiaries, as well as their increasing power, confidence and self-esteem. There was a positive view to the work of MRCG and increasing creativity in the media and a sense of progress. In general respondents to the public focus groups felt that social justice had the potential to be promoted by the project as well as a sense of belonging for media practitioners. The project also had the potential to improve the welfare of journalists, reduce poverty and increase facilities and opportunities for the media. The strength of the project lay in its direct participatory approach and in the depth to which it went to create training and interaction opportunities for media player. The beneficiaries experienced significant up skilling, especially with planning, media content and social development reporting.

A key strength of the project was in its industry cohesiveness. The evaluator noted that since this was a coalition, it was held together by an obligation to UNDP, although this could have been attributed to being part of a beneficial group. It could also be an organic characteristic of the different groups.

The main weaknesses lay in the relative lack of flexibility in programming, combined sometimes with inadequate decision-making power, considering that programming is directly linked to UNDP and other donor funding. A key shortcoming of the project lay in the difficulty of managing beneficiary and stakeholder expectations, such that a resounding appeal is constantly made for UNDP to continue funding. In addition, the activities in which beneficiaries are involved are mostly limited to formal training and workshops. Other low hanging fruit include hand on training and secondments, dummy media house assessments centres and media innovation centres.

The business skills training needs to advance beyond elementary media changes to help the industry properly evaluate their inputs, especially labour, in helping them recognize profitability.

Another weakness of the project is in its inability to link the critical role of information to business, commerce and industry. The project needs to support the development of an information-rich business environment as well as an inclusive and effective public-private dialogue. It is currently seen as a traditional public information dissemination channel, but it should now transform to channels for a diverse and dynamic two-way flow of information enabling economic actors to take better decisions and influence the reform of the business environment.

One of the factors the media strategy needs to recognize is that literacy, affordability, accessibility and language, lead to a divide between information-rich urban Freetown and information-poor rural and provincial populations. Traditional media and particularly broadcast media cut across these literacy barriers and are easily accessible to poorer groups and therefore offer the greatest potential to reach the poor and marginalized.

However, effective interventions to improve the business environment through media reform require an understanding of the functioning of the industry, the players and their inter-relationships and the implications of the various media ownership forms.

The evaluation suggests that the program has great growth potential and the recommendations listed below aim to ensure that this potential is maximized.

## SECTION 6: RECOMMENDATIONS

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The media development program should organise programming around enhancing the role of the mass media in representing the views and opinions of society and by enhancing audience engagement. In addition, continued efforts should be made to amend current media legislation and policy. Finally, issues of sustainability must be addressed in what is likely to require innovative thinking.

Some overall issues will need to be considered moving forward with any activities. These include:

- Purchasing media space and airtime with a specific objective to long-term interventions of building the capacity of mass media to play a role as agents of change.
- Considering the differences needed between interventions that aim at sustainable systemic change and those designed to achieve outreach quickly.
- Ensuring the media reform project can be replicated and scaled up as long as a flexible approach is adopted that adapts to the Sierra Leonean differing commercial, economic, cultural and institutional environments and changes.
- Ensure donor-financed interventions do not negatively distort the journalistic integrity in emerging media industries.

More specific interventions may include a focus on the following: content and professionalism, regulatory and legislative frameworks and sustainability.

### **Professionalism and content-related recommendations:**

- Continue support to **MRCG**. One key activity should be to hold media dev dialogue with key media partners and media dev orgs cooperating in-country
- Project design and implementation should more accurately identify the **needs of rural media** organizations.
- To more effectively reach communities and ensure wider impact, UNDP should seek ways to encourage more local language programming, particularly outside the capital.
- Work with the media to focus on informative content that can interactively engage with audiences.
- One way of doing this is building increased cooperation. Some important collaboration was conducted under the auspices of CTN and IRN and this should be capitalized upon. As such, support to content sharing across the country...This also has the potential to address issues of sustainability
- SLBC – In order to achieve any change within structures such as the SLBC, it is critical to first have buy-in from the government. As such, a first step would be to engage the new administration in such discussions and if there is buy-in then UNDP and partners can work collaboratively with SLBC and government officials to design a roadmap.
- Beat reporting – eg crime/national security and investigative reporting all with an emphasis on professional practices and ethical standards.
- Additional curricular work. This all should be combined in the curriculum with social media growth management. The proportion of media consumers on social media has risen by 49% to 64% over the past 5 years. These are education shifting trends that should be recognised in the curriculum. Taking into consideration the link between the economy, national development and the professional media industry, this evaluation believes the curriculum review may benefit from a number of key components:
  - Functional English, computer science, statistics and presentation skills. These skillsets relate directly to the ability of the media practitioner to deliver fact- and data-based media content in a professional and modern manner.
  - World Media and International Affairs. The curricular aspects help the industry to establish and maintain benchmarks using other geographies as key indicators.
  - Online journalism, Social Media Practice, Media for Development
  - Specialized journalism including crime and national security, investigative reporting, health, education, economics, environment, Women & Media, labour, ECOWAS/AU issues, rural journalism.
  - Optional: Political Science, Economics, Sociology, Physiology, General Science and Psychology
- In addition to curricular work, more can be done to build the visibility and viability of the university's mass communication department. For example, students and alumni must do more to grow the relevance of the institution, using their successes and experiences.

#### **Legislative and regulatory recommendations:**

- Submit the proposed media bill and open a dialogue with the new administration. This should include discussions surrounding repeal of criminal libel law.
- Initiate dialogue with government and IMC with a view to ensuring independence of IMC. This may culminate in revision of the IMC Act.

- There may need to be a review of regulatory and legislative environment of SLBC prior to initiating dialogue with SLBC and government.

**Sustainability recommendations:**

- Media sustainability issues should be addressed. One option may be to engage an international to work with and mentor key media operators in community radio as well as private media (print and radio).
- If future change is envisioned for the SLBC then sustainability for that entity must be addressed as well, however, this will be dependent on outcomes of dialogue with both SLBC and government.
- Focus media reform support on local target groups, sponsors and programming issues to address the right concerns and ensure stronger involvement of the local community to ensure better potential for sustainable outcomes.
- MRCG and member organizations can benefit from greater access to managerial skills and greater participation. There should be greater promotion of risk taking and group expansion. There should be an attempt to reduce migration of rural journalists to cities by strengthening the practice at these levels.
- Continue work with media organizations to ensure long-term viability. Such work could include guidance on transitions, fundraising and governance.
- Newspaper publications are only available in Freetown. An infrastructure program or a private-public partnership supported by internet could see a printing press located central in Makeni or Bo to distribute newspapers to the east, north and south of the country.

## SECTION 7: ANNEXES

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### ABOUT EVALUATOR

#### OLUFELA ADEYEMI

##### EXECUTIVE PROFILE

A performance and change management expert with proven top leadership experience in post conflict and fragile settings. Critical experience in human capital management, performance management, and capacity building. Olufela has extensive knowledge of and experience with the key issues and actors in the sub-region's public, private and international cooperation sector, having been involved in high level analysis and program management in the health, finance, security, judicial and correctional systems. She has hands on experience with reforms systems, including tax modernization, revenue recognition and mobilisation and related advocacy. In addition, Olufela has over 24 years client focused and world class experience in change and project management, performance improvement, capacity building and donor reporting/coordination.

Olufela has worked on various projects with donors like the DFID funded Access to Security and Justice Program, the German International Cooperation program and the International Security Assistance Team of the UK government. She has extensive experience with policy formulation, program management, field coordination and results delivery, in addition to working knowledge in process of public policy development and institutional development. She has worked on key rule of law, criminal justice, post-conflict public security and police reform programs in emerging and new democracies and in post-conflict and transitional environments.

An accomplished trainer and change management expert, Olufela is also a versatile mentor and is skilled in facilitation, developing and growing new skills in client employees. She has assisted several client management forces to implement and deliver on their core mandates to their populations. She developed key implementation modules for change communication and public engagement and delivered training courses for the police on performance management and crime indicators.

Post conflict situations worked in include Sierra Leone, Liberia and Afghanistan in sectors such as the security services, the police, the judiciary and the prisons service (now correctional service), the international NGO sector and the private sector. A Master's Degree Holder (International Economic Law) holder, Olufela is a creative problem solver, excellent communicator and a self-starter accustomed to playing a key role in reform, technology, change management, judicial and security sector reform.

CORE SKILLS (The expertise that I apply to all projects regardless of industry and function are):

Evaluations: Baselines, Midlines, Endlines, Final and Impact Assessments	Justice Sector Research and Reform
Public Sector Reform	Human Capital Operational Strategy & Execution Human Capital Operational Strategy & Execution
Human Resources Information Systems	Project Management & Solutions Delivery

Process Improvement & Change Management	Performance Management and Appraisals Development
Development Effectiveness	Management and Leadership
Knowledge Management and Learning	Media Reform
Corporate Analysis & Methodologies	Media Development and Strategy

Olufela manages Ascendant and Company Ltd. Ascendant & Company is a boutique professional services provider, specializing in helping clients realize their potential and impact their clients. We have a team of consultants who pride themselves on delivering superior professional management consulting services and offering the best services available. Ascendant has been solving complex organizational and management problems for our clients for over twenty years.

Service Lines	
<b>Performance Improvement Services</b> <ul style="list-style-type: none"> <li>• Performance Reviews</li> <li>• Organisation Reviews</li> <li>• Change Management</li> <li>• Performance Appraisal Systems</li> </ul>	<b>Security and Justice Sector Reform</b> <ul style="list-style-type: none"> <li>• Police Reform systems</li> <li>• Judiciary Reform</li> <li>• Prison and Correctional Service Reform</li> </ul>
<b>Public and Private Sector HR consulting</b> <ul style="list-style-type: none"> <li>• Public Sector HR Consulting</li> <li>• Employee Surveys</li> <li>• Private Sector HR Consulting</li> <li>• Performance Appraisal Systems</li> <li>• Public Sector Reform</li> </ul>	<b>Private Sector Business Consulting</b> <ul style="list-style-type: none"> <li>• New to Market Advisory Consulting</li> <li>• Performance Management</li> <li>• Outsourcing Services</li> <li>• Training and Certification</li> <li>• Technology Solutions</li> <li>• Business Strategy</li> </ul>
<b>Big Data and Research Services</b> <ul style="list-style-type: none"> <li>• Baseline Studies</li> <li>• Mid-line Studies</li> <li>• End-line Studies</li> <li>• Impact Assessments</li> <li>• Evaluation Studies</li> <li>• Multi-disciplinary Research/ Surveys</li> <li>• M&amp;E Design</li> </ul>	<b>Human Capital Solutions</b> <ul style="list-style-type: none"> <li>• Recruitment</li> <li>• Training</li> <li>• Coaching</li> <li>• Personal Development</li> <li>• HR Function Effectiveness Reviews</li> <li>• HR Information Systems Implementation</li> </ul>
Contact: Olufela Adeyemi. P. +23276 300299. E. <a href="mailto:olufela.adeyemi@ascendantandcompany.com">olufela.adeyemi@ascendantandcompany.com</a>	

Figure 28: Ascendant Service Lines

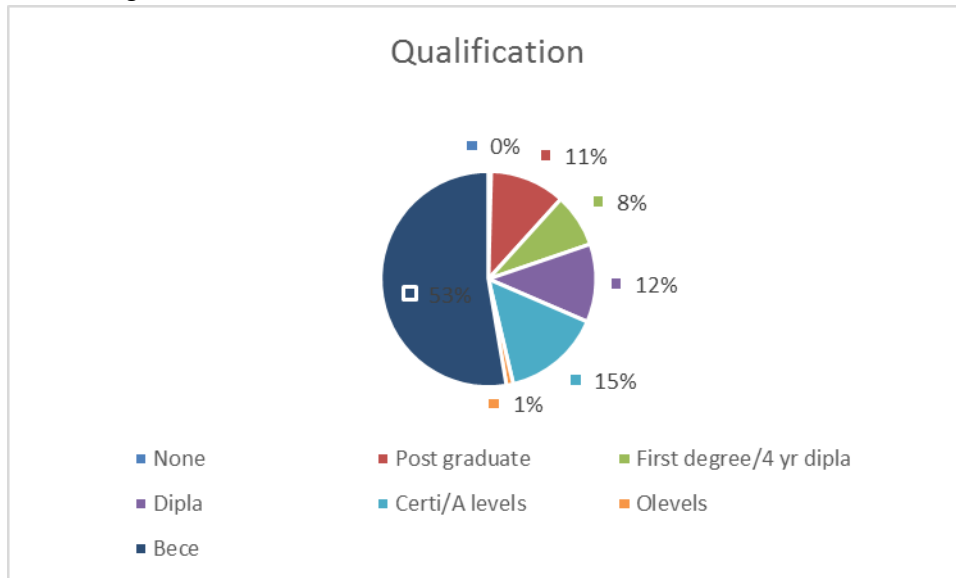
Contact: Olufela Adeyemi. 279, Kent House Road, Beckenham, Kent BR3 1JQ 72/ Pademba Road, Freetown, Sierra Leone Telephone: +447894015495; felaadeyemi@yahoo.com (All phones roaming)

# VERBATIM SURVEY DATA

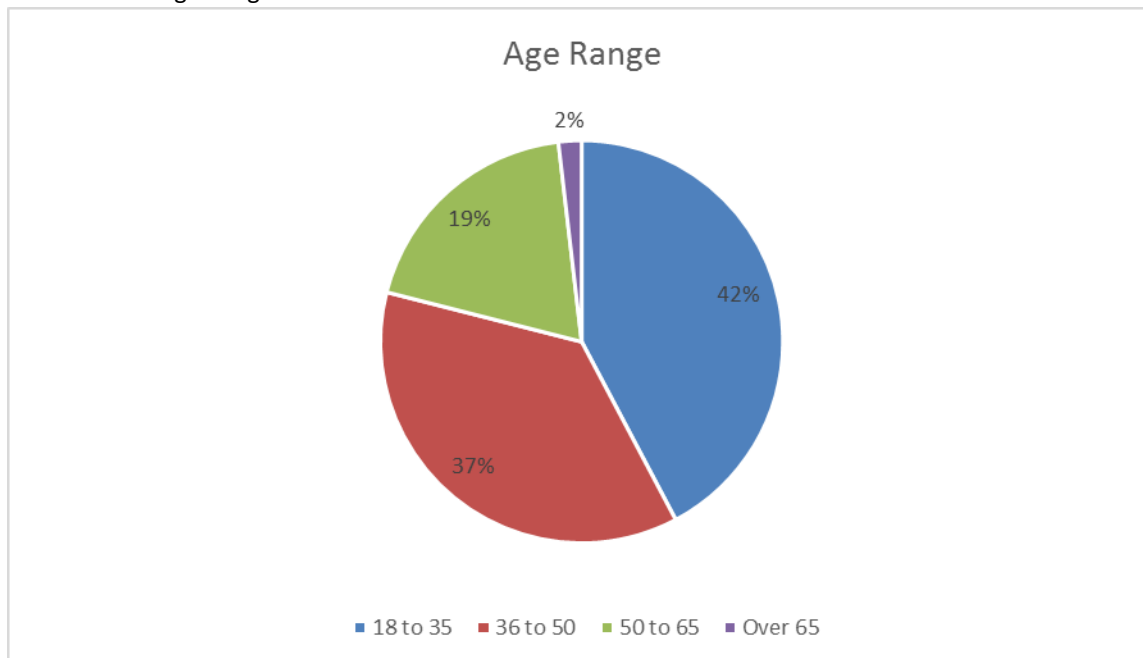
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## QUESTIONS

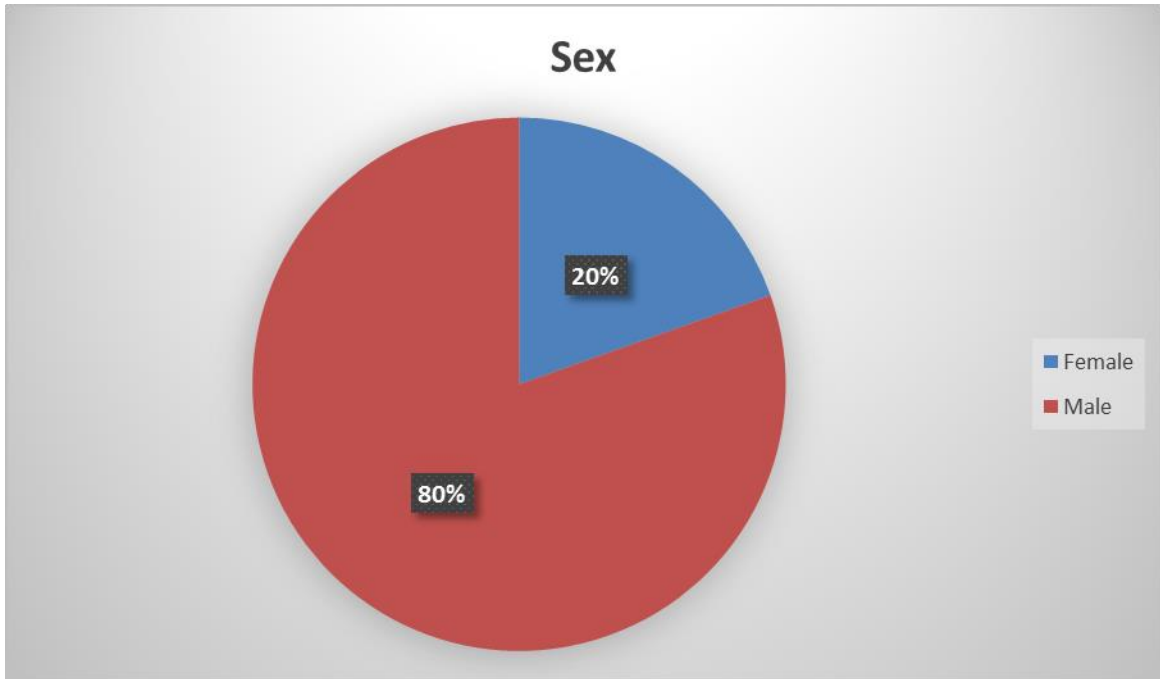
- A. Your Name:
- B. Current Position:
- C. Organisation Name:
- D. Highest Education



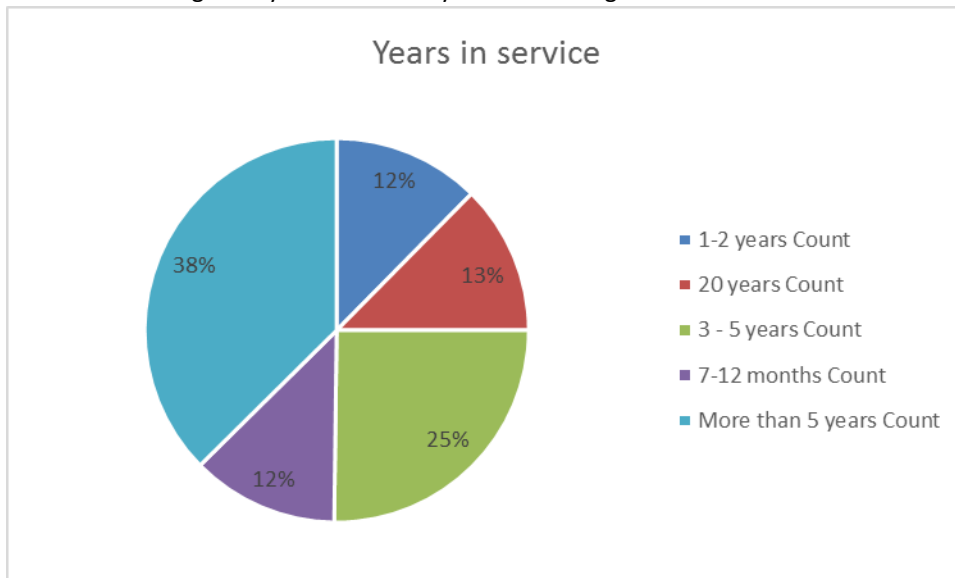
- E. Your Age Range



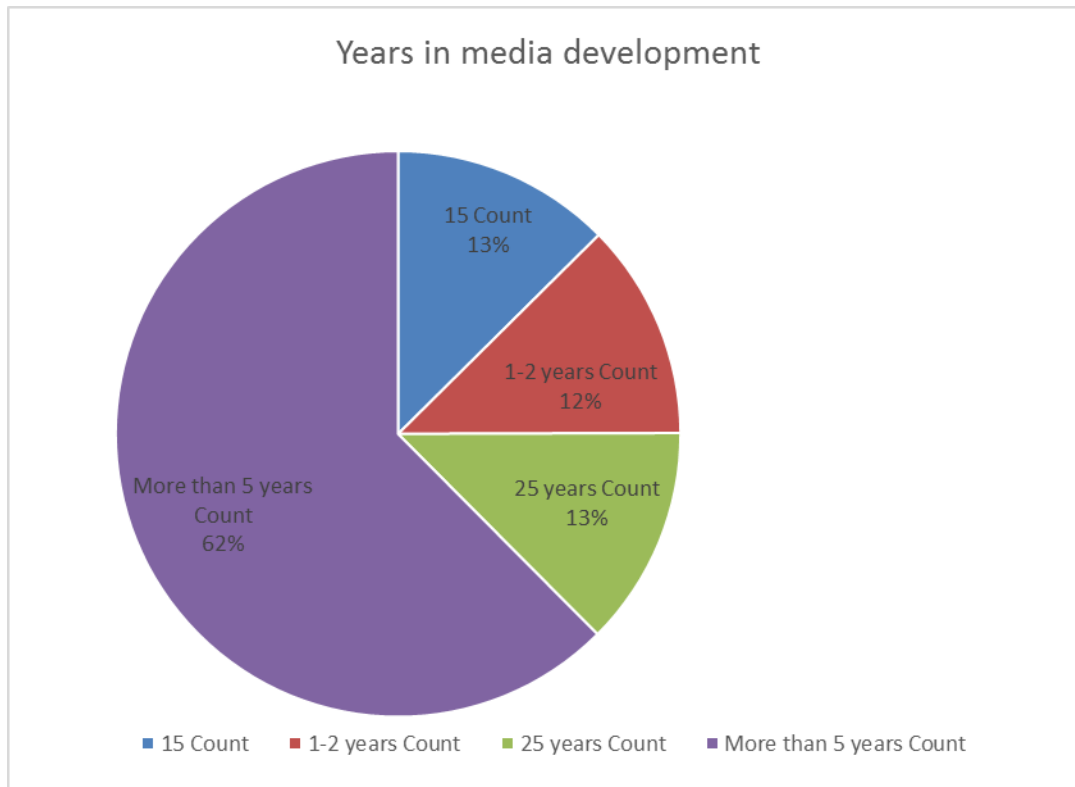
F. Your gender



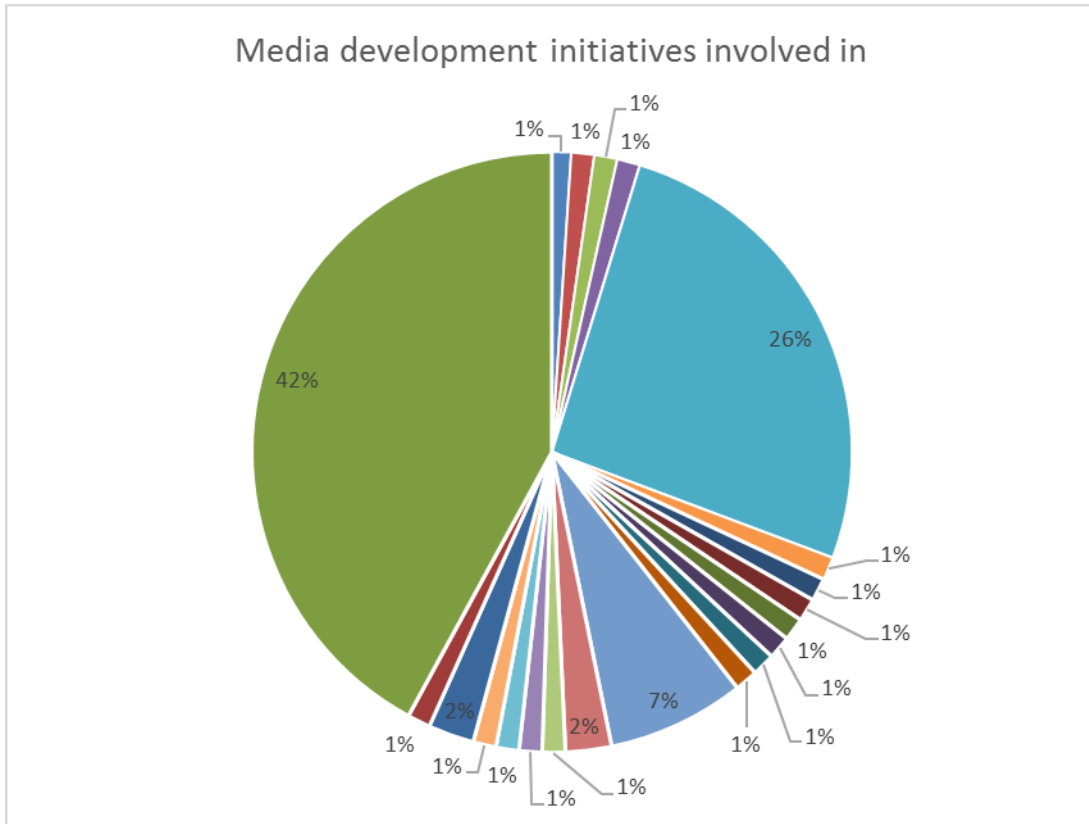
G. How long have you worked for your current organisation?



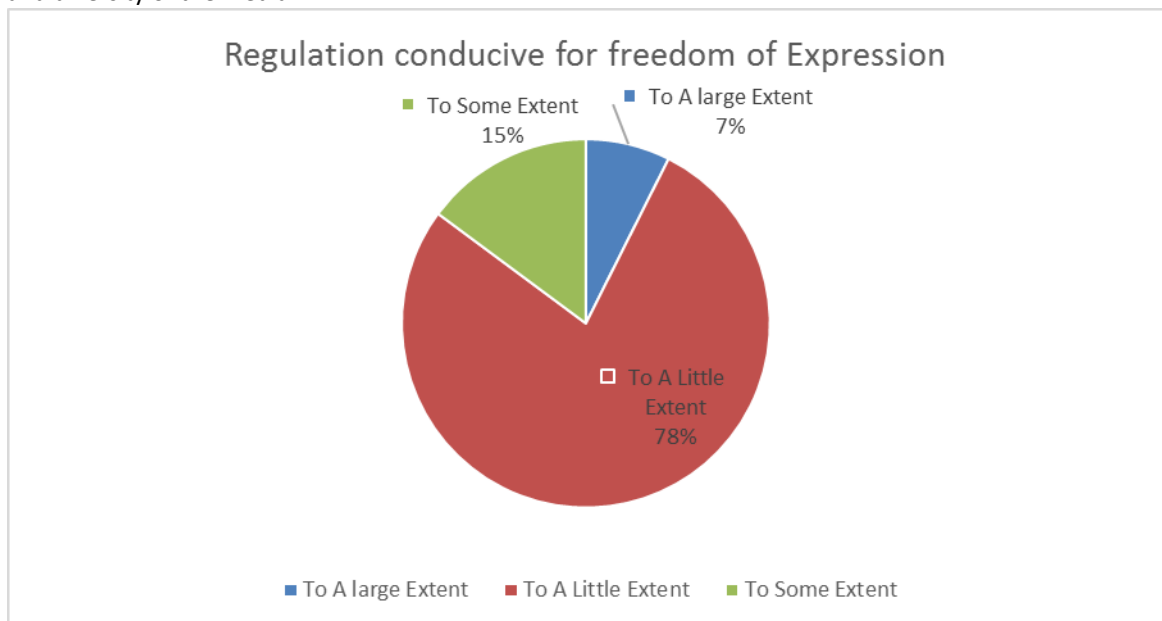
H. How long have you been involved in media development?



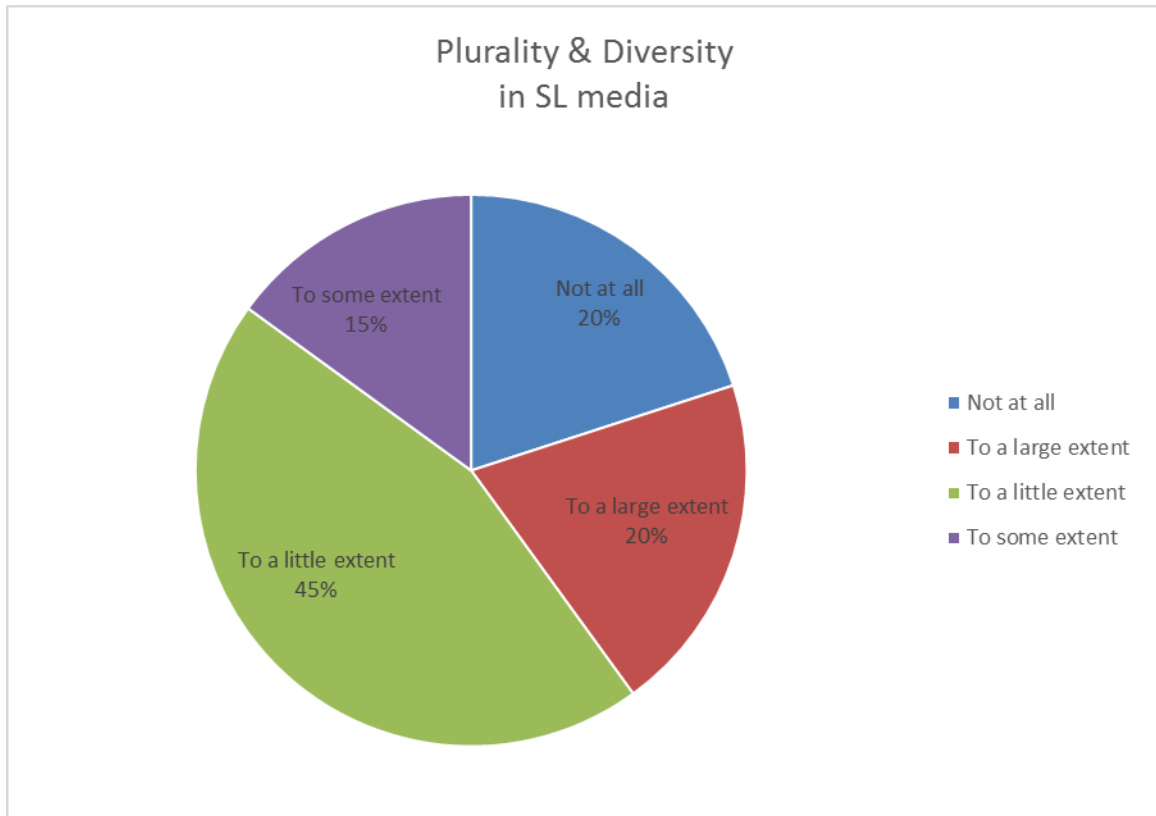
I. Which of the following media development initiatives have you been involved?



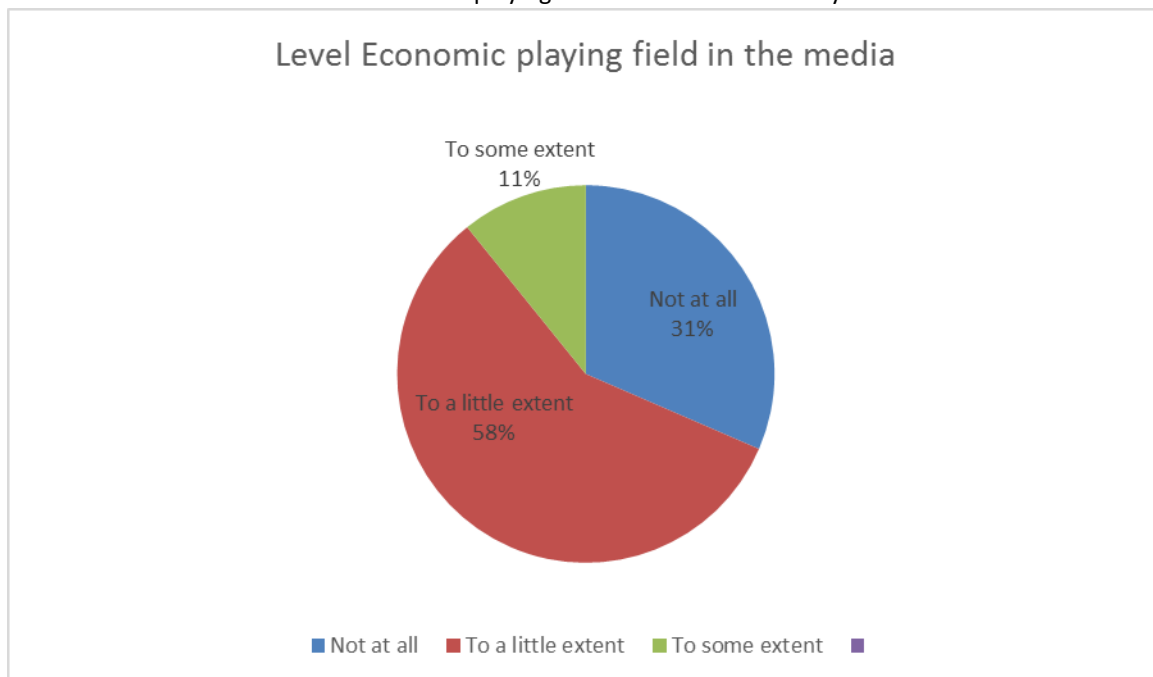
- J. I believe the system of media regulation in Sierra Leone is conducive to freedom of expression, pluralism and diversity of the media



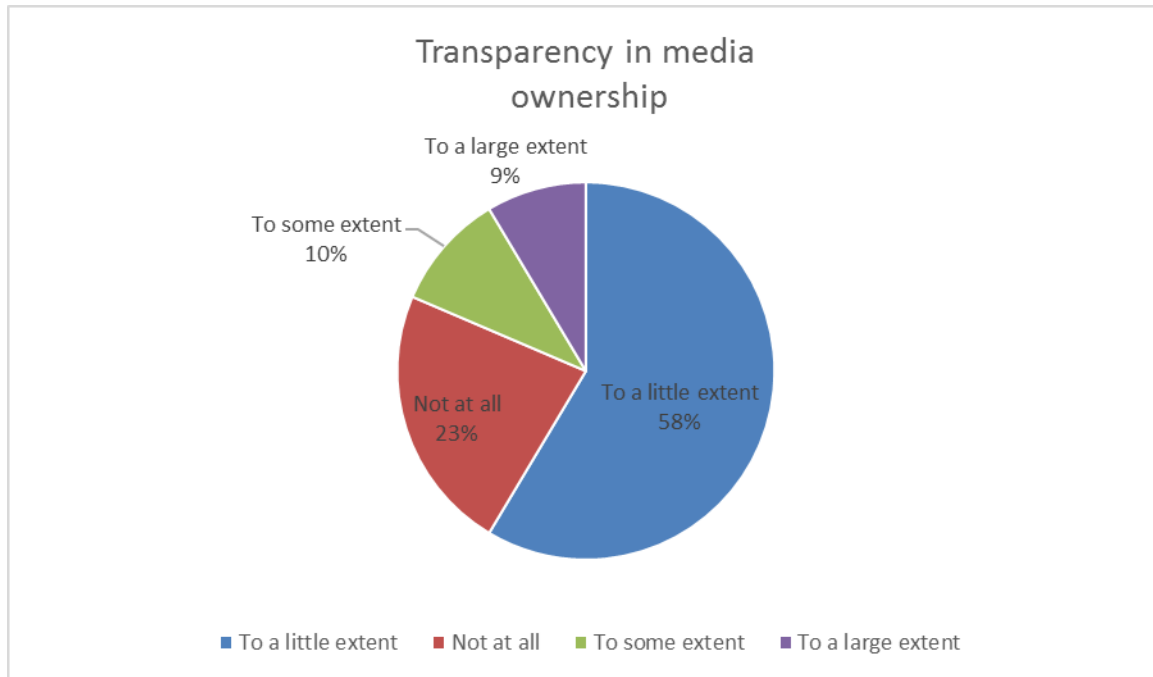
- K. I believe there is plurality and diversity of media in the SL media landscape



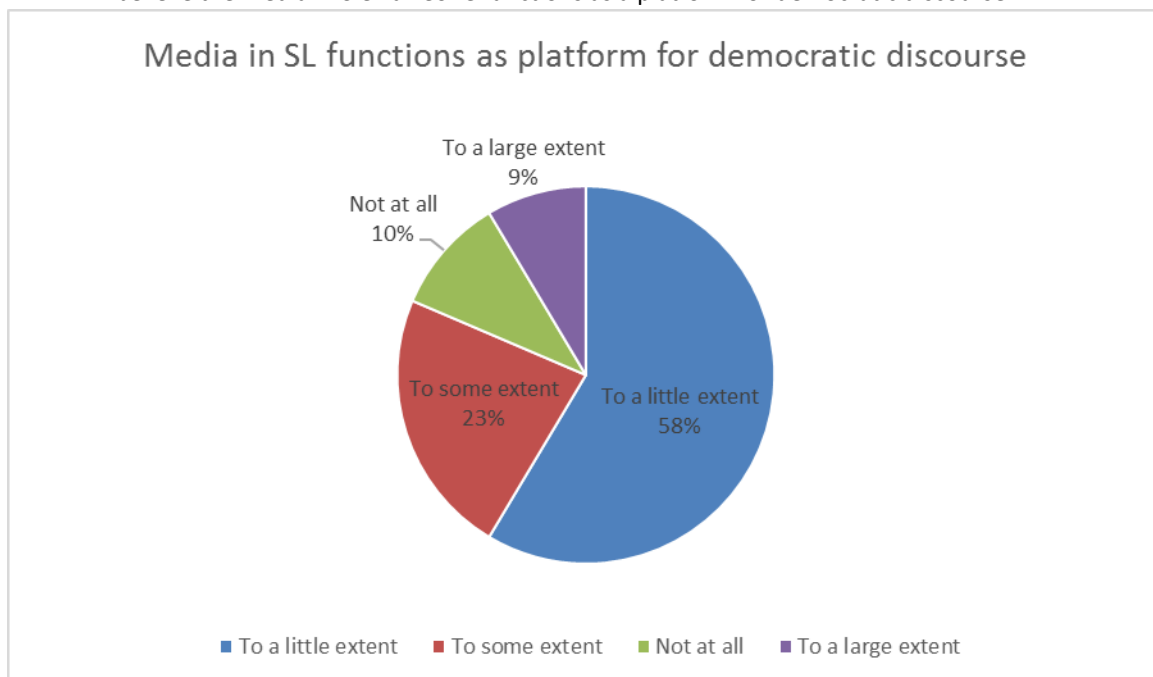
L. I believe there is a level economic playing field in the media industry in Sierra Leone



M. I think there is transparency of media ownership in Sierra Leone

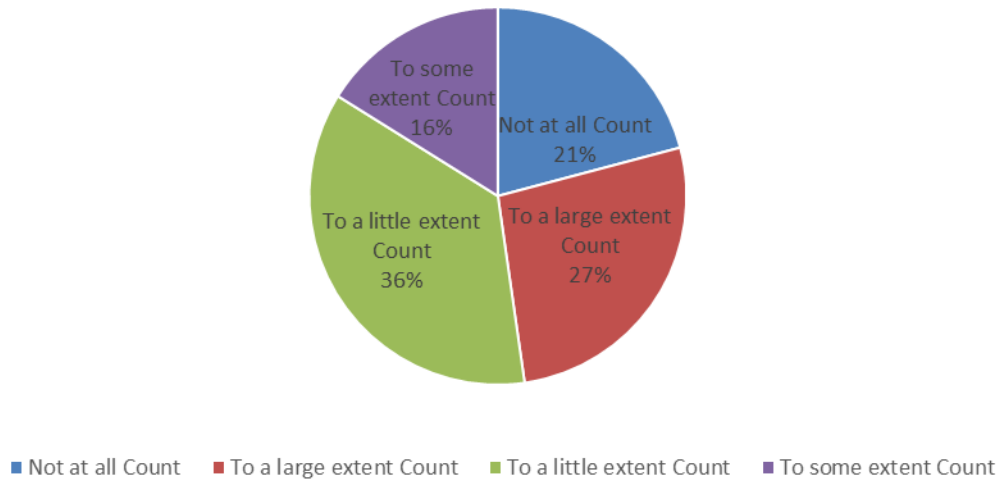


N. I believe the media in Sierra Leone functions as a platform for democratic discourse



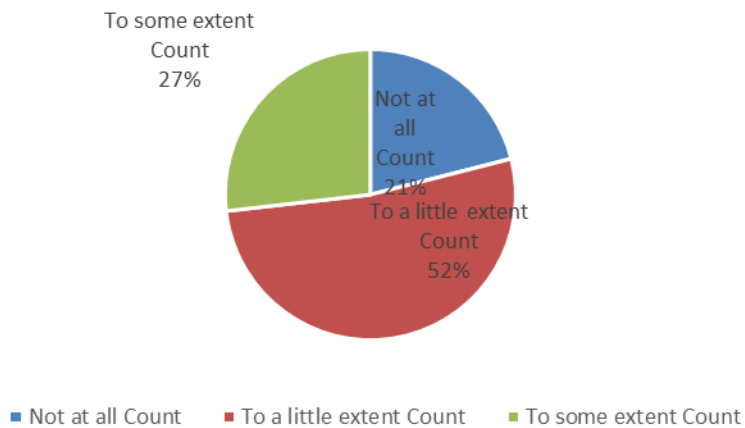
O. The media reform program has supported professional capacity building in the media industry

The media reform program has supported professional capacity building in the media industry.



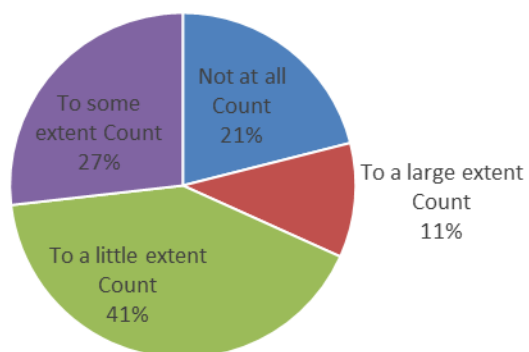
P. The media reform program has resulted in pluralism in the media industry

The media reform program has resulted in pluralism in the media industry



Q. The media reform program has resulted in diversity in the media industry

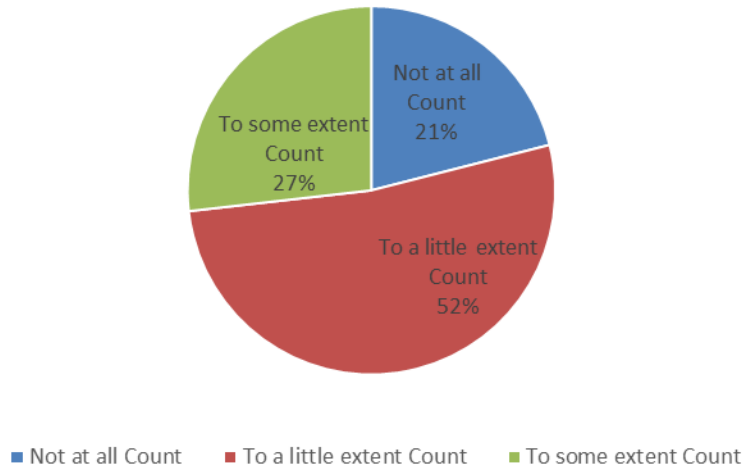
### Media reform resulted in diversified industry



■ Not at all Count ■ To a large extent Count ■ To a little extent Count ■ To some extent Count

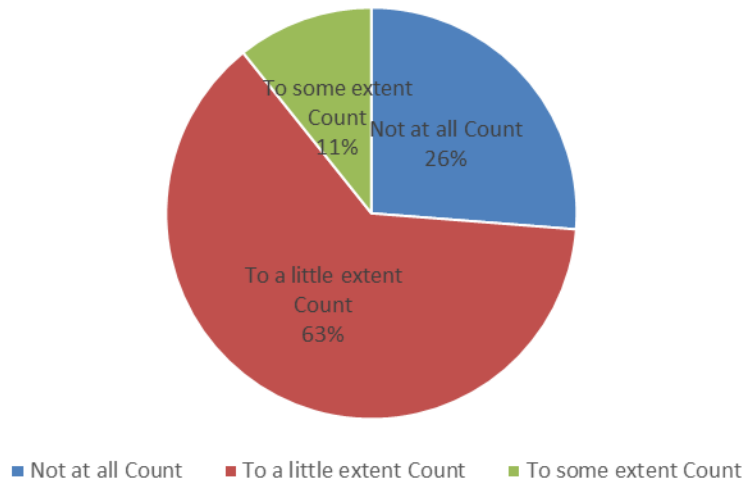
R. The media reform program has promoted infrastructural capacity in the media industry in Sierra Leone

### Media reform program promoted infrastructural capacity



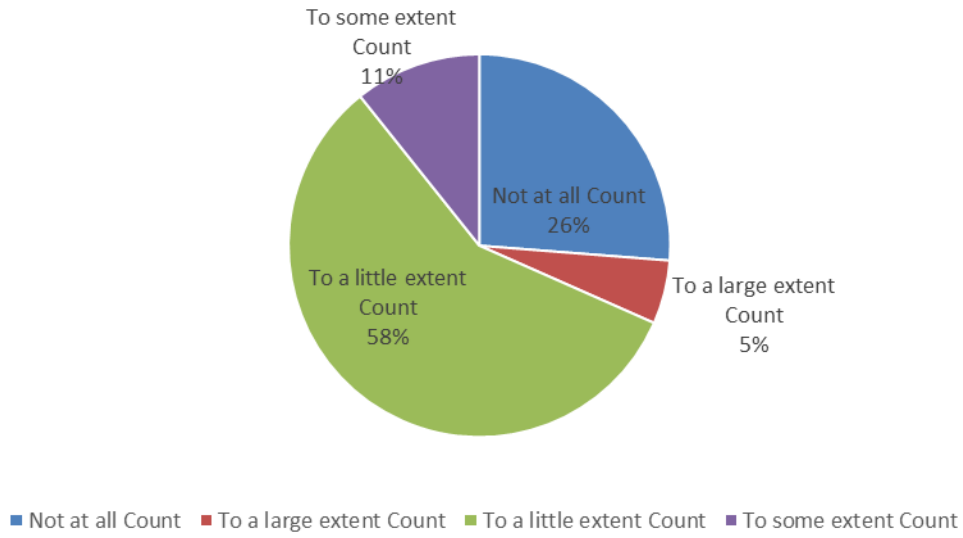
#### S. Infrastructural capacity is sufficient in Sierra Leone to support independent media

### Infrastructure sufficient to support Independent media



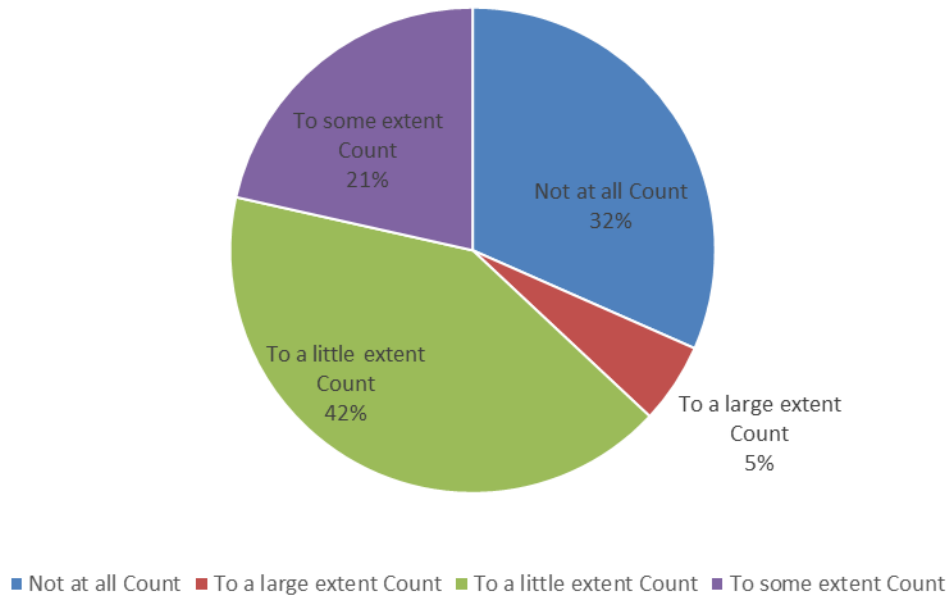
#### T. Infrastructural capacity is sufficient to support pluralistic media

### Infrastructure is sufficient for pluralistic media

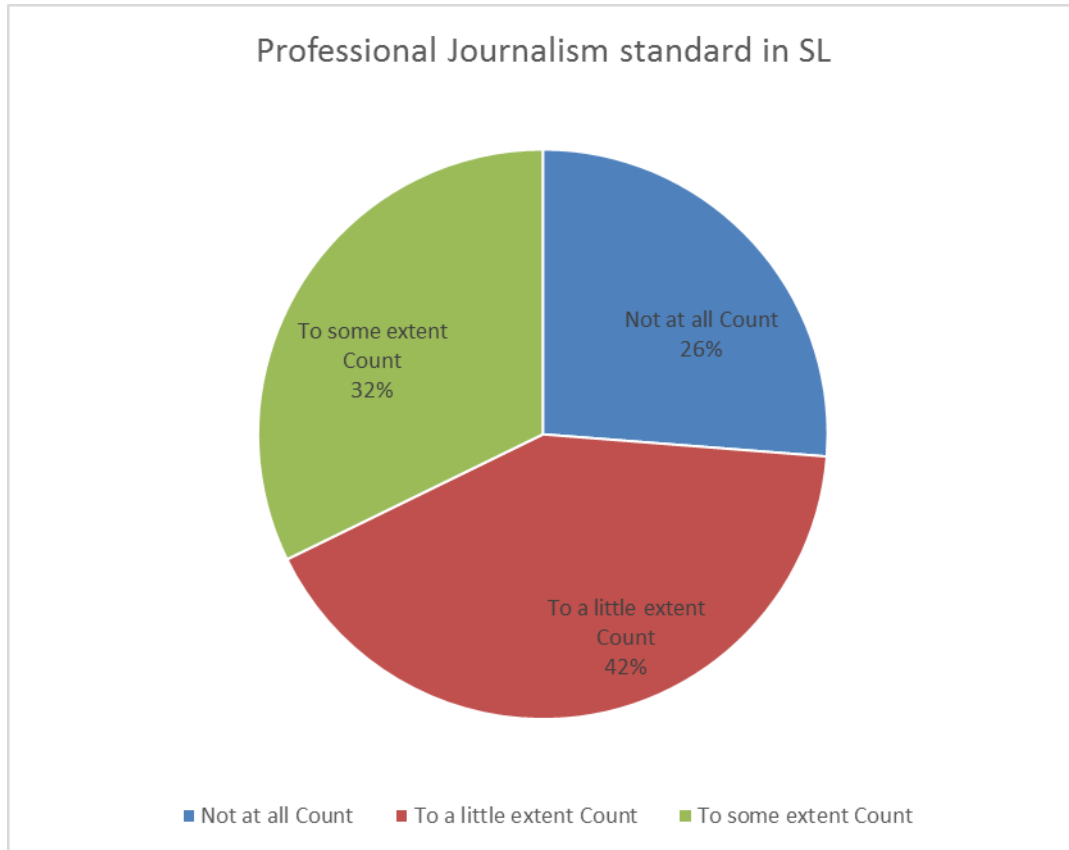


### U. Legal and social norms protect and promote free speech and access to public information

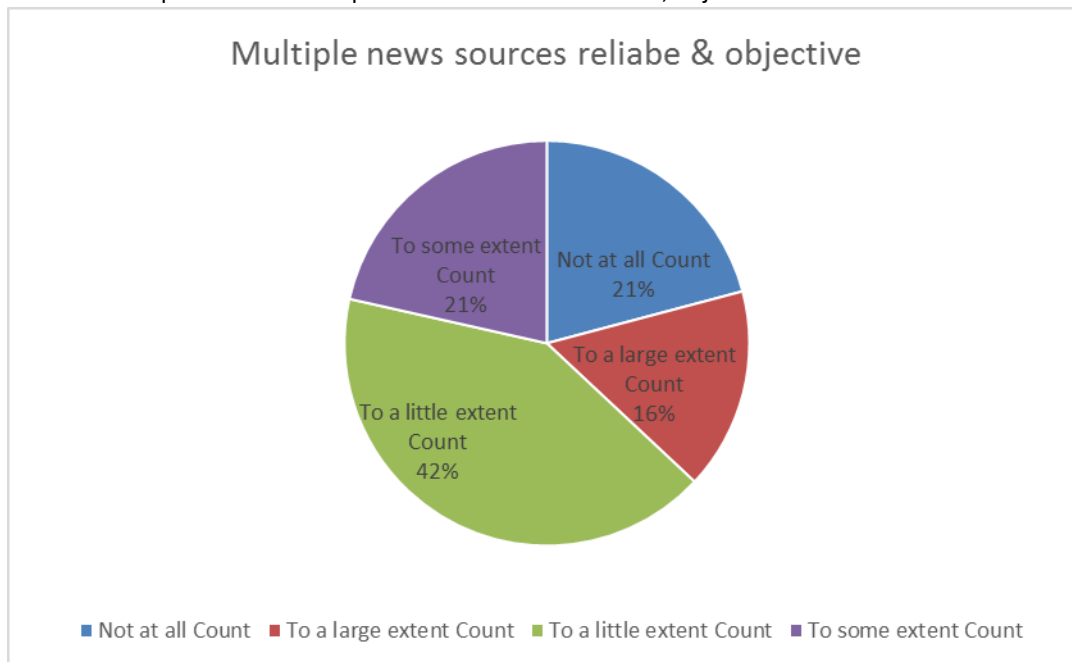
#### Legal & social norms promote free access to public info



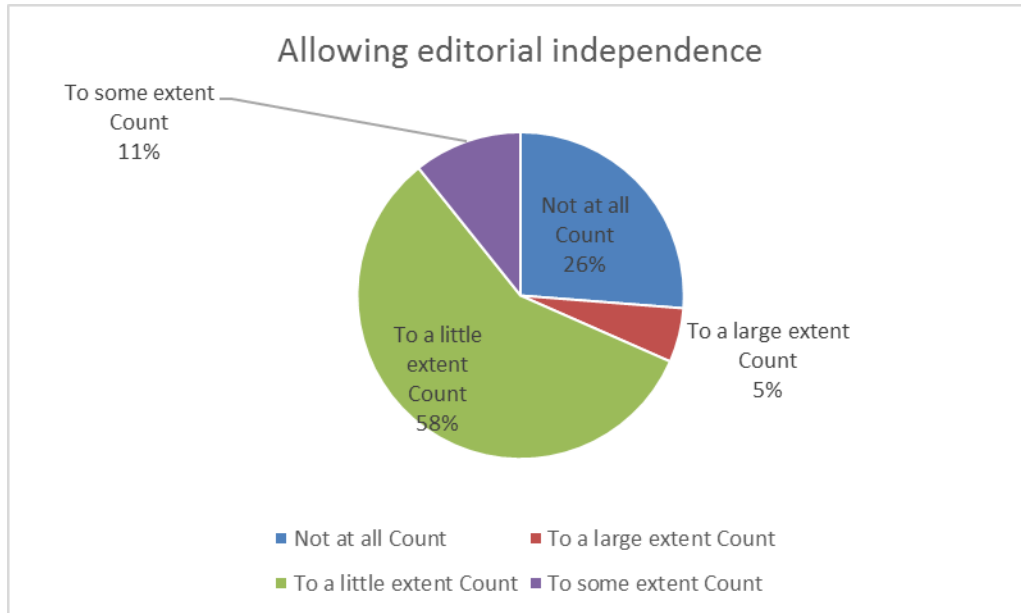
V. Journalism meets professional standards of quality in Sierra Leone



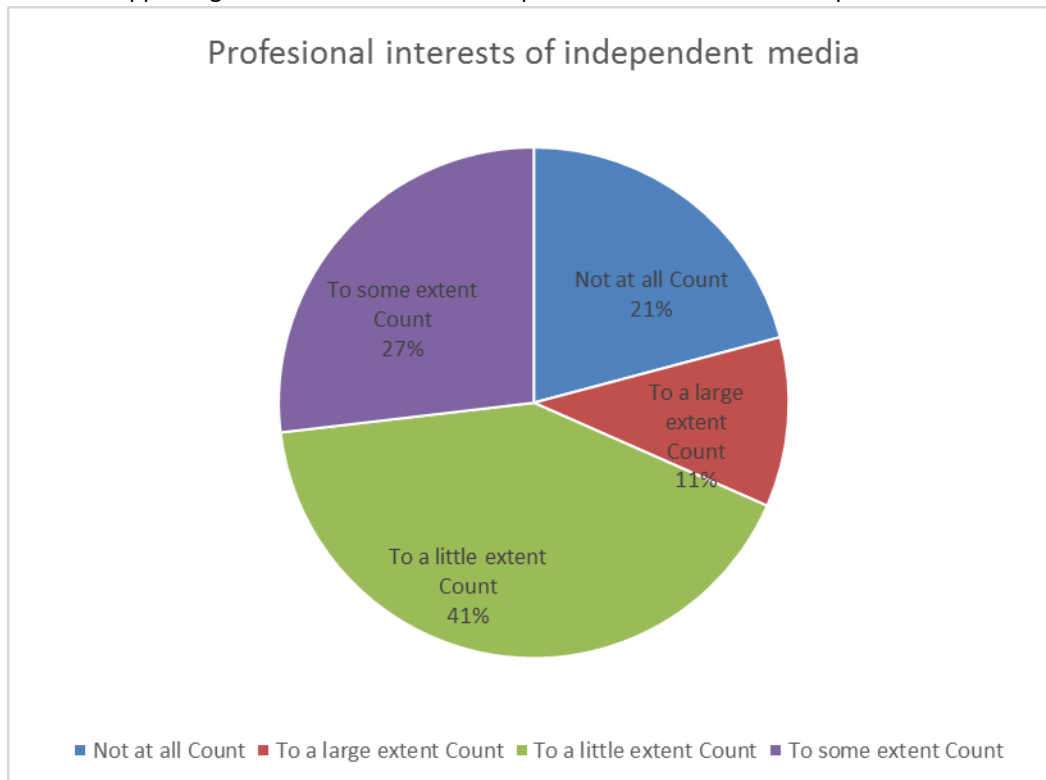
W. Multiple news sources provide citizens with reliable, objective news.



X. Media are well-managed enterprises, allowing editorial independence



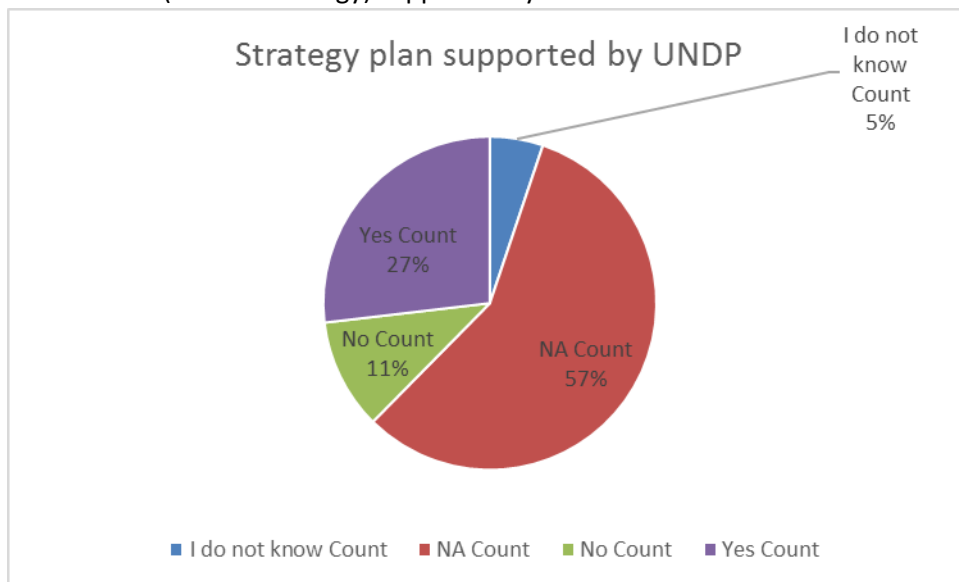
Y. Supporting institutions function in the professional interests of independent media



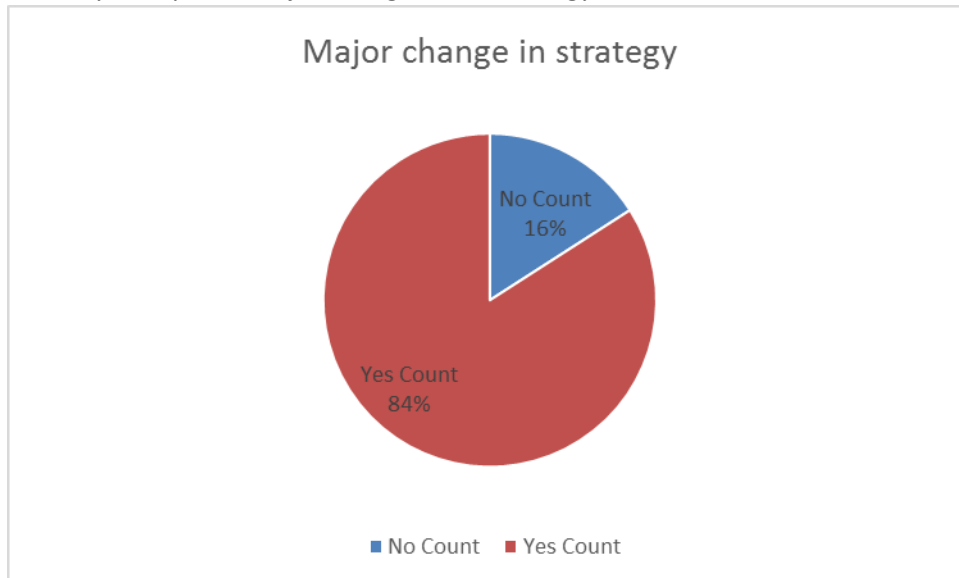
AA. Do you have a strategic plan and model?



AB. Was this (current strategy) supported by UNDP?



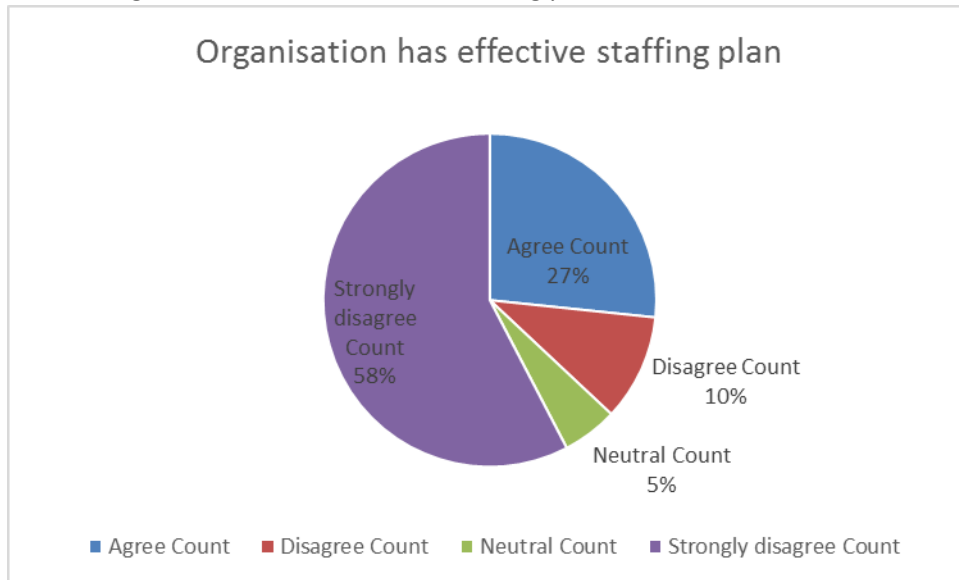
AC. Do you expect a major change in the strategy?



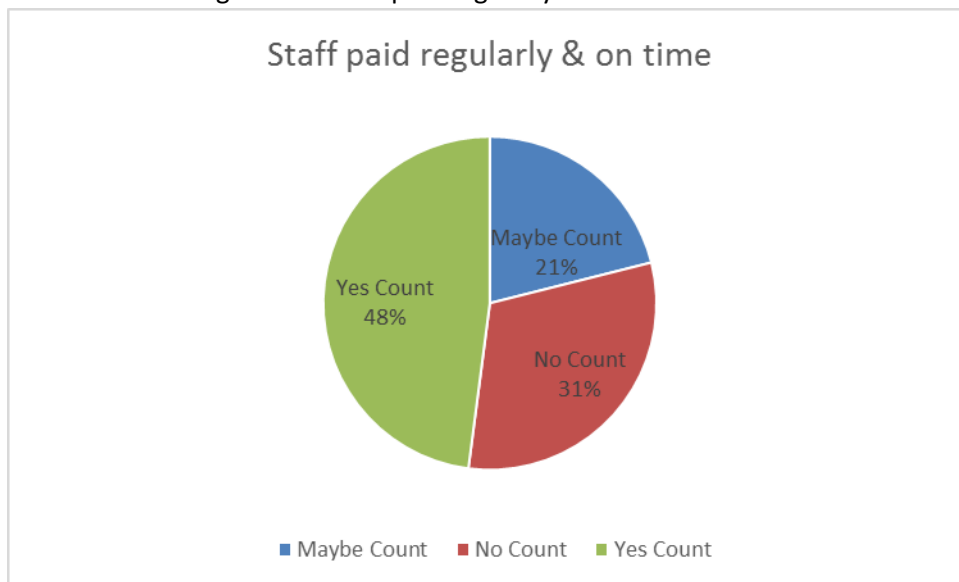
AD. How much of the goals in the strategy have you achieved?



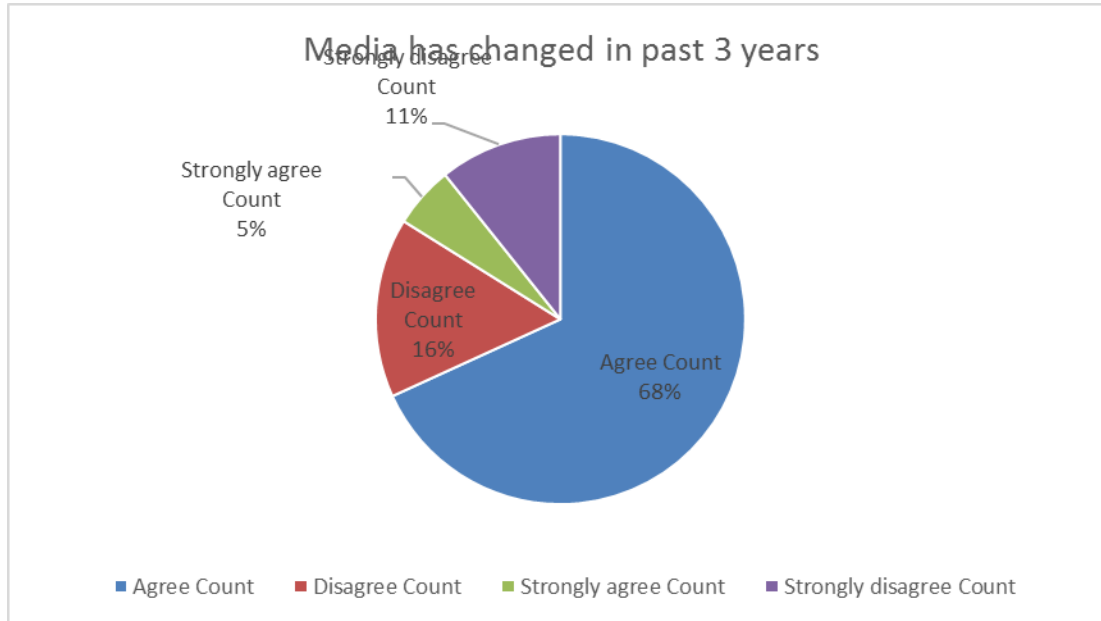
AE. Our organisation has an effective staffing plan



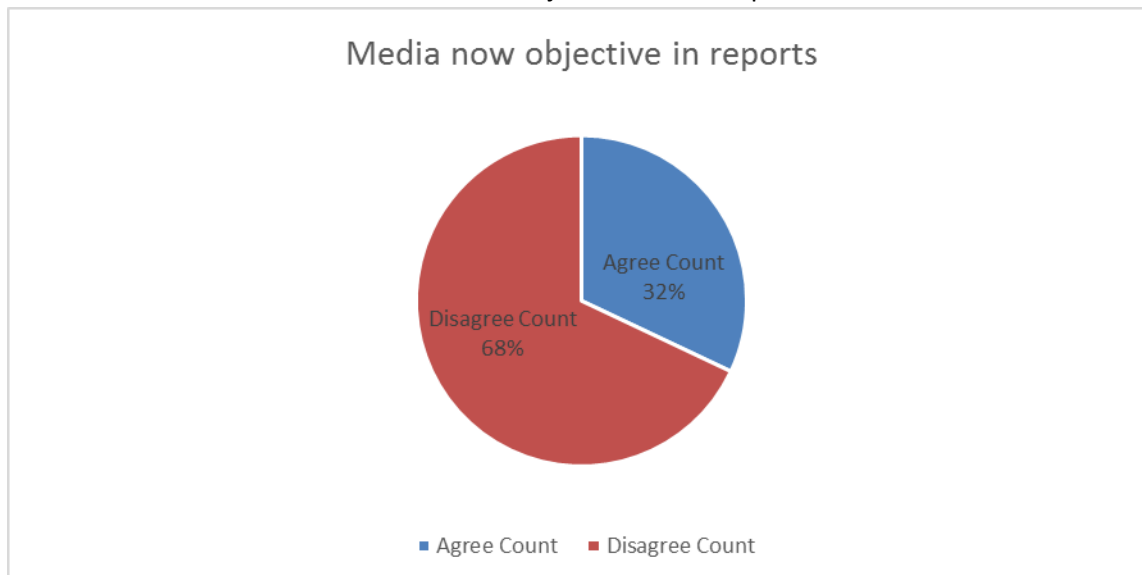
AF. Staff in our organisation are paid regularly and on time



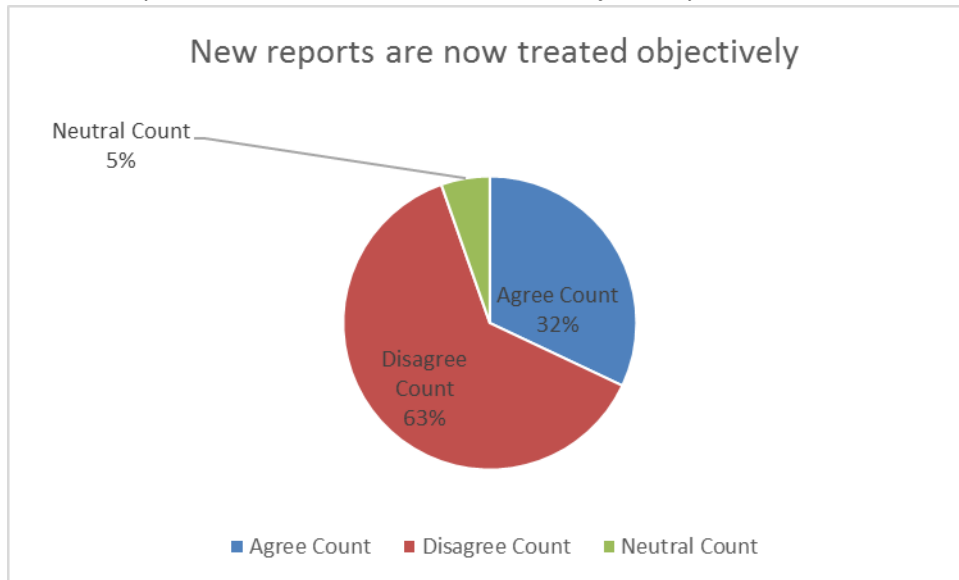
AG. As an active participant in the Sierra Leonean media landscape, I think the nation's media has gone through change in the last 3 years



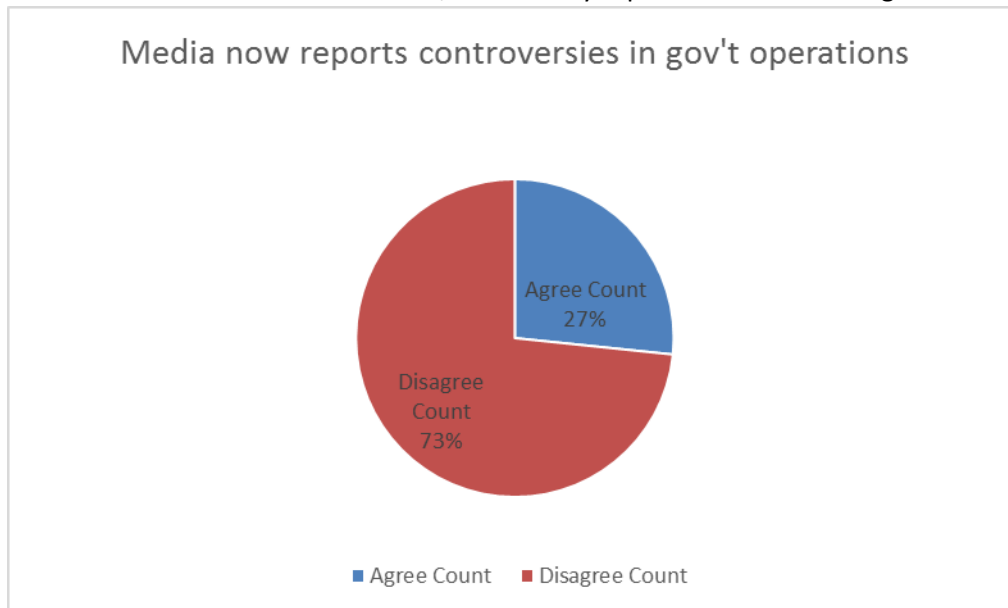
AH. The Sierra Leone media are now more objective in their reports



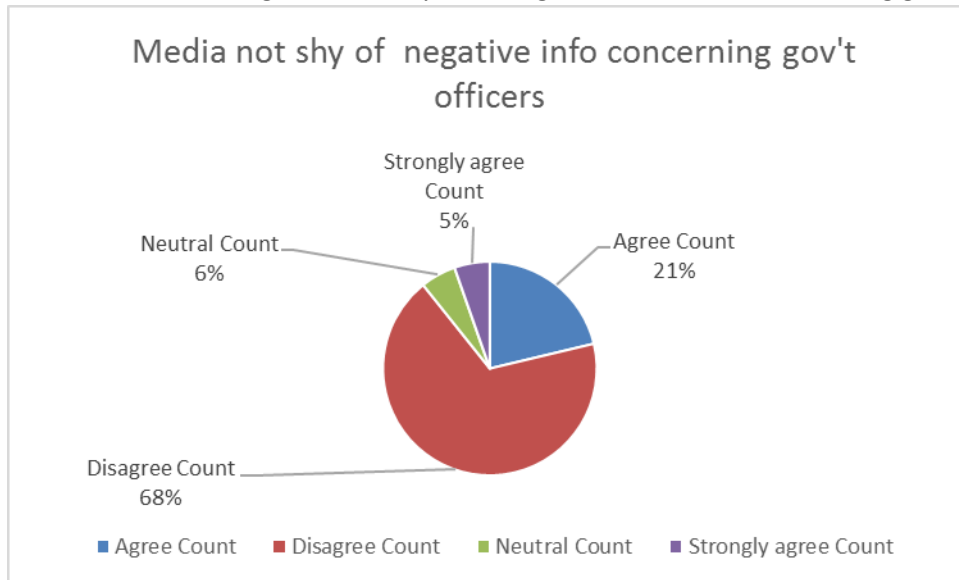
AI. News reports and features are now treated objectively and issues involved well enunciated



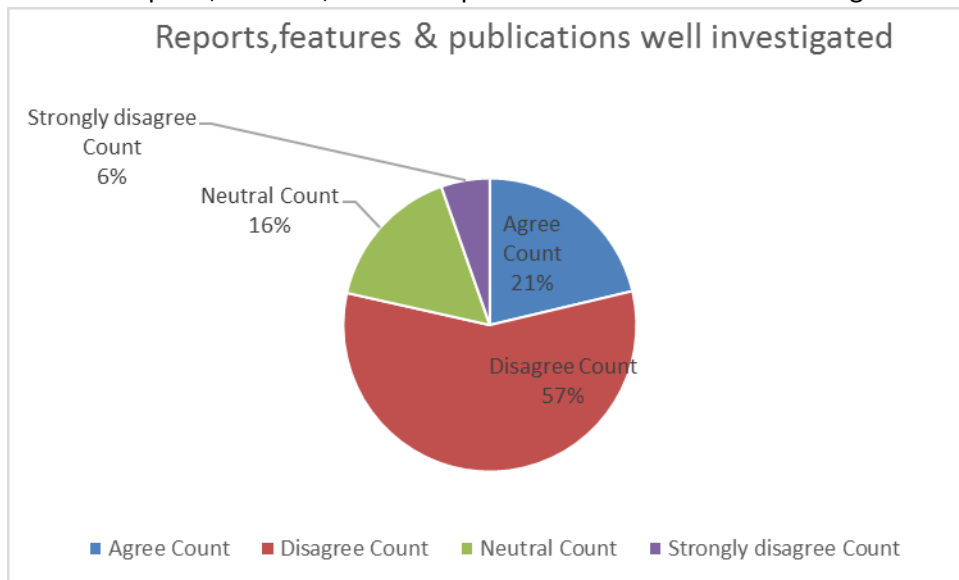
AJ. The nation's media now focus on, and directly report controversies in government operations



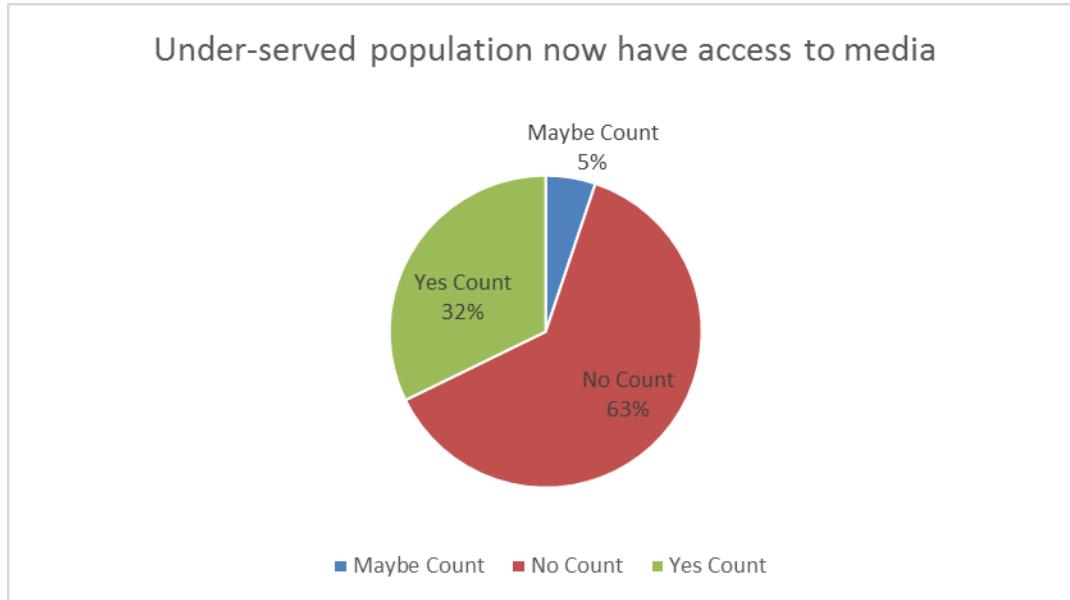
AK. The media no longer shies away from negative information concerning government officers



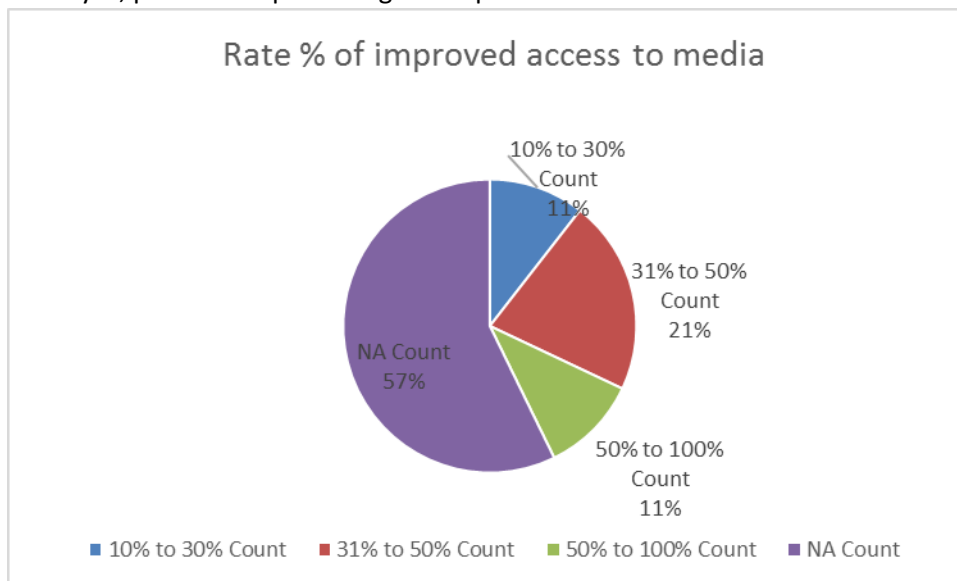
AL. News reports, features, and other publications are now well investigated



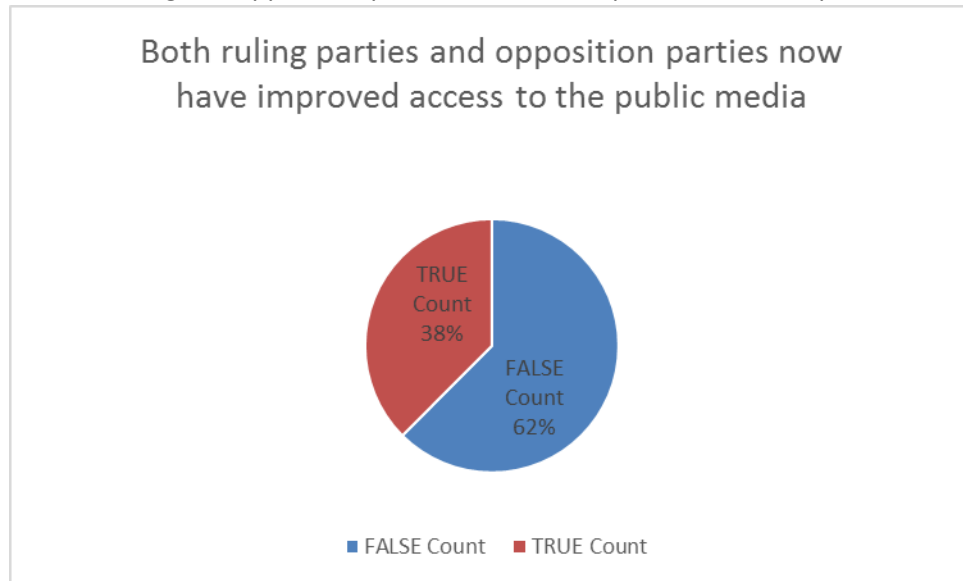
AM. The under-served populations such as women, children, and other disadvantaged groups, now have better access to the media



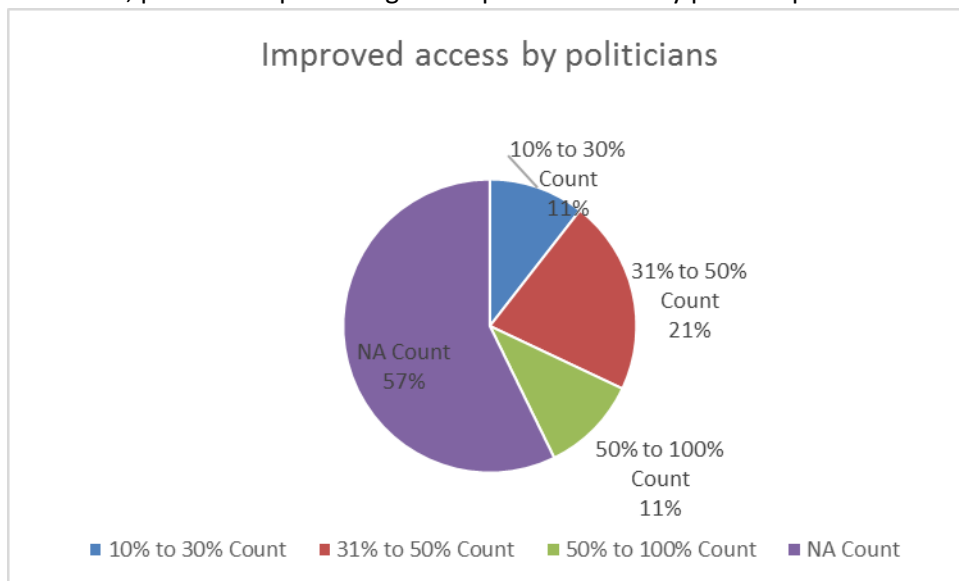
AN. If yes, please rate percentage of improved access



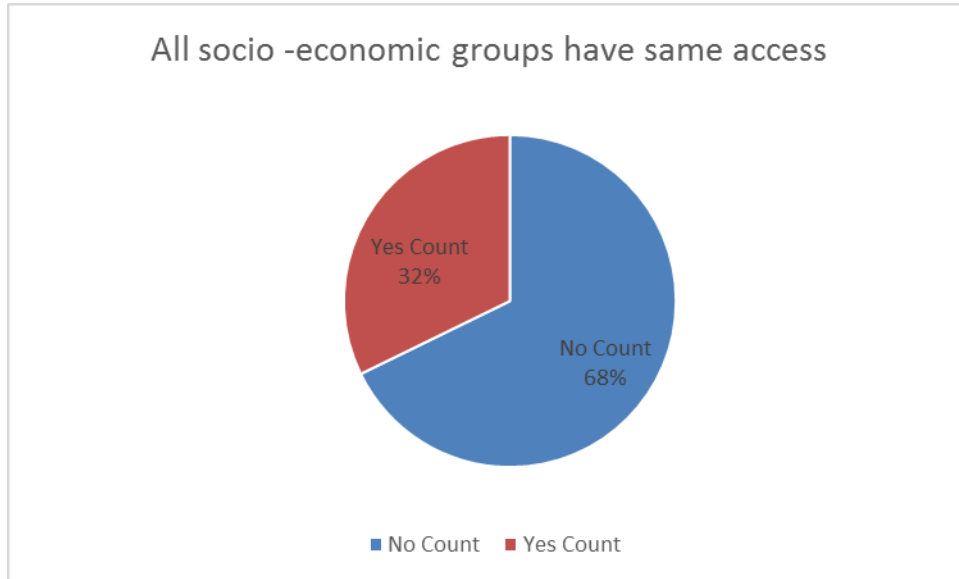
AO. Both ruling and opposition parties now have improved access to public media



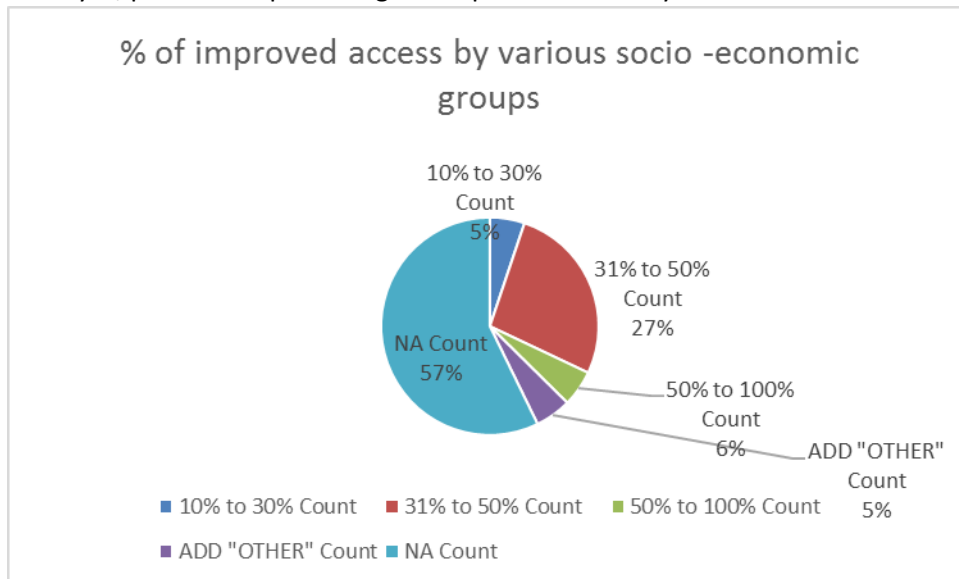
AP. If true, please rate percentage of improved access by political parties



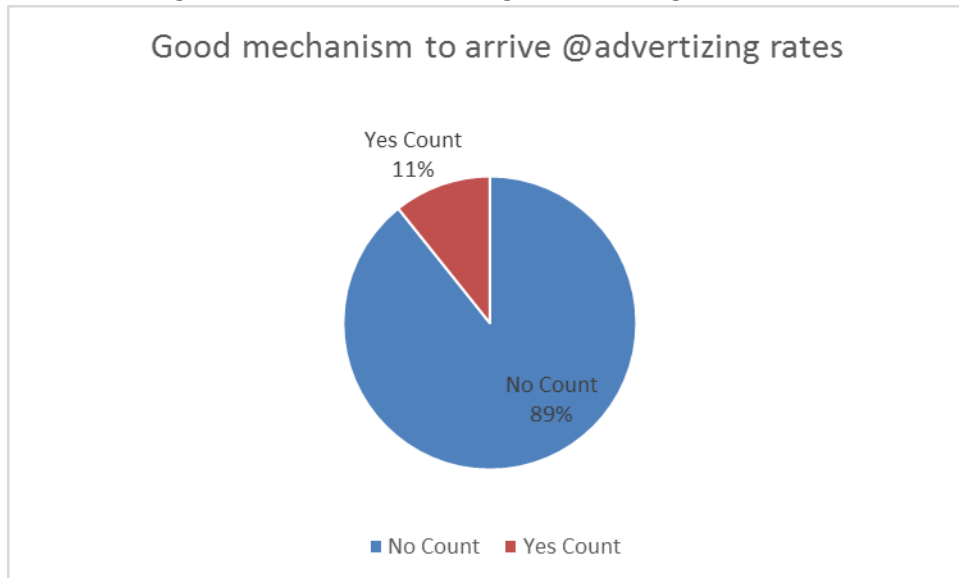
AQ. All socio-economic groups have same level of access to the public media, either for paid or unpaid publications



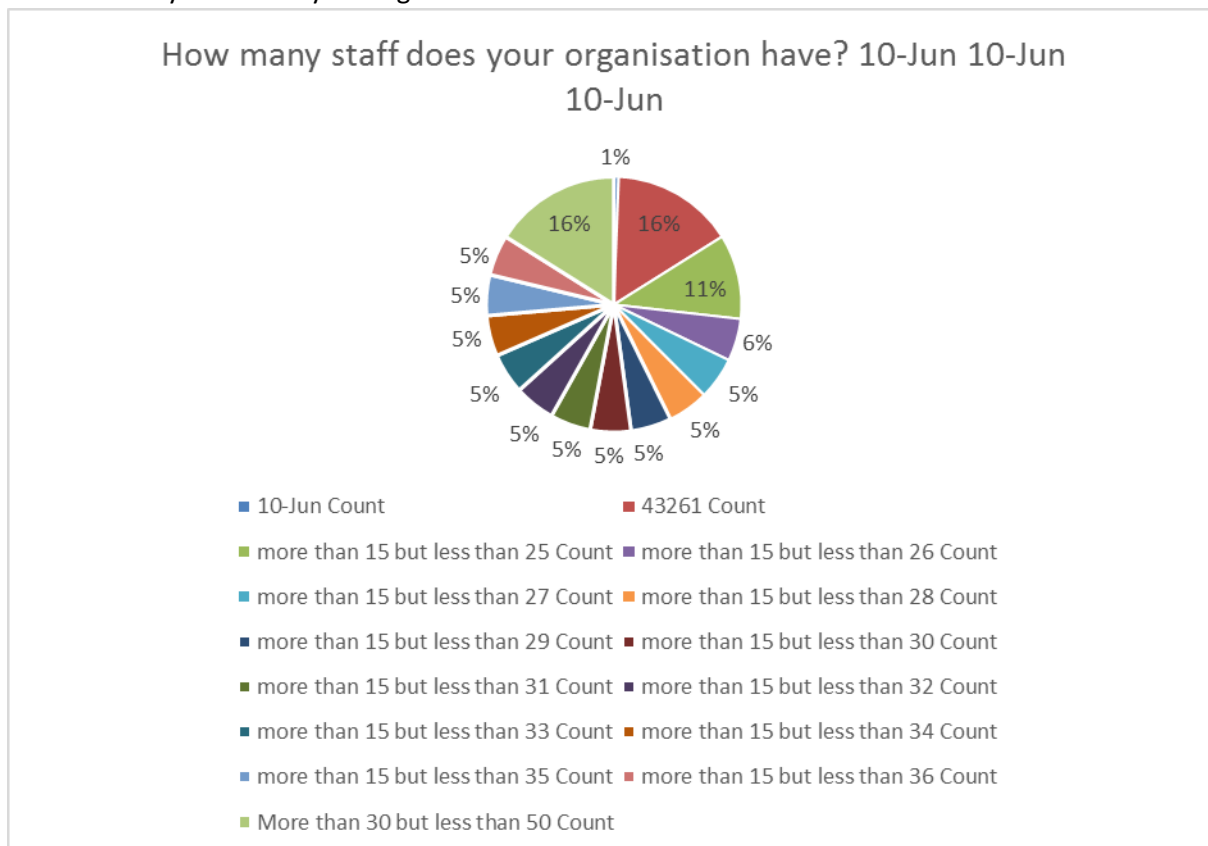
AR. If yes, please rate percentage of improved access by the various socio-economic groups



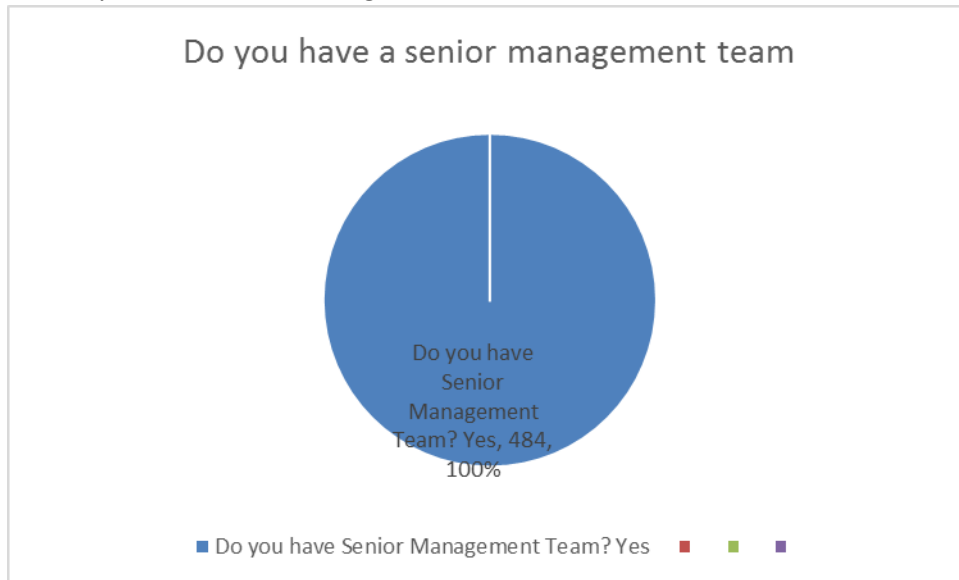
AS. There is a good mechanism for arriving at advertising rates



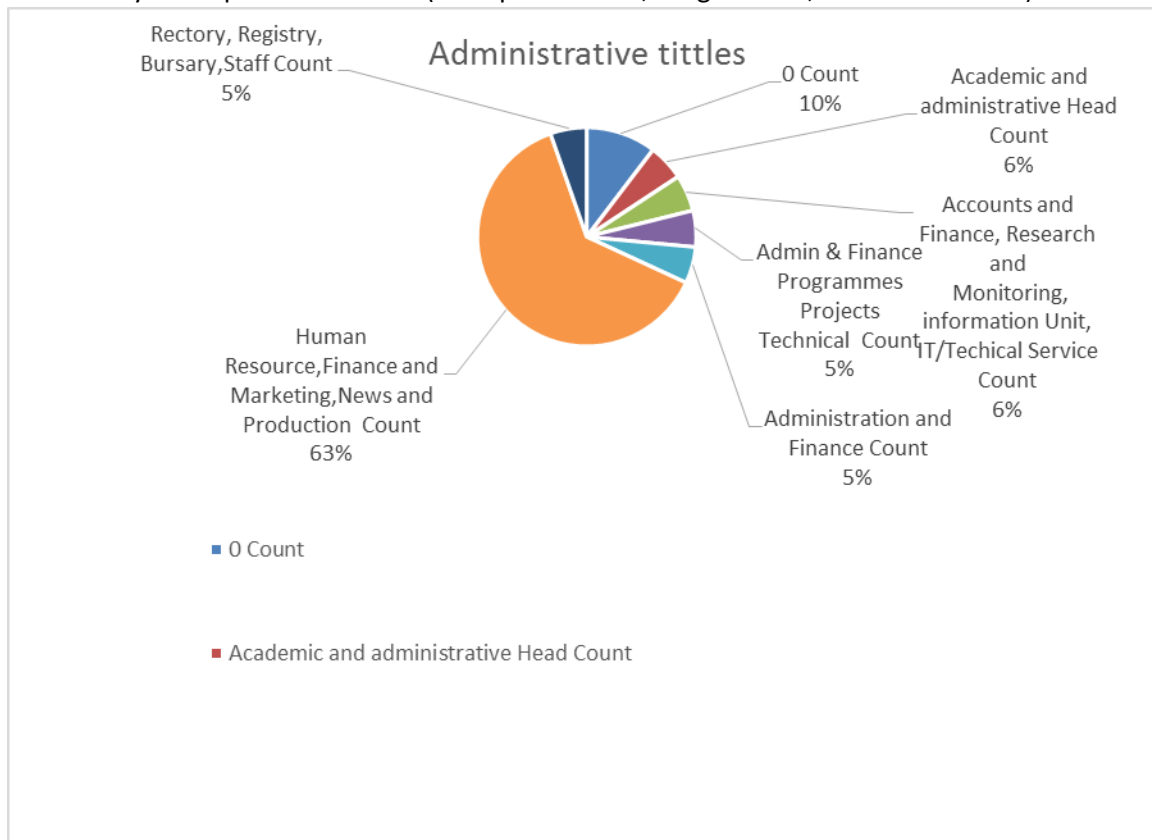
AT. How many staff does your organisation have?



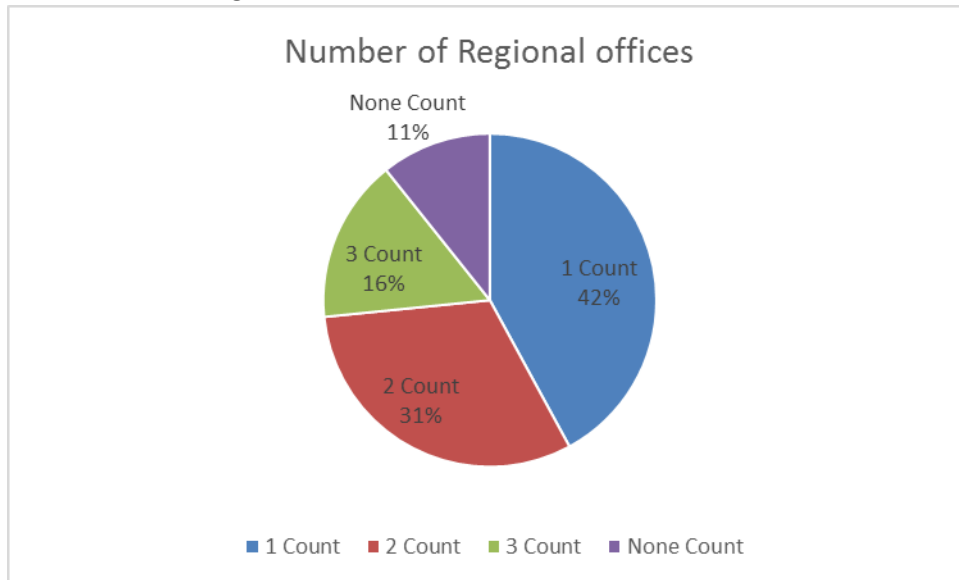
AU. Do you have Senior Management Team?



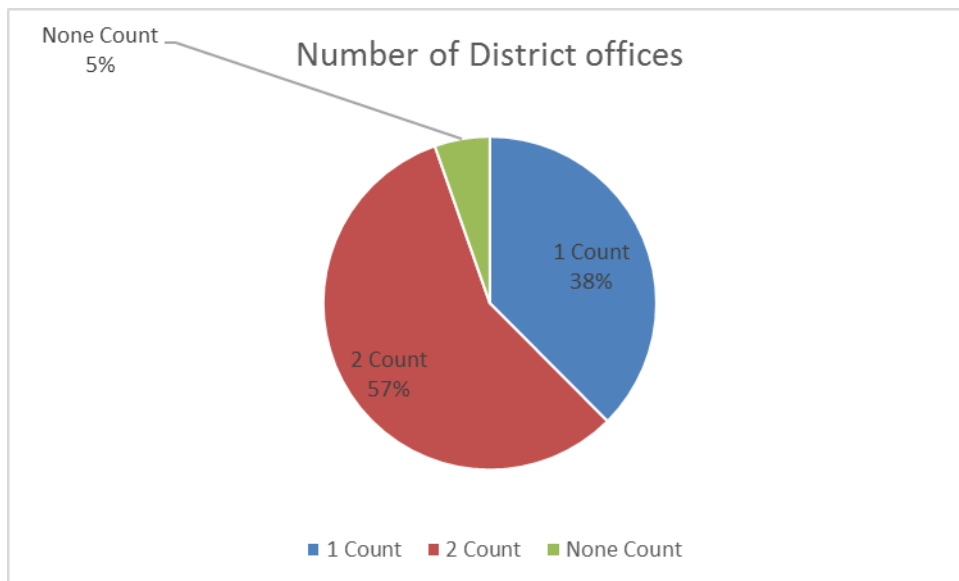
AV. Name your departmental lines (example: Finance, Programmes, Human Resource)



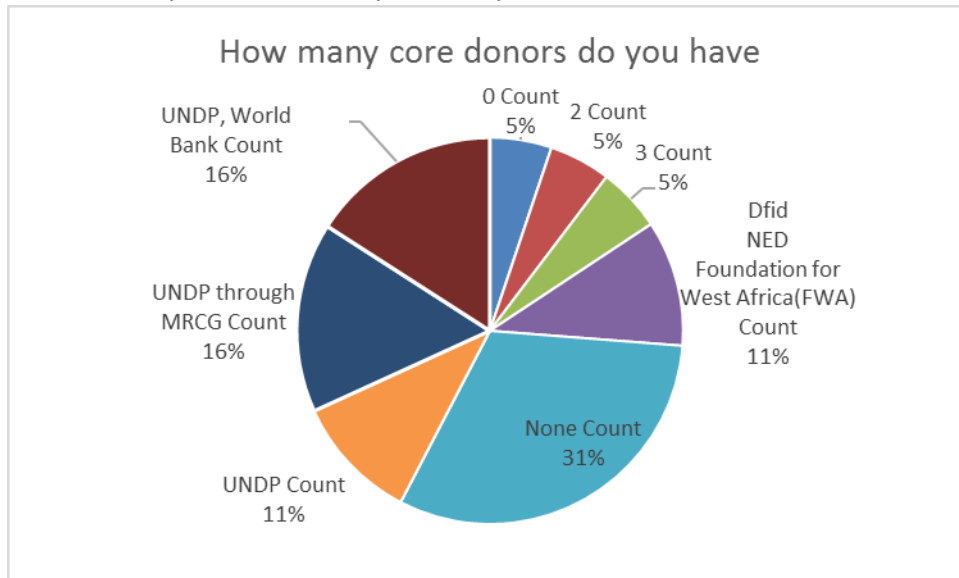
#### AW. Number of Regional offices



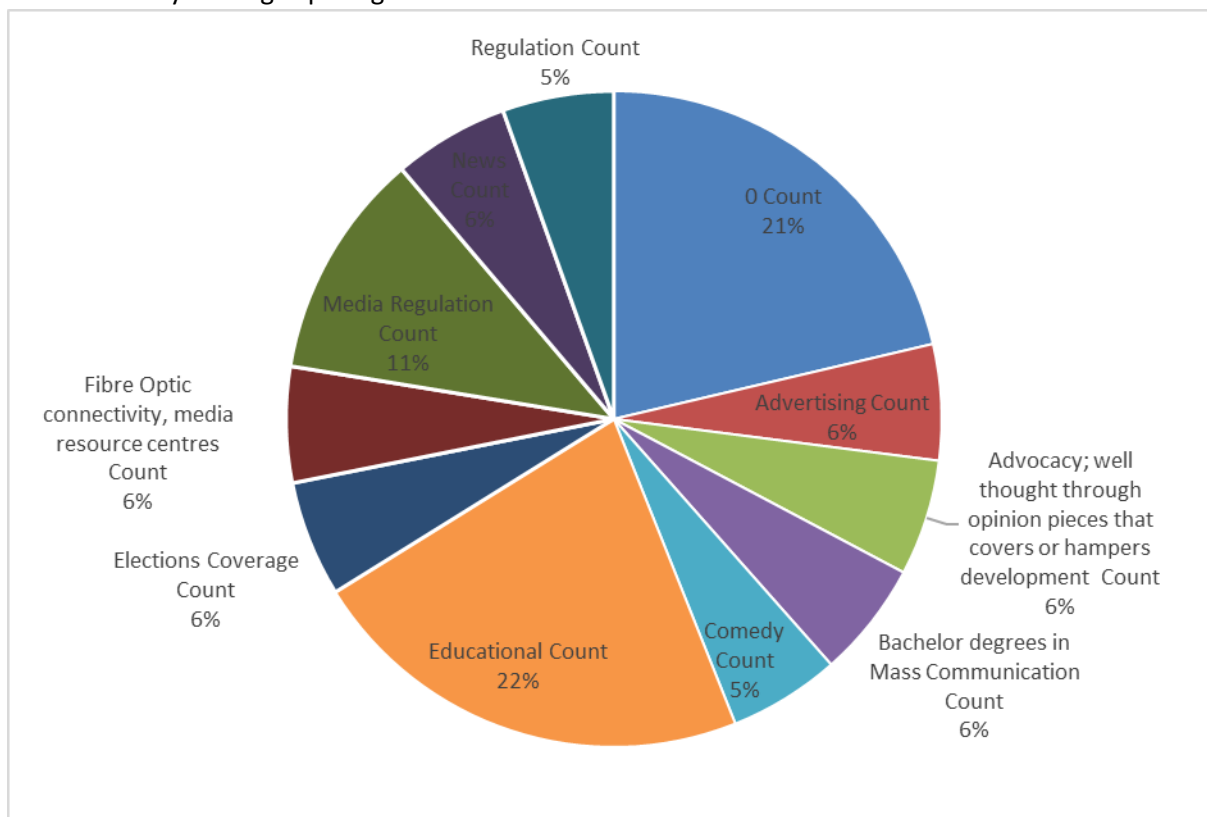
#### AX. Number of District offices



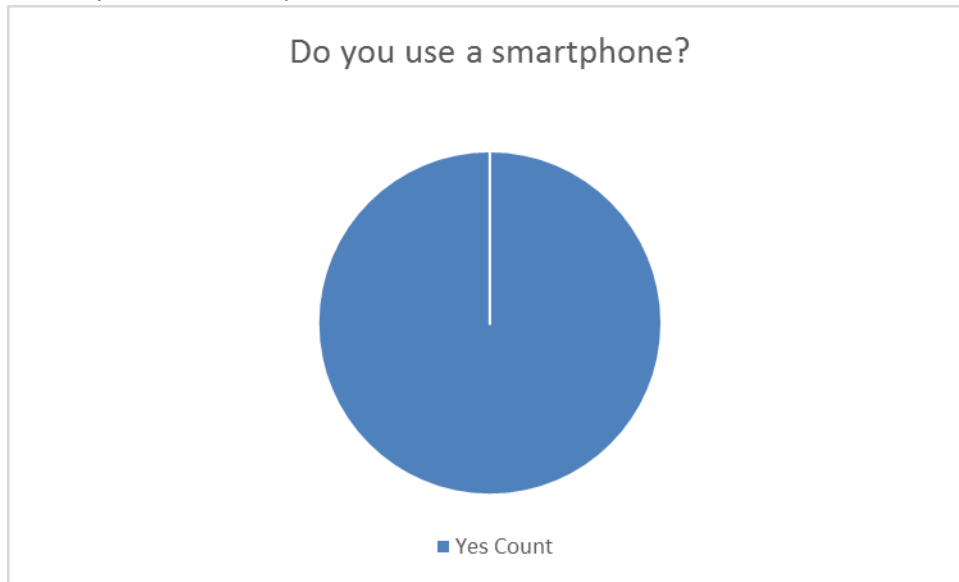
AY. How many core donors do you have, please list them?



AZ. What are your flagship Programmes? Please list:

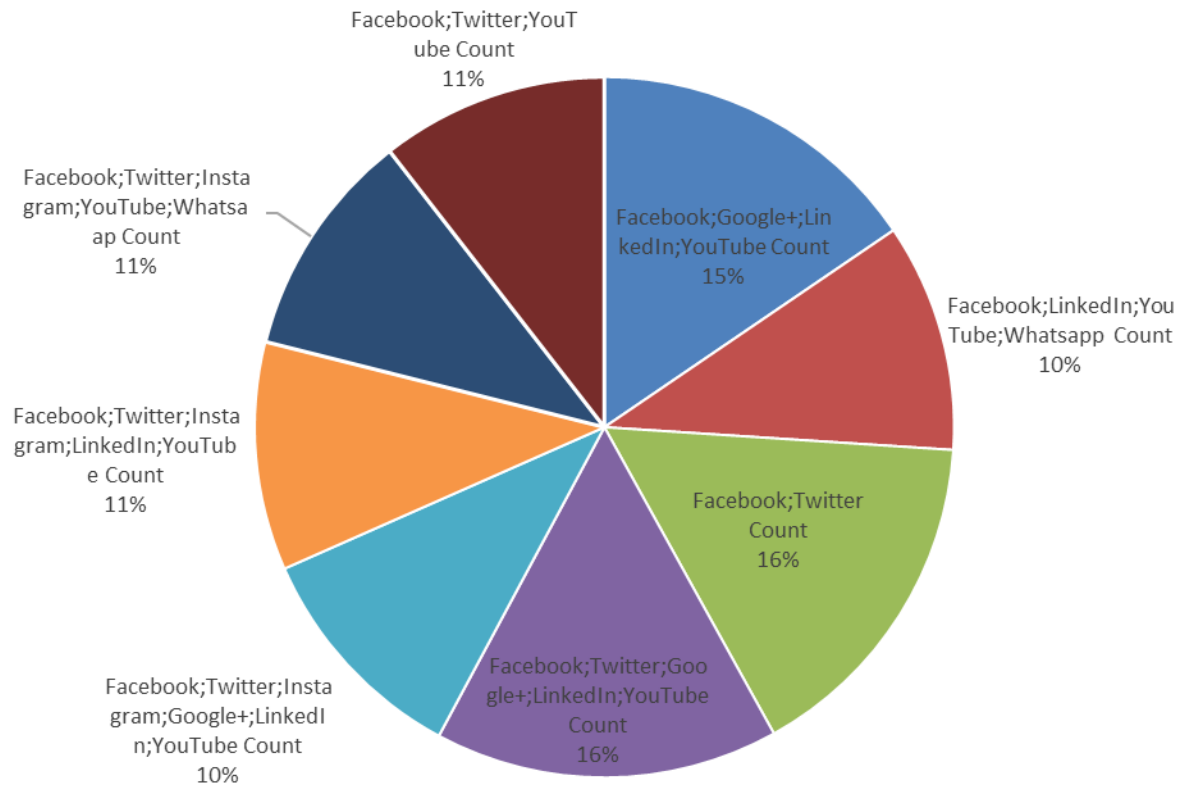


BA. Do you use a smartphone?

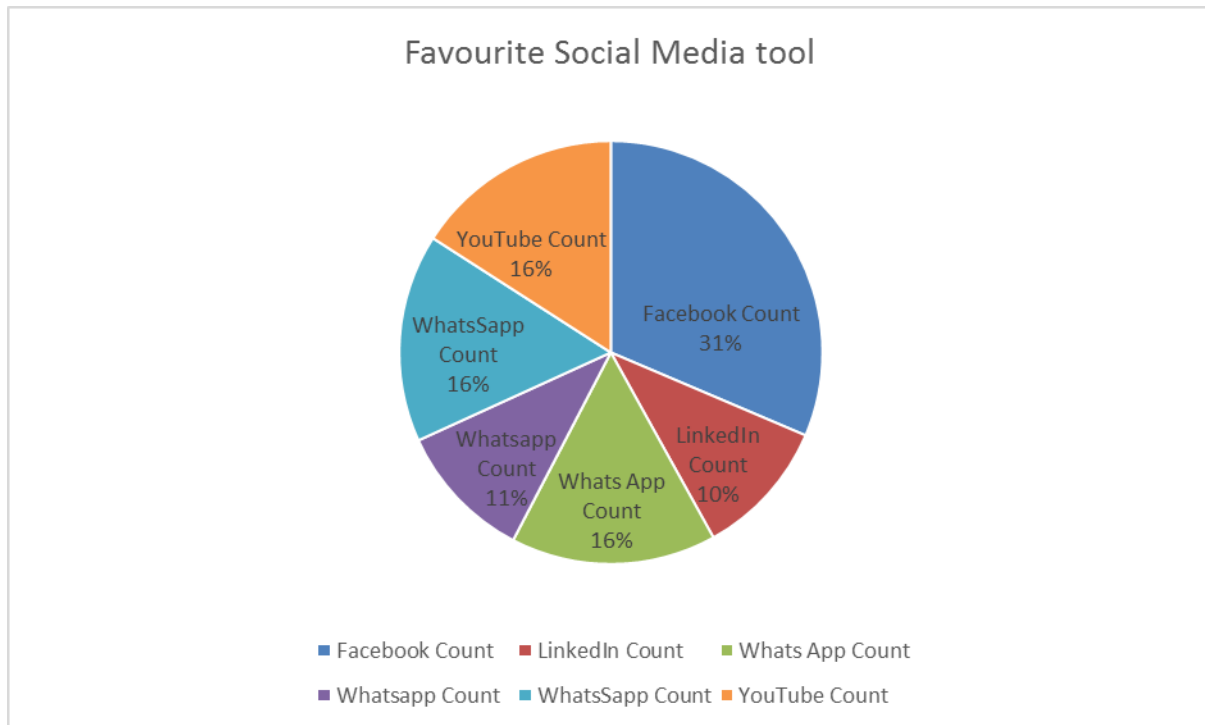


BC. What social media tools do you use?

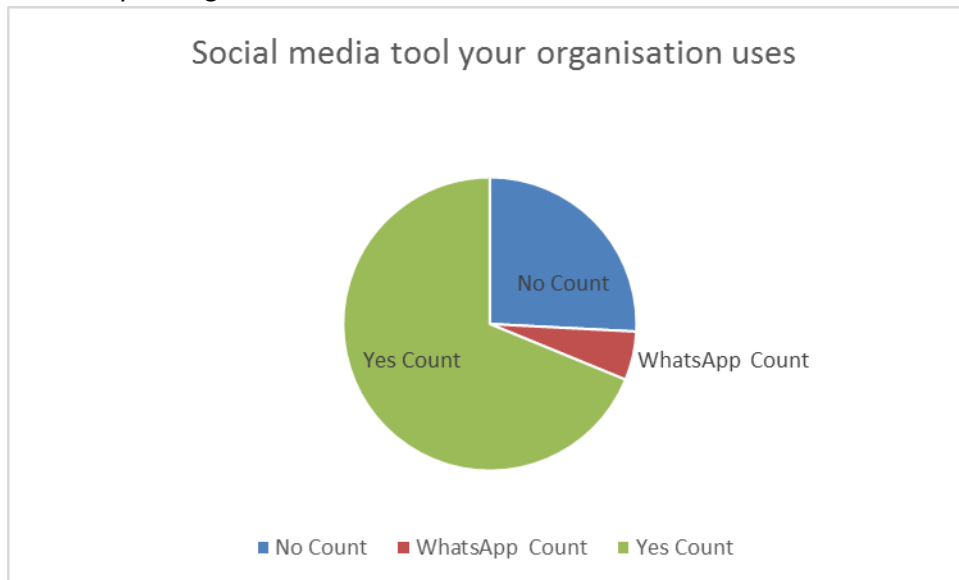
### What social media tools do you use?



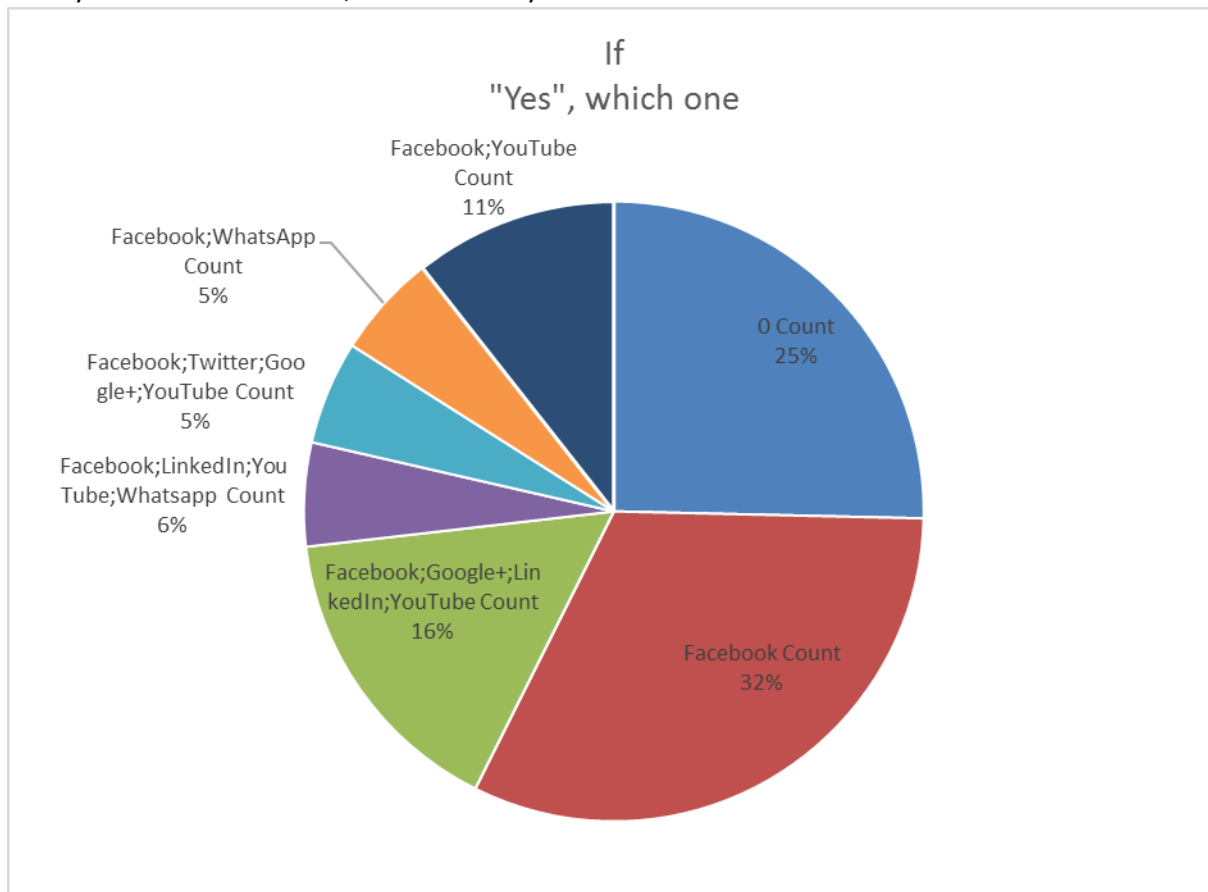
BD. What is your favourite Social Media tool?



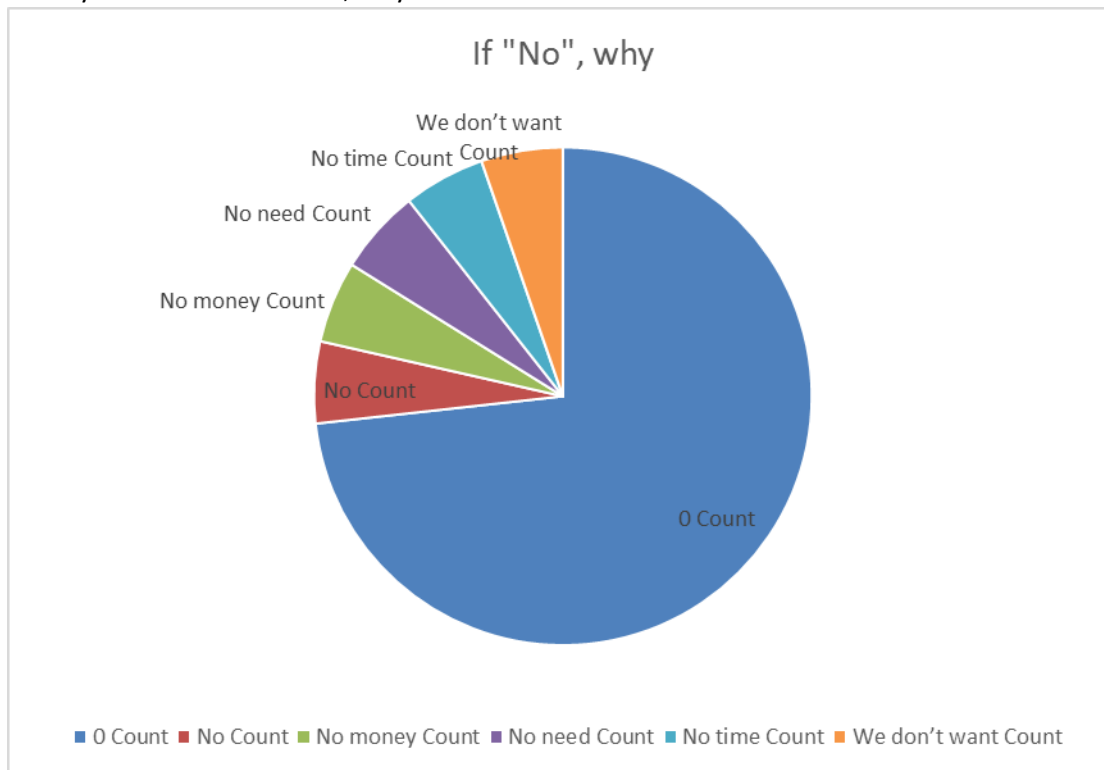
BE. Does your organization use social media tools?

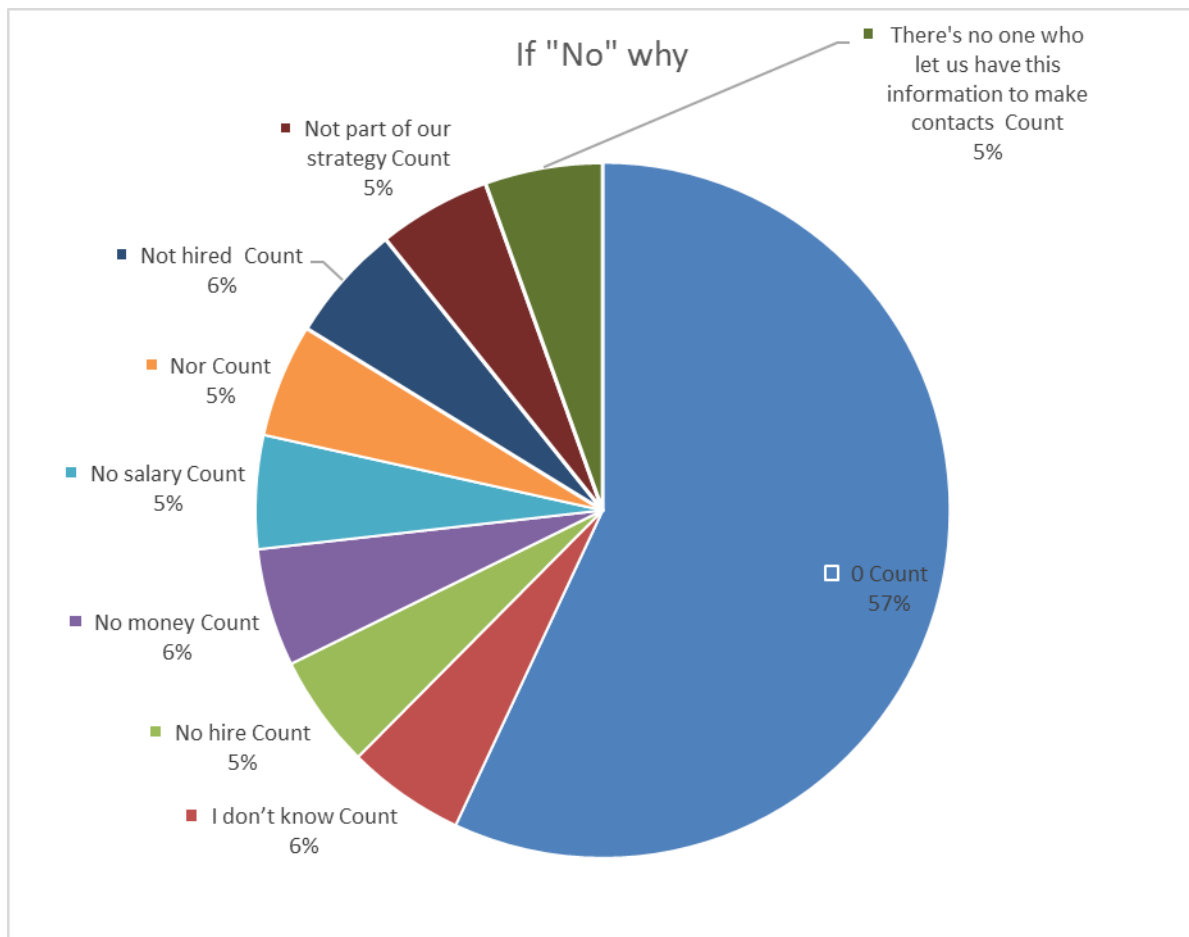


BF. If your answer was "Yes", which one do you use?



BG. If your answer was "No", why?





BJ. Which of the following are you familiar with?

