

REPORT

**INDEPENDENT RADIO NETWORK (IRN)
SIERRA LEONE**

**IMPACT OF THE COVERAGE OF THE 2007 NATIONAL
ELECTIONS
FROM THE NETWORK MEMBERS' PERSPECTIVE**

**Report by
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EXECUTIVE SUMMARY

The recent national elections in Sierra Leone have been widely acclaimed as successful. Local and international observers described them as transparent, free and fair, and the results as reflections of the true wishes of the people.

Among the various local groups which engaged the conduct of the elections and contributed to its success was the Independent Radio Network (IRN), a grouping of community and commercial radio stations whose birth and development was facilitated by Search for Common Ground (SFCG) in collaboration with the Media Foundation for Peace and Development.

The 20-member initiative engaged in cooperative programming, simulcasting the diverse voices of its members from all districts into homes all over the country. Network members extol the benefits of their grouping and cooperation. They said it enabled effective coverage of the country, which would have been impossible for individual stations; stations raised their profiles, and had joint access to capacity building opportunities, among others.

The impact of the network coverage was tremendous on various segments of society: the electorate, political parties and candidates, the Electoral body and security agencies.

Despite some challenges, members expressed high aspirations for the future of the network.

Based on findings during the assessment, some recommendations are proffered, the thrust of which is optimism for the future of the IRN and the need to put strategies in place for its realization.

2. INTRODUCTION

The recent national elections in Sierra Leone were a landmark of sorts. The reverberations which went across West Africa and the entire world spoke of a free, fair and transparent process. There appeared a consensus from a wide spectrum of stakeholders which included civil society, political parties, government, international development agencies and the media that the elections were credible and acceptable.

The talk that Sierra Leone “got it right” resonated across the globe with widespread impression that the prospects for democratic consolidation were high for this country and the African continent, if this “feat” could be replicated in other countries.

Going into the elections, the first since, United Nations peacekeepers had withdrawn, the country seized the opportunity to surmount a test of competence that it is able to run its affairs, and to make a statement to the international community that the past (characterized by war and national dislocation) was firmly behind them. The results from the keenly contested polls came clear: an opposition party “dethroned” the incumbent both in parliament and the executive position of President.

The actualization of this historic development in Sierra Leone resulted from the activities of several constituencies of actors, such as civil society and the independent media. One of the key civil society actors is Search for Common Ground (SFCG). Working “towards a goal of reducing tensions between diverse groups, facilitating reconciliation and re-inforcing social cohesion”, SFCG has put in place a regional strategy which positions communication and information as an important tool at the intersection of peace-building and development. The facilitation of the Independent Radio Network (IRN) is one of the expressions of its commitment on this front. (See Appendix C for Network and Project details)

3. BENEFITS OF IRN AND ELECTION COVERAGE TO THE MEMBERSHIP

1. Networking and alliance–building. This is one of the positive aspects of life in post-conflict Sierra Leone. The IRN may also be a developing model for civil society and other stakeholder constituencies to emulate. In every member-station visited during the assessment, members extolled with excitement the dividends accruing to them on account of their membership of the network. The synergy of programming enabled them to cover events, trends and processes across the whole country, a huge task for which individual stations lack capacity. Stations generally have low capacity transmitters which cover limited areas. Programming on the network reached large populations in all regions.

The contribution of inputs into the network programming extended the reach of each station. In a sense, their voices moved from provincial to national, as they were heard in all corners of the country. The public respect and trust for the IRN enhanced their credibility. The public profiles of many small stations were raised in the process.

2. Protection in joint programming. In some places where political actors were planning to put pressure on stations, the national networking apparently took direct responsibility out of individual stations' control, thereby shielding such stations from reprisals.

3. Access to capacity-building opportunities. A series of training programmes for various categories of staff members of the network had been conducted ahead of the elections from which they benefited tremendously. These trainings were accompanied by logistic support –financial and material – to each member station to cover the elections.

4. Other benefits. As member stations continued their interactions and spoke with one, collective voice, they found that a high level of unity had developed among them. Stations which had hitherto lived individualized existence began to share experiences and challenges, leading to exchange of resources at crucial times. The county-wide deployment of stations' staffers for election coverage exposed many reporters to parts of the country outside their traditional bases. This enabled them to know the country better and to report in a more informed and professional way.

4. IMPACT OF THE ELECTION COVERAGE

Networking of radio stations and simulcasting was novel in Sierra Leone. IRN introduced this novelty in a bottom-up fashion, which gave access and voice to the electorate and other stakeholders, doused tension, reduced peoples' fears, ultimately leading to the peaceful conduct of the elections. IRN members maintain that the professional coverage they provided for the elections had made a huge impact on the society.

On The Electorate: Sierra Leone ranks low in key development indices. Among these is a 60 per cent illiteracy rate. Denied good governance, the dividends of democracy and development opportunities over the years, the people cannot be blamed if they exhibit apathy, distrust or ignorance during important national processes such as elections. Reversing this orientation and making people a part of the success story of the elections would be a huge challenge for the IRN.

Nevertheless, the IRN provided for the electorate, access to timely, balanced, objective and credible information such that they were able to make informed decisions in the voting process.

For instance, voided ballot papers were substantial in several locations during the first round of voting. More voter education by the network reduced this remarkably in the run-off.

They were also prepared through sustained public education to accept election results in such circumstances without recourse to violence. Timely reportage of minor skirmishes in isolated cases produced a restraining effect on other places: no community wanted to be identified on radio as a trouble spot.

On Political Parties and Candidates

Politicians had been familiar with the old way of media engagement for the electoral process: ruling party and its candidates get access, state propaganda is mounted to support them, but others are denied. The IRN changed that culture.

Contestants and party officials were given a platform on the stations (and the network) to disseminate and sell their programmes, and receive feedback from the people. A level playing field was provided. Financially handicapped or young, inexperienced contestants were encouraged with access so that the diversity and plurality of participation in the electoral contest could be strong. Seeing the credibility of the network and that speaking through it gave them wide, nationwide coverage, the candidates and parties readily participated in the programmes designed for them.

On Electoral Body and Process

Prior to the election, public trust for the electoral body, the National Elections Commission (NEC) was very limited. The IRN coverage gave it access to interact regularly with the populace in different regions. This gradually elevated its profile and credibility.

The presence of IRN reporters at events and polling stations and timely broadcast of reports restrained potential troublemakers. The coverage also brought transparency, efficiency and speed to the electoral process. In the past, election results were kept secret and delayed. In several cases, electoral staff could effect malpractices. The IRN coverage changed these in the recent elections. The NEC had to admit that it would not have been able to handle the process successfully without the IRN.

Also, the networked stations provided security agencies regular access to disseminate information to the public. For instance, a strong link was built between the IRN stations and the police units in many locations.

5. CHALLENGES AND LESSONS LEARNED

Despite the thorough planning for the election coverage, network members still confronted various challenges in the course of implementation.

- **Communications.** On ElectionDay, the networks of two of the major telephone service providers, Celtel and Commion, suddenly went off at about noon and were not restored till about 6.00pm. While in some remote parts of the country, telephone services were not yet available. Reporters in these areas had difficulty sending updates to their radio stations.
- **Transportation.** Being the height of the rainy season, many roads were bad, making access to some communities very difficult. Some road accidents were reported. Some riverine communities were not easily accessible, because of high transportation costs.
- **Access problems.** Some stations were still unable to give all candidates equitable air time, while a few candidates in some areas did not honour appointments at the radio stations.
- **Equipment.** Equipment breakdown could not be swiftly addressed in some stations because stations lacked trained or qualified personnel.
- **Language.** People in some remote communities did not understand the Krio language widely spoken across the country, thus they could not be effectively interviewed for inclusion in the field reports.

6. FINDINGS

The realities of the network and its activities would appear to have been laid bare in the preceding sections. Nevertheless, certain crucial observations need to be highlighted.

- Members of the IRN are passionate about the network and the joint activities.. They relish building on the successes of their performance in the recent national elections. The successes constitute a strong impetus for them to continue the cooperative programming.
- The quality output of the individual radio stations are achieved despite the inclement conditions of many stations. For instance, constant electric power supply was a challenge in many stations. A fault in the only available transmitter in one station and damage by lightning on another equipment in a sister station led to several days' shutdown for both stations.
- Substantial investment – in terms of funds, expertise, etc – has gone into building and strengthening IRN in the past half-decade. The success recorded in the recent elections is testimony to a worthwhile investment.

- Despite the initial vision of developing the IRN to such a level that can be replicated across the West African region, and the energies and other resources committed to the initiative, there appears to be some tentativeness in planning for its growth. One indicator is the intention to stop the cooperative programming on member-stations after the inauguration of newly elected office holders at the end of October 2007, despite the huge long-term investments on facilities already made.
- During the evaluation, it was gathered that a new telecoms regulatory body was requiring stations to pay some arbitrarily fixed annual spectrum fee of Le 1 million, which would have a debilitating effect on the broadcast landscape.

7. CONCLUSIONS AND RECOMMENDATIONS

The IRN is making significant contributions at a very important point in the history of Sierra Leone. Despite its successes, it must note that engagements for peace-building, democratic consolidation and sustainable development cannot be one-off or short-distance races. Social actors must continue generating fresh ideas and design novel solutions. For the IRN, its recent successes will deliver lasting relevance to the country if its activities are sustained.

The following recommendations are thus proposed:

In the short term:

1. The cooperative programming should continue in its present format.
2. More aggressive and targeted fund-raising should be undertaken by SFCG and its partners, to facilitate continuation and expansion of the programming into other socially beneficial sectors such as the MDGs.
3. Organise a meeting of the network's membership to review their performance during the elections and identify and commit to future collaboration.
4. Archiving of materials: the IRN should be used as a depository of materials generated during this election.
5. An evaluation which engages Sierra Leonean voices external to IRN should be conducted. This along with this study report, will provide an overall picture of IRN performance in the recent elections.

In the Medium to Long Term

1. The cooperative programming should be adjusted and expanded. Focus should extend to holding political office holders faithful to their manifestoes, engaging issues on the delivery of the dividends of democracy and the millennium development goals, among others.

2. Expand membership. The more stations in the network, the wider the diversity and plurality that comes into its programming. In addition to encouraging new members to join its fold, it should help upcoming stations to get licences.
3. Continue with skill development in at least three key areas:
 - (a) for technical personnel – to build maintenance culture in the station
 - (b) on organizational development
 - (c) on advocacy – equip station staffers with advocacy skills required to engage regulatory and policy institutions and expand the operating space for IRN and the media as an institution
4. Conduct a strategic planning programme for the network. This will help sharpen vision, meet achievement targets, among other benefits. Stations should be encouraged to replicate this in their individual organizations
5. put in place a peer review mechanism to ensure that every station is carried along in the development process
6. Though they fall under the classification of independent media, community and commercial radio are two distinct radio types. Mechanism should be put in place to help each type maintain its identity.
7. Engage in cross-border interaction e.g with MRU + CIV, to get this networking model replicated in other countries.

APPENDICES

Appendix A

Terms of Reference IRN Impact Study

Search for Common Ground's (SFCG) mission is to transform how individuals, organizations and governments deal with conflict - away from adversarial approaches and toward cooperative solutions. With headquarters in Washington, DC and Brussels, we design and implement multifaceted programmes that aim to resolve conflict and prevent violence. We seek to help conflicting parties to understand their differences and act on their commonalities.

With a mission to transform the way in which the world deals with conflict, from adversarial solutions to finding cooperative solutions, SFCG's approach in the Mano River Union countries and Côte d'Ivoire (MRU+1) is to employ a regional strategy and a number of multifaceted tools to address four thematic priorities: ***Leadership, Exclusion, Communication/ Information, and Youth Engagement.***

SFCG was established in 1997 in Liberia, starting operations in 2000 in Sierra Leone, Guinea in 2003 and 2005 in CIV. SFCG works towards a goal of reducing tensions between diverse groups and facilitating reconciliation, and reinforcing social cohesion. SFCG's activities include weekly radio program production in its multi-media production studio and community-level training and support in conflict resolution and transformation. Operational offices are located in each of the capital cities, and sub offices in 4 up country locations.

The four national programmes work together to contribute to the regional strategy that seeks to address regional conflict themes which undermine national achievements. SFCG's West Africa Regional Team manages the regional strategy providing management, technical and strategic support to the four national programmes. Bringing diverse and complementary skills from within the region, team members contribute both to the achievements of national programme to which they are attached and to other programmes in the sub-region. SFCG practices a lessons learned-approach as a way to innovate toward sustainable impact, sharing and adapting good practices and creating linkages across the sub-region.

Working on the focus of the regional strategy of communication and information, IRN is a key strategic component that SFCG is piloting in Sierra Leone to address this them of the regional strategy. Ultimately and where applicable SFCG would like to replicate an IRN intervention in the subregion.

What is IRN?

Established in 2002 specifically to support that year's national elections the Independent Radio Network (IRN) has grown into a national network of 20 community and private radio stations, with an office and production studio in Freetown. Each member station from the 14 districts in the country feeds local news to a central hub where news programming is packaged for simultaneous broadcast back across the network. In addition, member stations carry SFCG programming to inform and entertain their listeners on key social and political issues in their country. The IRN was developed by SFCG in partnership with the Media Foundation for Peace and Development and with technical support from the BBC World Service Trust and the US NGO Developing Radio Partners, with the long term aim of creating West Africa's first self supporting national public radio service .

The 2007 election was a "make or break" moment for Sierra Leone's post-war democracy, according to the leader of the country's National Electoral Commission. It was the first election since United Nations peacekeepers had withdrawn. It was the first election run by Sierra Leoneans themselves. It was the first election with an open seat for president. And it was the first election where an opposition party had a competitive chance to win, setting the stage for a potential change of government.

The election was also a key moment in the maturation of the Independent Radio Network (IRN). It was the first nationwide event since the 20-station consortium had formalized its cooperative programming structure, and an event that would require continuous rolling coverage from all corners of the country. It was the first live-to-air broadcast from IRN's new production center in Freetown. It was the first test of an initiative that trained journalists at IRN stations to report election news to the nation.

Both Sierra Leone and IRN rose to the challenge. International observers declared that the election was free, fair, transparent, credible and peaceful. IRN's coverage was accurate, responsible, comprehensive, balanced, informative and educational. It was an exemplary effort that demonstrated how cooperative radio programming can keep the public informed and can help keep the peace.

Tasks

SFCG expects to do an evaluation of its election strategy in the coming months. This will be the first time that a strategy has been evaluated directly and this will be done by a team from SFCG hence more critical and profound as they understand the tools and the means SFCG uses to pursue results.

To contribute to this evaluation will be very important from an independent partial insider who knows the radio business, is engaged in that same community radio frame and understands the terrain. This will ensure that the perspective of the membership of IRN is included in the evaluation of SFCG strategy.

Therefore, the task is to consult with a sample of the radio station membership of IRN to determine the impact of the IRN/SFCG work during the elections from the perspective of the radio stations.

In consulting with the radio stations SFCG would like to understand the short term impact and results vis a vis the election and the medium to longer term impact vis a vis the action of a network such as IRN. In this it would be useful to capture the future aspirations of the sample vis a vis IRN where possible.

The methodology to complete this task will be determined during a discussion depending on the time available.

Deliverables

A six page [no more than] report on the impact both in short term gains and longer term structural or capacity strengthening issues around the IRN. The methodology and TOR's can be annexed in that report with the CV of the independent person doing the study.

Appendix B

METHODOLOGY

This study was engaged through a three-leg process. The first step was to peruse through diverse literature on the project, provided from the archives of the partners. The materials ranged from project reports, earlier studies to minutes of planning meetings. They all provided rich background information.

There was interaction with a high-level officer of Search for Common Ground. The discussion session illuminated key issues including the establishment and work of the IRN within the framework of the strategy of SFCG, the implementation of the election coverage project, the structure for driving the process, among others.

The third component featured visits to member stations of the IRN and discussions with their representatives.

A sample of ten stations was selected. This constituted 50 per cent of the membership of the network. The selected stations were located in different regions of the country: Freetown, Makeni, Bo, Mile 91 and Toonbo. Tied to this was interaction with staffers at the editorial hub (in Freetown) and the technical hub in Makali.

Appendix C

NETWORK/PROJECT PROFILE

The IRN is a baby of SFCG in partnership with the Media Foundation for Peace and Development with technical support from the BBC World Service Trust and Developing Radio Partners, a US-based NGO. Though the immediate focus was to support the 2002 national elections, the long-term vision of the collaborating partners was to create an ultimately self-supporting national public service radio.

From a modest beginning in the wake of the 2002 elections, the network has grown into a national consortium of 20 community and commercial stations located in the 14 districts of the country.

The network prepared itself and went into coverage of the 2007 electoral process. Through quality programming and broadcasts, it provided information and hosted discussions on issues affecting the electoral process.

Among the key programmes/activities were:

- Elections Talk – a weekly programme designed to fill the information gap on critical issues and provide clarity to every stage of the electoral process. Fed by issues generated by four regional member groupings, a 16-week programme was produced and aired simultaneously through one-hour weekly programmes on all member stations across the country.
- Public forums – series of debate organized to enable voters engage candidates on issues of concern. They brought together candidates from the different political parties and the electorate to debate issues in an interactive way. The process, lasting about four hours, was linked live to the IRN radio station in the locality and aired to people in the immediate and surrounding communities.
- National News – a 15-minute weekly magazine packaged with inputs from IRN member stations, comprising news reports, interviews and other segments.
- Other Programmes: include “know the candidates” debate and interview programmes.

Overall, at least three goals were targeted by these activities/ programmes: providing a level playing field for candidates to communicate their ideas to the public; educating citizens about their voting rights and the election process; and helping voters to make informed choices on Election Day.

Appendix D

ASPIRATIONS OF THE MEMBERSHIP

IRN members are glad that “a good foundation has been laid” by the quality coverage done in the recent elections. The network demonstrated a high level of credibility which is appreciated by all election stakeholders. A high expectation of coverage in future elections has effectively been built. IRN members generally believe that there is a future for the network. There is the feeling that the future will be a reality if certain things are put in place. They include:

- The financial base of the network should be beefed up so that it can continue and even expand operating without disruptions.
- It should continue to exist as a “loose” body without any attempt at legal, official incorporation. That will keep it from developing into a bureaucratic structure which may constrain its development.
- The present cooperative programming should not end with the inauguration of newly elected office holders (scheduled for October end, 2007) as planned. The coverage should continue, adjusting its focus to holding new office holders accountable, the local government elections in early 2008, and so on. Additional programmes should be designed and aired on the network.
- It should access and provide more skill-building opportunities for the members. Special attention should be given to the training of technicians who would man the maintenance of stations’ equipment/infrastructure. An equipment accessories centre should be set up to complement the training of technicians.
- The network should continue to upgrade its engagement of technology. A migration from analogue to digital equipment and the availability of internet facilities is desired by many stations, especially those in the interior.

For sustainability of the individual stations, they should be encouraged to (a) diversify into other businesses such as fish-farming, cassava farming, cattle farming, etc (b) diversify focus and fund-raising into development issues like HIV/AIDs, maternal and child health, global supervening, among others (c) provide regional/international exposures for their staffers.

Appendix E

RADIO STATIONS AND REPRESENTATIVES INTERACTED WITH

1. Skyy Radio 106.6FM (Freetown)
-Olatunji E.A. Yaskey
2. Kalleone Radio 105.7FM (Freetown)
-Elizabeth Sesay
3. Belivers Broadcasting Network (BBN), (Freetown)
-Ransford Wright – Chief Executive Officer
4. Radio Democracy (Freetown)
-Hannah Foullah – Director
5. Radio Maria (Makeni)
-Abdul Charles Mansaray –Production Manager
-Matthew Abdul Kanu – Promotion Manager
6. Radio Mankneh 95.1FM (Makeni)
-Mohammed Sankeh – Station Manager
-Amara Bangura – Head of Production
7. Radio Bo (Kiss 104 FM) (Bo)
-Sammy Haffner – General Manager
8. Radio New Song 97.5FM (Bo)
-Wilfred Garrick – Commercial Manager/Reporter
9. Radio Gbafth 91.0FM (Mile 91)
-Hassan Y. Koroma – Station Manager
-Fatmata Florence Sholla
10. Radio Tombo – Voice of the Pennisula Mountains (Tombo)
-Salu Mangeh Koroma – Station Manager
11. The Technical HUB (Makali)
-Andrew Kromah

SFCG/TDS

- Ambrose James – Country Director, SFCG, Freetown
- Susan Sia Beckley – Officer in Charge, Makeni Regional Office
- Rashid Sandi – Head of Production, Bo Regional Office.

Appendix F

Consultant's CV

AKINGBULU, Martins Akin

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SEX: Male

DATE OF BIRTH: 4th April 1957

PLACE OF BIRTH: Ilutitun, Ondo State, Nigeria

NATIONALITY: Nigerian

MARITAL STATUS: Married

EDUCATION

1977 – 81 University of Ife (now Obafemi Awolowo University), Ile Ife, Nigeria

1984 – 87 University of Lagos, Lagos, Nigeria

QUALIFICATIONS

- 1981 Bachelor of Arts (Education/English)
- 1987 Master of Science (Mass Communication)

WORK EXPERIENCE

1. Executive Director, Institute for Media and Society (IMS), Lagos, Nigeria – April 2000 – The present
2. Executive Director, Independent Journalism Centre (IJC), Lagos, Nigeria – 1995 – 2000
3. Member, Editorial Board, The News Media Group, Nigeria – 1995 – 2000
4. Media/Communication Consultant – 1992 – 1995
5. Programme Officer, National Youth Service Corps (Nigeria) – 1984 – 91
6. Education Officer, Federal Ministry of Education (Nigeria) – 1982 – 1984

SAMPLE INTERNATIONAL TRAINING AND CONFERENCES

(PARTICIPATION/FACILITATION)

1. International Conference/Workshop on Freedom of Expression – Lima, Peru, June 1997
2. International Workshop on Conflict Resolution Strategies in West Africa (by West African Journalists Association (WAJA) and Conciliation Resources (London), Accra, Ghana, June 1998
3. Conference on Media Pluralism in West Africa, Dakar, Senegal, February, 1998
4. International Conference/Workshop on Freedom of Expression, Paris, France, May 1998
5. Seminar on Promoting Community Media in Africa, Kampala, Uganda, June 1999
6. International Conference/Workshop on Freedom of Expression, Cape Town, South Africa, June 1999

7. Seminar on Media for Peace in Africa, Accra, Ghana, July 1999
8. Workshops on Formulation of Media/Free Expression Rights Advocacy Strategies for Nigeria, Accra, Ghana, August 1998
9. Workshop on Strategies for Media Coverage of Diversity in Nigeria. Lagos, November 1999
10. First International Workshop on Farm Radio Broadcasting, Rome, Italy, February 2001
11. Round-table on Information on Conflicts in West Africa – Dakar, Senegal, January 2002
12. Workshop on Young People’s Sexual and Reproductive Health in West Africa, Accra, Ghana, April 2002
13. Regional Conference on Media and Convergence, Cotonou, Benin Republic, February 2006

SAMPLE PROGRAMMES CREATED, COORDINATED OR DIRECTED

1. Workshop on Managing Breaking News, Lagos, Nigeria (June 1996)
2. Workshop on Reporting Rural Nigeria, Ado-Ekiti, Nigeria (May 1997)
3. Workshop on Investigative Reporting, Lagos, Nigeria, July 1997
4. Workshop on Reporting the Environment, Ibadan, Sept 1997
5. Workshops on Election Coverage for Nigerian Journalists - Abuja (Nov 1998), Lagos (Jan 1999)
6. West African Regional Workshop for Journalists on Election Coverage – Lagos, Feb/March 1999
7. Workshops for Journalists on Media in a Democracy – Jos (August 2000), Ibadan (Sept 2001)

8. Workshops on Negotiation, Advocacy and Conflict Resolution for Civil Society Organizations in Nigeria – Ibadan (South West), Jalingo (North-East), Owerri (South-East), Yenagoa (Niger Delta), Abuja (Federal Capital) – 2001 – 2002
9. Conference on Urban Violence, Ethnic Militias and the Challenge of Democratic Consolidation in Nigeria – Lagos (April 2002)
10. Project on the Production of Docu-Drama to Increase Public Education and Popular Participation in the Constitution-Making Process in Nigeria – from March 2002 (On – going)
11. Publication of “Nigeria Media Monitor” (Pioneer on-line media/free Expression Advocacy Publication in Nigeria) 1996 – 2000
12. Publication of ‘The Fourth Estate’, a bi-monthly print journal of the Media for Democracy (MFD) Coalition in Nigeria, 1998 – 2000
13. Publication of “Media in Nigeria” (Electronic Weekly on Media, Democracy and Development in Nigeria) since March 2002
14. Initiative on Building Community Radio in Nigeria – since 2003
15. Study on “State of the Media in Nigeria and the Prospective Place for Community Radio” (2004), a project of the World Association of Community Radio Broadcasters (AMARC).
16. Study on “Engaging Development: Environment and Content of Radio Broadcasting in Nigeria” (2007), a joint project of the Institute for Media and Society and the Panos Institute West Africa.
17. Development of “Curriculum for Community Radio Training in Nigeria” (2007), a joint project of the Institute for Media and Society and the Panos Institute West Africa.

INTERNATIONAL CONSULTANCIES

1. Consultant to UNESCO on Media Development Conference, Abuja, Nigeria, March 2000

2. Consultant to United Nations Mission in Liberia (UNMIL) on Media Development Programme, 2004 – 2005

SPECIAL APPOINTMENTS HELD

1. Personal Assistant to the Director General, National Youth Service Corps, Nigeria (1988 – 1990)
2. Secretary, Federal Govt Inter-Ministerial Task Team on the Planning of National Programme on Mass Mobilization for Social and Economic Recovery (MAMSER) (1987)
3. Governing Council Member, Institute of Chartered Mediators and Conciliators, Nigeria (2001 – the present)
4. Member, Federal Ministry of Education Committee on Community Radio Development (2004)
5. National Coordinator, Nigeria Community Radio Coalition (since 2003)
6. Member, Federal Govt Committee on Community Radio Policy (August – December 2006)

RECENT PUBLICATION

1. Building Community Radio in Nigeria: Issues and Challenges (ED), (2006)

MEMBERSHIP OF ACADEMIC/PROFESSIONAL ORGANIZATIONS

1. African Council on Communication Education (ACCE)
2. Nigerian Institute of International Affairs (NIIA)
3. Institute of Chartered Mediators and Conciliators (ICMC) – NIGERIA

REFEREES:

1. Prof. Alfred Opubor Secretary General,
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2. Dr Dayo Olagunju

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Daily Trust Newspaper, Abuja,
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