



**REPUBLIC OF LIBERIA**  
**ENVIRONMENTAL PROTECTION AGENCY (EPA)**

**P.O. Box 4024**  
**4th Street Sinkor, Tubman Boulevard**  
**1000 Monrovia, 10 Liberia**



**Communication & Awareness**

**July 2018**

**Supported by: The Liberia Forest Sector Project  
(LFSP)**

**Project ID: P154114  
TFA2427**

**Contract ID: EPA/LFSP/JFC/DCAS/01/18**

**July 26, 2018**

**Monrovia, Liberia**

## ACRONYNS AND ABBREVIATION

AfT	Agenda for Transformation
BCC	Behavior Change Communication
CARI	Central Agriculture Research Institute
CAS	Communication and Awareness Strategy
CBO	Community Based Organization
CCA	Common Country Assessments
CEPA	Communication, Education and Public Awareness
COP	Conference of the Parties
CRGE	Climate Resilient Green Economy
CSO	Civil Society Organizations
CU	Cuttington University
DLDD	Desertification Land Degradation and Drought
DP	Development Partners
ESIA	Environmental and Social Impacts Assessment
EPA	Environmental Protection Agency of Liberia
FBO	Faith Based Organizations
FCPF	Forest Carbon Partnership Facility
FDA	Forestry Development Authority
GEF	Global Environmental Facility
GHG	Green House Gas
GOL	Government of Liberia
GSM	Global System for Mobile Communication
INGOs	International Nongovernmental Organizations
LFSP	Liberia Forest Sector Project
LLA	Liberia Land Authority
MACs	Ministries, Agencies & Commissions
LMA	Liberia Maritime Authority
MEAs	Multilateral Environmental Agreements
M&E	Monitoring and Evaluation
MFDP	Ministry of Finance and Development Planning
MIA	Ministry of Internal Affairs
MICAT	Ministry of Information, Cultural Affairs & Tourism
MME	Ministry of Mines & Energy
MOA	Ministry of Agriculture
MOCI	Ministry of Commerce & Industry
MOD	Ministry of National Defense
MOE	Ministry of Education
MOJ	Ministry of Justice
MOL	Ministry of Labor
MOT	Ministry of Transport
NAP	National Action Programme for Sustainable Land Management
NBF	National Bureau of Fisheries

NGO	Non-Governmental Organization
PAs	Protected Area
PAPD	Pro Poor Agenda for Prosperity and Development
PFM	Participatory Forest Management
PROs	Public Relations Officers
PUL	Press Union of Liberia
RBM	Results-Based Management
REDD	Reducing Emissions from Deforestation and Forest Degradation
RL	Republic of Liberia
R-PIN	Readiness Plan Idea Note
R-PP	Readiness Preparation Proposal
RRSC	Regional REDD Steering Committees
SDGs	Sustainable Development Goals
SESA	Strategic Environmental and Social Assessment
SLM	Sustainable Land Management
SNP	Sapo National Park
SWOT	Strengths, Weaknesses, Opportunities and Threats Analysis
UL	University of Liberia
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNICEF	United Nations Children's Fund

# TABLE OF CONTENTS

ACRONYMS AND ABBREVIATION .....	ii
<b>FORWARD</b> .....	vi
<b>ACKNOWLEDGEMENT</b> .....	viii
<b>1. INTRODUCTION</b> .....	1
1.1 Rationale .....	1
1.2 Terms of Reference (ToRs) for the Strategy .....	1
1.3 Methodology and Approach.....	2
1.4 Implementation Period of the Strategy .....	2
1.5 Structure of the Strategy .....	2
1.6 Limitations .....	2
1.7 Background .....	3
<b>2. SITUATIONAL ANALYSIS</b> .....	5
2.1 External Communication Context.....	5
2.2 Internal Communication Context.....	5
2.3 Stakeholders Analysis and Champions .....	6
<b>2.3.1 Policy-Makers</b> .....	6
<b>2.3.2 Line Ministries, Agencies and Commissions</b> .....	7
<b>2.3.3 Private Sector</b> .....	10
<b>2.3.4 Development Partners</b> .....	10
<b>2.3.5 Media</b> .....	11
2.5 Champions .....	11
2.6 What are the Opportunities for the Strategy?.....	12
<b>3. COMMUNICATION COMPONENTS</b> .....	16
3.1 <i>Advocacy</i> .....	16
3.2 <i>Social Mobilization</i> .....	16
3.3 <i>Behavior Change Communication</i> .....	16
3.4 <i>Public Relations</i> .....	16
3.5 <i>Brand Management</i> .....	16
3.6 <i>Media Relations</i> .....	16
3.7 <i>Issues Management</i> .....	17

3.8 Communication Flow.....	17
3.9 Messages.....	17
3.9.1 Approaches to Message Development.....	17
<b>4. MONITORING AND EVALUATION.....</b>	<b>18</b>
<b>REFERENCES/SOURCES.....</b>	<b>19</b>
<b>ANNEXES.....</b>	<b>21</b>
Annex 1. Communication Management.....	21
Annex 2. Roles and Responsibilities of the Proposed Communication Bureau.....	21
Annex 3. Audiences' Profile.....	22
Annex 4: Rural Communities.....	22
Annex 5: General Public.....	23
Annex 6: Media.....	23
Annex 7: Civil Society.....	24
STAKEHOLDERS CONSULTED DURING THE PROCESS.....	37
<b>Table 1: List of Communication Impacts/Results.....</b>	<b>13</b>
<b>Table 2: Summary of Messages.....</b>	<b>24</b>
<b>Table 3: Key Content Elements of Messages by Target Audiences.....</b>	<b>26</b>
<b>Table 4: Audience Specific Channel.....</b>	<b>27</b>
<b>Table 5: Details of Activity Plan and Estimated Budget for the Five Year of Implementation.....</b>	<b>30</b>
<b>Table 6: Strategic Objectives, Outcome, Output, Performance Indicator.....</b>	<b>32</b>
<b>Table 7: Activities.....</b>	<b>32</b>

## FORWARD

There is consensus among actors of the needs for some awareness education that is geared towards enabling peoples and communities to advance sustainable natural resources and environmental management philosophy. This consensus was evident throughout the country among various interest groups who have expressed the desire to pursue sustainable resource and environmental management as foundation for national development renewal.

The consensus culminated into action plan which our next strategic plan took into consideration declaring the years 2018-2023 to propel the engine for sustainable natural resource and environmental management to another level through the communication, environmental education and public awareness pillar of the strategic plan (2017-2022).

As the environment conscience of the people and Government of the Republic of Liberia, the Environmental Protection Agency (EPA) of Liberia undertook concrete steps to make sustainable natural resources and environmental management a reality by, among others, repositioning its core activities particularly communication, environment education and public awareness strategy more responsive to the needs and priorities of the stakeholders.

This communication and public awareness Strategy for Environmental Education and Training is the EPA's living document resulting from this process. It presents the required strategic elements and the associated actions necessary for the EPA to play its role in meeting the goals of the strategy.

I am confident that with this Strategy to guide our actions, EPA's role in providing leadership in the environment component of our national development agenda is not only well defined but also on course to succeed in big time.

The Strategy further paves the way for EPA's active engagement in the Implementation of its strategic plan not only to green and make national development sustainable; but also empower stakeholders, especially local communities and other resource users, make informed decisions on the utilization of natural and environmental resources based on scientific evidence and the letter of the law.

I take this opportunity to thank all those who were involved directly or indirectly in the process of developing the strategy. The process involved all EPA's Departments but I will like to pay special tribute to the Departments of Planning and Policy provided the management leadership; while the Department of Multilateral Environmental Agreements(MEAs), provided the technical expertise that guided the development process along with the National Consultants and thematic expert group.

The process also benefited from inputs from line ministries, NGOs, professional organizations, managing and news editors of broadcast and print outlets and media institutions such as the Press

Union of Liberia. Others included the Department of Mass Communication of the University of Liberia (UL) and civil society organizations.

Opportunities offered by various fora such as thematic experts' group meetings, technical review sessions attended by media managers and editors–In-chief and experienced development education professionals/animators were also used to get feedbacks and comments on the Strategy. In addition, the Strategy has undergone extensive peer review at different levels. The insights of experts such as Prof. Wade Korvah Wreh Borley of the UL were instrumental in questioning our assumptions, many times forcing us to rethink through issues we took for granted. We finally like to thank Instructor S. Kpanbayeze Duworko, II, also of the UL, for editing the document.

Since this is a living document, we expect to keep it under continuous review. We will be happy to receive your feedback to help us do this. This is important because we live in a fast-changing world with new and emerging issues taking center-stage. I believe that a good strategy should be flexible enough to take on board such new issues as they occur.



**Dr. Nathaniel T. Blama, Sr.**  
**EXECUTIVE DIRECTOR/CEO**  
**Environmental Protection Agency of Liberia**

## ACKNOWLEDGEMENT

The Communication and Public Awareness Strategy (CAS) for the EPA of Liberia was prepared by Mr. Joseph F. Charlie and team of National Consultants as part of the products under the MOU between the EPA and Forestry Development Authority (FDA) for the Agency to provide management services for the implementation of Component 1 (National Level Institutional Support) under the Liberia Forest Sector Project (LFSP). Special thanks go to Mr. J.S. Datuama Cammue, communication reference professional at the EPA for providing technical guidance, commenting on the zero draft and editing the contents/activities of the strategy. Mr. Z. Elijah Whapoe, Manager for Planning and Policy, EPA, for providing management support to the consulting team. We also extend thanks to Nick Benitos Goll, II Environmental Safeguards Coordinator at the EPA/LFSP for the cover photo and layout.

The consulting team is grateful to the reference group of people drawn from various line ministries and agencies, environment, conservation and media organizations for providing candid opinions on the issues and what should constitute the content of this strategy. We extend special thanks and appreciation for helping us to do a better job.

We also extend thanks and appreciation to those professionals who behind the scene critiqued the strategy and helped to improve the quality of work and contents. Special thanks to the interviewees in the various line ministries and agencies, organizations and professionals for providing us opinions which helped to make the work easier.

# 1. INTRODUCTION

## 1.1 Rationale

This CAS is an outcome of a memorandum of understanding between the FDA with the EPA requiring the Agency to provide management services for the implementation of Component 1 (Subcomponent 1.1) which is [‘National Level Institutional Support of the Liberia Forest Sector Project (LFSP)’]. With overwhelming evidence that the key to sustainable natural resources and environmental management is an informed, educated and an aware population, the Agency decided to apportion parts of the resources to the development of the CAS for sustainable natural resources and environmental management.

The LFSP is part of the ambitious Agenda for Transformation (AfT) and Vision 2030, of the primary National Development Agendas for short and long term, taking Liberia to a middle income nation by 2030; and the Pro Poor Agenda for Prosperity and Development (PAPD). These national development instruments seek to enhance the contribution sustainable resource and environment management can do to eliminate poverty and promote sustainable economic growth, food security, and broader achievement of the Sustainable Development Goals (SDGs).

The principal aim of the Communication and Awareness Strategy (CAS) is to promote increased information and education/knowledge among policy/decision makers, the rural population at the fringes of natural resources, including the rainforest, subsistence farmer communities, urban dwellers, concessionaires, industrial and artisanal mining interests, municipal governments, local government actors, civil society and the media. The strategy implementation will provide public space for wider debate and dialogue among stakeholders regarding the contribution sustainable resource and environmental management can contribute to national development objectives and its implication to meeting local, national and global environmental benefits.

## 1.2 Terms of Reference (ToRs) for the Strategy

- i. To develop appropriate messages to promote sustainable natural resources and environmental management programmes for all stakeholders;
- ii. To identify stakeholders and their perceptions and come up with ways of influencing them;
- iii. To develop appropriate messages targeting stakeholders;
- iv. To list the themes for social debates and make recommendations on how stakeholders could engage in these debates;
- v. To identify tools and activities for communicating appropriate messages; and
- vi. To develop an action plan, indicating roles and responsibilities, timelines and possible partners linked to the achievements of the key results.

### **1.3 Methodology and Approach**

A participatory consultation process was held with key stakeholders in December, 2017 and January-February 2018 in Monrovia. The consultation was led by the National Consultant and team of professionals. A desk study of several sources of media and environment education, specifically on communication and awareness strategies, in and out of the country in different circumstances and media landscapes to strengthen already gathered materials for the task.

### **1.4 Implementation Period of the Strategy**

Implementation of this CAS runs from 2018-2023 with a 2-year review period, at which time the strategy will be required to take into consideration current realities and circumstances.

### **1.5 Structure of the Strategy**

The strategy is presented in four parts.

- PART I: Focuses on the institutional context and current challenges facing the Agency to carry out its mandates. It surveys the current communications environment and its likely impacts and argues for a new approach.
- PART II: Maps out the various components, the various programmes elements and the implementation strategy.
- PART III: Implementation matrix. It links the strategies to the national vision and mission, for development and the SDGs. This section of the strategy indicates the dissemination of information using various channels of communication and the means of verification. It further identifies partners promoting the various communication interventions.
- PART IV: Lists of the Annexes of the strategy.

### **1.6 Limitations**

The time available for conducting the research was limited. Travel was also limited to Monrovia, the Capital City of the Country due to resource constraints. The study would have benefited from the use of other tools such as questionnaire administration. The method mostly used was focus groups discussion. This caused delays in the preparation of the strategy as the Consultants were obliged to carry out more face to face discussion than initially planned. Despite these limitations, the assignment generally went well.

## 1.7 Background

In Liberia, centralized environment management started in 2003 after the passage into law of the environmental framework legislations (Environmental Policy of Liberia, Environment Protection Agency Act, Environmental Protection and Management Law) in November, 2002.

In preceding years, environmental management was dealt with at the sectoral level by various government agencies until 1998. It was the year that Liberians in assembly at the “Vision 2024” National Conference called to discuss national development agenda for that period, passed a resolution for the establishment of an environmental protection entity to ensure sustainable natural resources and environmental management. The Government of the day in 1999 established the National Environmental Commission of Liberia (NECOLIB) to work out the modalities leading to the establishment of a full fledged environmental protection agency. This interim body completed its in 2003 after the passage of the legislations in November, 2002 leading to the establishment of the Environmental Protection Agency of Liberia commonly known as “EPA”.

Section 37 of the Act which established the EPA, requires that every undertaking for the purpose of development or investment project that have the potential to impact the environment, must be subjected to Environmental and Social Impacts Assessment (ESIA) to determine the likely impacts and put in place mitigation measures to ensure sustainable development approach as set out in Agenda 21 of the UN which Liberia subscribes to. In addition, Sections 17 and 18 of the Environmental Protection and Management Law also require public consultation and hearing on issues that impact the environment. At the same time, Section 28 of the Agency Act mandates the establishment of environmental units in line ministries, agencies and commissions all geared toward providing the population with the necessary education and information to make informed decisions on the environment and natural resources management.

On the other hand, Sections 30 and 31 of the Agency Act require environmental planning at the national, county, districts, clan and community levels in supporting sustainable development drive. Regarding access to information, education and public awareness, Sections 101 and 102 of the same Agency Act, call for access to information, education and public awareness to stakeholders to make informed decisions about resource and environmental management. The EPA is the national institution mandated by the second Republic constitution to ensure clean environment and sustainable management of natural resource.

Since its establishment in 2003, the Agency has struggled to carry out these responsibilities (public information dissemination, education and awareness) with limited financial resources. As a result, the Agency has been constrained to limit its role to establishing environment units in line ministries and agencies, environment clubs in select number of secondary schools and communities; and conducting stakeholder workshops, and seminars while conventional media approach remains

unattended to. Given these circumstances, informed decision-making on environmental issues continues to be a great challenge.

The consultation/face to face interview conducted to form the basis of the preparation of this strategy concluded that communication must be a central driving force of public awareness, information dissemination and education process as provided for in Sections 101 and 102 of the Environmental Protection and Management Law of Liberia. The strategy is therefore prepared to:

- ❖ Raise the profile of the Agency's awareness and education initiative from national to community level with identified audiences;
- ❖ Ensure effective lobbying and advocacy with critical stakeholders such as policy-makers; and
- ❖ Provide effective communication programmes useful to help stakeholders make informed opinions on resource and environmental management.

## 2. SITUATIONAL ANALYSIS

The stakeholder consultation carried out for the preparation of this strategy established that there exist institutional structures involving partners like INGOs, NGOs, CSOs, development partners and the media that could advance the process of the strategy. The consultation further revealed that there exist gaps in resource and environmental management communication and indicated that:

- ❖ Most of these organizations have limited capacity in environment communication;
- ❖ Most awareness initiatives focused on selected communities, mainly urban centers leading to the exclusion of other stakeholders;
- ❖ Inadequate logistical and financial resources to support information dissemination and environmental education and thus only focus mostly on few stakeholders, especially those in the Monrovia metropolitan environment; thereby, excluding large sections of the population; and
- ❖ That the national mass media have very limited knowledge and information which inform environmental communication and education. The media are mostly involved in political and social media communication. It was therefore concluded that the mass media have inadequate capacity to lead mass information, education and public awareness initiative on environmental and natural resources management.
- ❖ Given the inadequacy of the mass media to conduct meaningful environmental and natural resources education, information dissemination and public awareness, stakeholders continue to possess inadequate ability to informed decisions on the sector.

### 2.1 External Communication Context

Mass media and communications are undergoing rapid advancement in the use of high-speed technology such as the internet, digital media and other new social media platforms and easy to use methodologies like list-serves and blogs, issue-based online community sites, blogging, etc. for broader stakeholders' reach.

These platforms array of platforms along with traditional communication models such as conferences, seminars, workshops, focus group discussion have re-enforced effort to reach every stakeholder group as matter of seconds instead in the current age. With the availability of these social engineering tools have made communication much easier. These easy to use methodologies along with social marketing strategies and promotional mix tools are those instruments this strategy will now draw on to market sustainable natural resources and environmental management as the foundation of sustainable development.

### 2.2 Internal Communication Context

The communication process is conducted through the traditional information sharing/consultation process through workshops, focus group discussion within the Agency, environmental units' level at line ministries, agencies and commissions and targeted communities. This process has contributed to the engagement of stakeholders. In addition, stakeholder engagement processes

occur during public hearing of ESIA review as platform to create awareness on topical issues like biodiversity conservation, climate change mitigation, sustainable land and waste management, etc.

The media have been involved in publicizing events and issues through regular invitation extended to participate or cover activities and events such as World Environment Day, International Biodiversity Day and National Tree Planting Day. Media associations including Climate Change Journalist Associations formation was midwived by the Agency in an effort to increase public understanding of environmental issues. On the other hand, little emphasis has been placed on generating high-profile communications products such as jingles and branded advertising messages that can reach the general public in user-friendly form. The research findings of this strategy identified the ill preparedness of the mass media to conduct natural resource and environmental media and also due to funding difficulty to offset some of these difficulties through refresher and hand-on training.

The greatest opportunity to improving the situation currently is the existence of a liberal media landscape with plethora of media outlets and willingness of some stakeholders to provide meaningful assistance for offset training programme. At the last count, there are over five (5) national broadcast outlets, twenty-five (25) print media institutions, more than seventy (70) community radio stations in a country with a size of thirty-nine (39) thousand square miles with a population of little over 3.5 million and one of the faster population growth rate in the continent 2.1 percent annually (LISGIS 2008). By this share number of communication outlets, one can say informed decision-making on resource and environmental issues is within reach. However, there continue to be challenges in informed decision making on these matters. Changing that reality requires capacity building of the media which this strategy is well suited to alleviate some.

## **2.3 Stakeholders Analysis and Champions**

The mapping of stakeholders and champions for this strategy was identified both during the inception activities and the face to face interviews conducted to gather data to inform the preparation of this strategy.

### **2.3.1 Policy-Makers**

These stakeholders composed of members of the National Legislature, cabinet ministers and heads of public corporations. This stakeholder group is very important in policy formulation, implementation and sharing of the national budget for national development and things that make life worth living. These stakeholder groups are responsible for major aspect of national decision-making on resource use and management and who are the beneficiaries.

Policy-makers must be briefed properly on issues tabled for their actions, especially those related to resource and environmental management. The process cannot be rushed if any meaningful results are expected. It is very important to get the necessary political buy-in. The Agency and her allies can do these through organization of dialogical forums providing platform for interaction

between and the policy-makers and the Agency and her allies. In addition, policy briefs and other forms of media programmes along with any other analytical tools that emphasize the link between natural resources, environment, development should also be used to improve inform decision-making of issues of resource and environmental management .

### **2.3.2 Line Ministries, Agencies and Commissions**

Line ministries, agencies and commissions are those with specific mandates in implementing policies that deal with the environmental and natural resources management issues:

#### ***2.3.2.1 Ministry of State for Presidential Affairs***

The Ministry of State for Presidential Affairs coordinates activities from the President's office with various line ministries, agencies and commissions. This ministry is very important since it coordinates issues associated with concessions negotiations, agreements, treaties signing, accession and ratification with all the stakeholders including that of the National Legislature and foreign partners. The ministry further plays a pivotal role in the executive branch's legislative agenda \programs with all the key players.

#### ***2.3.2.2 Ministry of Agriculture***

The Ministry of Agriculture is responsible for the implementation of the government's agriculture programs and acts as a bridge between farmers and research institutes working to come up with new planting materials and other techniques. Agricultural activities, especially subsistence farming and plantation agriculture whether oil palm or rubber, have some of the greatest impacts on the environment. This ministry is further responsible to lead national programmes for food security and sustainable production of agriculture products and livelihood. The long-standing sustainable management of agricultural biodiversity as require by our treaty obligations under the CBD and Environmental and Social Impact Assessment treaties is yet to be answered well in the activities of this ministry's programmes. Also, it is this ministry that is largely in contact with the largest proportion of the population involved in subsistence agriculture and having the responsibilities to carry out extension education for small holder farmers and serve as regulator for agricultural policies, laws and technical instruments and guidelines.

#### ***2.3.2.3 Forestry Development Authority***

The FDA by law is the national entity responsible to manage the affairs of forestry practices at the national level. The FDA carries its activities on three (3) levels (commercial, conservation and community forestry). The authority is the principal authority for conservation activities and community forestry which basically deal with management of forest and NFTP's products. The Authority is at the same responsible for the execution of round log exploitation.

Log exploitation, subsistence agriculture and artisanal mining top the list for forest degradation and/or deforestation. Due to deforestation attributed to these practices, the once mighty terrestrial

forest covering the entire landscape of the country is now fragmented and divided one in the southeast and the northwest of the country. While these contradictions exist, the FDA is one of the national entities that is the closest allies of the EPA in the application and implementation of the Environmental and Social Impact Assessment regime. The Authority does not grant any logging contract to concessionaire without an Environmental and Social Impact certificate from the EPA.

EPA by its mandates is the principal authority on Multilateral Environmental Agreements. The key instrument to hold actors and stakeholders accountable is the Environmental and Social Impact Assessment (ESIA) regime in place to hold stakeholder accountable for their environmental obligations. The EPA as the Designated National Competent Authority of Multilateral Environmental Agreements (MEAs), is charged with the responsibility to mainstream international and regional MEAs into national legislations, policies and development plans and programmes.

#### ***2.3.2.4 Ministry of Mines and Energy (MME)***

The Ministry of Mines and Energy is responsible for the administration of mineral and energy resources of the country. It is responsible for mining of solid mineral which by definition has created one of the biggest environmental problems in the country.

While this ministry like the FDA is one of the closest allies of the Agency enforcing stakeholders' compliance to the ESIA regime, there continue to be difficulties associated with that relationship. There continue to be mining activities taking place in protected areas (PAs) which is serious violation of the country's obligations under the Convention on Biological Diversity, Convention in International Trade in Endangered species of fauna and Flora, Convention on Migratory Species and the United Nations Convention to Combat Desertification. Environmental degradation associated with mining had have profound impacts on the environment and public health.

#### ***2.3.2.5 Ministry of Finance and Development Planning (MFDP)***

The Ministry of Finance and Development Planning leads the implementation of the National Development programmes and coordinates multilateral funding support to the government. The ministry is the principal authority on fiscal and development planning and executing agency of the Government of Liberia development programmes from the fiscal stand point. The ministry in recent past has offered to support fully issues associated with sustainable natural resources and environmental management.

Also, this Ministry is the statutory Chair of the Administrative Board of the EPA, providing managerial oversight of the management of the Agency through direct coordination with the Executive Director and its management team. If the support of this ministry is fully enlisted, many of the difficulties associated with sustainable environmental management issues will be curtailed and that economic evidence of the impacts and costs and benefits of both unsustainable natural

resources and environmental degradation will be generated and disseminated; poverty, unsustainable resource and environmental issues will be to a greater extent mainstreamed in key over-arching national development frameworks and practices.

#### ***2.3.2.6 Liberia Land Authority***

The Liberia Land Authority Is responsible for land management in the country. This entity is among the newest institutions created under the governance reform programme of the government of Liberia to ensure accountable leadership of the state as defines by the 1986 Constitution. The legislation giving birth to this new entity classified land in four categories: Public land, community land, state land and private land. Land management is among the many issues that has resulted into unsustainable resource and environmental management. Prior to the passage of this law, existing practices violated the Constitution of 1847 and 1986. While particularly the 1986 Constitution guarantees tenure right, practices by stakeholders denied stakeholders particularly local people tenure rights which is one reason for unsustainable practices in resource use etc.

#### ***2.3.2.7 Ministry of Public Work***

The ministry is responsible for infrastructure development (road, bridges, buildings, rail way e.t.c) and zoning regulation in the country. The near lack of zoning regulation is responsible for some of the critical environmental issues such reclaiming of urban mangroves, unplanned settlements etc. Very few urban centers in the country is plan consistent with zoning regulations in the whole country.

#### ***2.3.2.8 Liberia Electricity Corporation***

The Liberia Electricity Corporation is responsible for the management of the national electricity grip. It is responsible to generate and distribute electricity for domestic consumption by residents, business and industrial complexes including mining interests. It generates electricity for diesel and hydro power.

#### ***2.3.2.9 Liberia Water and Sewer Corporation***

Liberia Water and Sewer Corporation is responsible for the production, management and distribution of municipal water resources for the population. It is also responsible for the management of municipal sewer system. Waste associated with sewer system is one of the greatest environmental problem confronting the country.

#### ***2.3.2.10 Liberia Renewable Rural Energy Agency***

This agency is one of the generations of new institutions created as a result of the governance e reform agenda of the government to promote open society and renewable energy in promoting carbon neutral energy mix. This agency is responsible to promote and initiate renewable sources through small hydro and other mix.

### **2.3.3 Private Sector**

Another level of stakeholders are concessionaires with direct interest in the use of environmental resources such as forest, iron ore, energy, oil palm industry biodiversity resources, land, waste management, water, those in the sale of renewable and non-renewable energy, livestock/agricultural products:

#### ***2.3.3.1 Arcelor Mittal***

Arcelor Mittal is the largest forest investment in the country focus on the exploitation of iron ore from the Mount Nimba bordering Guinea and Cote d Ivory. Iron mining present huge environmental challenges including siltation, erosion, vegetation removal etc. Another sector among the private sector is the plantation agricultural concessions which include rubber and oil palm. More than 3 million hectares of forest land loss to these concessions. Firestone and Liberia Agriculture Company are the largest rubber plantations. Firestone use to be the largest rubber plantation in Africa but is now the fourth largest in Africa.

On the other hand, oil palm plantations are the new sources of environmental nuances which include the loss of tropical forest, community lands, the impact of the residue of agro-chemical application etc. Sime Darby, Golden Veroleum, Equatorial Oil Palm are among the largest with a combine land holding of over 800,000 hectares.

The commercial banks are another important sector of the private sector also contributing to environmental problems in the country. Commercial banks are the Principal financiers of most of the private sector investment in the mining and agricultural plantation which causing huge environmental challenges. Some of the leading commercial banks are Eco-Bank, Afriland Bank, UBA, LBDI, FIB etc.

### **2.3.4 Development Partners**

Development partners include national, regional and international organizations and the media. They are important because they provide research and develop projects that can be replicated on a wider scale to promote sustainable development. They engage in development interventions and research, innovation and piloting; while the media are gate way to an informed and educated population.

Some of the development partners are the universities, community colleges, technical learning institutions, Central Agricultural Research Institute, the NGOs, both local and international such as Society for the Conservation of Nature of Liberia (SCNL), Farmer Association to Conserve the Environment (FACE), Save My Future (SAMFU), Global Witness, Fauna & Flora International (FFI), Conservation International (CI), Environmental Justice Foundation, Liberia Extractive Transparency Initiative (LIETI), Liberia Institute of Statistics and Geo-Information Services, Ministry of Health, Liberia Biomedical Research Institute and media based research centers. The

multilateral organizations active in the promotion of sustainable resource and environmental related activities include UNDP, UNEP, Global Environment Facility (GEF), USAID, EU Commission, GIZ, ECOWAS, AU Commission and SIDA.

It is worth to mention that the Environmental Protection Agency of Liberia active in both the regional and continental effort through ECOWAS and AU to integrate/mainstream environmental concerns from these levels for national, regional and continental development. The AU is leading the mainstreaming of the Rio and chemical conventions at the continental level while ECOWA is pushing it at the regional level in West Africa. The community has now developed regional policy on biosafety and CITES and other key sectors.

### **2.3.5 Media**

Media organizations are important for raising public awareness; especially when there is a liberal media landscape. The Liberian media have grown in number somewhere from few dailies and radio stations to several newspapers and over seventy (70) national and community radio stations spread across the country. Television stations have also grown in number, though with impact in urban centers especially in Monrovia. Based on our findings, radio remains the dominant outlet for communication, information and education in the country given that it has no barrier (language and distance). Currently, there are several radio stations, but 2 (two) have wider coverage including Liberia Broadcasting Corporation (ELBC) and ECOWAS Radio. ELBC is the national radio and television network; Truth FM Radio and TV; ECOWAS Radio, previously UNMIL Radio; and Power TV and Radio are among the more than six (6) national networks and over seventy (70) community radio stations spread over the country( National Media Center, Press Union of Liberia 2016).

These outlets conduct vibrant current affairs, information and education programmes with large audiences though with limited environmental content. These outlets can be turned into a greater asset when the strategy's various programmes and activities are rolled-out.

There are also several media organizations in the countries. These include the Press Union of Liberia (PUL), Sports Writers Association of Liberia (SWAL), Reporters Association of Liberia (RAL), Publishers Association of Liberia (PAL), the Liberia Media Center (LMC), Public Trust Media (PTM), Center for Media Studies and Peace-building (CEMESP), and Liberia Media for Democratic Initiative (LMDI). These entities could be very useful in helping the Agency achieve the overall goal of the CAS.

### **2.5 Champions**

Champions are individuals (or in some cases, organizations) who occupy a special place in society, play an advocacy role or who would normally have passion for particular cause(s). They can be used as partners in promoting sustainable natural resources, poverty and environmental messages.

The most important qualities of a champion are commitment, passion and drive. In addition to this is the ability for the “champion” to have an impact and influence at all levels of society, including at the community level. Another key quality is the ability for the individual to listen to and be receptive to the viewpoints of concerned groups.

## **2.6 What are the Opportunities for the Strategy?**

Champions will be very important to the implementation of this strategy for several reasons:

- ❖ Playing an advocacy role in sensitizing stakeholders on the relevance and importance of the issues;
- ❖ Promoting environmental investments, e.g. in renewable energy, water, pollution and waste management;
- ❖ Promoting research initiatives on poverty, resource and environmental management, including biodiversity and climate change;
- ❖ Influencing and promoting policy-advocacy for legislation, policies, plans and programmes nationally and internationally;
- ❖ Changing people’s mindsets on resource and environmental management;
- ❖ Participating in communication and outreach programmes; and
- ❖ Promoting linkages with international partners.

Various individuals ranging from politicians to musicians; environmentalists to business and traditional leaders, media, noted academicians, sport personalities, and our Nobel Laureates are potential champions for the strategy.

**Table 1: List of Communication Impacts/Results**

<b>STRATEGIC OBJECTIVES, OUTCOMES AND OUTPUTS</b>		
<p>The overall goal of this communication strategy is to enhance communication with different stakeholders to raise awareness, minimize negative perceptions and ascertain favorable behavior on resource and environmental management issues in the country and; thereby, ensure meaningful engagement and high level commitment to informed decision-making on the environment.</p> <p>Consistent with the EPA’s mission, strategic priorities and strategic position and in line with the overall goal of the communication strategy, the agency plans to achieve the following strategic objectives in the implementation of the strategy which runs from 2018-2023 (five years).</p>		
<b>OBJECTIVES</b>	<b>OUTCOMES</b>	<b>OUTPUTS</b>
<p><b>Objective 1.</b> To ensure that all stakeholders are informed, educated and sensitized about sustainable resource and environmental management and take a sense of ownership of the process.</p>	<ol style="list-style-type: none"> <li>1. Information on resource and environmental management readily available to key stakeholders;</li> <li>2. Engagement on environmental issues among key stakeholders improved; and</li> <li>3. Sense of ownership and obligation to act positively on environmental issues among key stakeholders increased.</li> </ol>	<ol style="list-style-type: none"> <li>1. Stakeholders seminars, workshop, and consultative meetings organized;</li> <li>2. Communication messages, briefing, information, articles, publications, audio, and video materials, blogs, radio jingles, radio announcements, drama and theater, flash messages on TV, meeting agenda, concept notes, etc. developed;</li> <li>3. Promotional campaigns designed;</li> <li>4. Stakeholders engagement strategy designed, communicated and implemented; and</li> <li>5. Audiences equipped with information/education.</li> </ol>
<p><b>Objective 2.</b> To exploit innovative and existing communication channels and techniques to maximize awareness and promote understanding of environmental issues such as biodiversity management, climate change, land management, etc.</p>	<ol style="list-style-type: none"> <li>1. The optimal use of existing opportunities of communication increased; and</li> <li>2. Innovative and new communication channels harnessed;</li> </ol>	<ol style="list-style-type: none"> <li>1. Innovative and existing communication channels Identified and made use of;</li> <li>2. Messages developed in line with the inherent nature of the channel and the characteristics of the audiences; and</li> <li>3. Messages disseminated.</li> </ol>
<p><b>Objective 3:</b> To strengthen relationship and communication with the news media to enhance wider coverage of environmental issues.</p>	<ol style="list-style-type: none"> <li>1. Develop media contact, targeting desired and influential media outlets for publicity/education;</li> <li>2. Create, maintain and constantly update media data base;</li> </ol>	<ol style="list-style-type: none"> <li>1. Media contact plan developed;</li> <li>2. Media database created and updated regularly;</li> <li>3. Dialogues with editors/managing editors organized;</li> <li>4. Regular press briefings held;</li> <li>5. Periodic press releases disseminated;</li> </ol>

	<p>3. Organize editors' dialogue to create and strengthen relations with managing editors to enhance reportage of the environment;</p> <p>4. Organize regular media briefings and one-on-one sessions with journalists on various aspects of resource and environmental management;</p> <p>5. Develop and issue press releases periodically to update stakeholders;</p> <p>6. Establish media ambassadors for environment and sustainable development;</p> <p>7. Organize training workshops on environmental reporting; and</p> <p>8. Organize field trips and study tours for selected media personnel.</p>	<p>7. Media ambassadors for environment commissioned;</p> <p>8. Training on environment reporting for media organized; and</p> <p>9. Field trip and study tour for selected media persons organized.</p>
<p><b>Objective 4.</b> To increase capacity amongst stakeholders by building a multi-level flow of information, education through technical and financial supports and training/ workshops.</p>	<p>Capacity of generating and using information/education improved;</p>	<p>1. Technical support provided to improve resource and environmental management news coverage;</p> <p>2. Financial support given to media organizations for media outreach and strengthening community radio outlets and national networks;</p> <p>3. Trainings and workshops organized;</p> <p>5. Training and workshops materials prepared; and</p> <p>6. Transmitted information and the communication channels mixed.</p>
<p><b>Objective 5.</b> To increase the operational efficiency of media coverage of the environment and activities of the Agency.</p>	<p>1. Improved capacity for efficient internal communication;</p> <p>2. Augmented capacity for efficient external communication; and</p> <p>3. Effective communication mechanisms on all aspects pertinent to environment, resource use and development providing information to stakeholders in appropriate formats.</p>	<p>1. The authority and accountability of the communication function of the Agency redefined.</p> <p>2. Reinvigorated structural link of environment and development with mass media;</p> <p>3. Augmented staffed of the Communication Bureau of the Agency;</p> <p>4. Well-resourced and budgeted Communication Bureau;</p> <p>5. Capacitated staff for improved efficiency of communication;</p>

		6. Capacitated key stakeholders for improved communication network; and 7. Improved communication channels mixed and used.

### 3. COMMUNICATION COMPONENTS

Interviews conducted, largely using face-face consultations, led to the conclusion that the strategy must have the below stated components to ensure that issues raised by stakeholders get the kind of attention they deserve:

#### *3.1 Advocacy*

Natural Resources and environmental communication should target leadership and power (policy-makers), business and social leaders at the national, county, district, chiefdom, local and community levels. This component of the strategy is to inform, motivate and create a supportive environment for sustainable resources and environmental management. This can be achieved through speaking out on critical issues, initiating public discourses and allocating appropriate resources.

#### *3.2 Social Mobilization*

Social mobilization within this context is a process of harnessing partners to raise demand for sustained progress toward development objectives. The intent and purpose of this approach is to enlist the participation of institutions, community network and social and religious organizations to use their membership and resources to strengthen participation in the activities of resource and environmental management at the grass-root level.

#### *3.3 Behavior Change Communication*

This component of the strategy calls for face-to-face dialogical engagements with individuals/groups to inform, motivate, problem-solve or plan with the objective to promote behavior change.

#### *3.4 Public Relations*

The strategy should not only serve to define the mission but must also establish and maintain positive image of the benefits of sustainable resource and environmental management to the Liberian society and greater global community.

#### *3.5 Brand Management*

The communication and awareness strategy should and must create a strong and credible environmental brand identity, establishing a consistent image that provides the Agency and issues associated with sustainable natural and environmental management robust personality among stakeholders.

#### *3.6 Media Relations*

The media are beacon of information, education/awareness and entertainment; the media have to be challenged to provide positive image and awareness, information and education among stakeholders on issues associated with resource and environmental management. This is possible

through not only making the media partner but also getting its endorsement for the implementation of the strategy.

### ***3.7 Issues Management***

Given the complexity of environmental issues, differences in opinions by the various stakeholders and constituents, a participatory management approach will be required to manage issues expected to be addressed under the implementation plan. Priority should be given to stakeholder engagement; and second, shaping outreach activities to all stakeholders; ensuring that engagement is properly targeted, meaningful and understandable to each audience.

### ***3.8 Communication Flow***

This strategy will follow a decentralized approach to communication flow at national, county, district and community levels. The communication Manager and technical staff of the proposed Communication Bureau of the EPA will be responsible for the design and implementation of the key elements of the communication process. The proposed Bureau will partner with media outlets, advocacy and social organizations in the process. Political and financial level support will come from the Executive Director of the Agency. Technical back-stocking on the other hand, will be provided by the departments such as MEAs, Inter-sectoral and Enforcement and Compliance. This process will continue down the line, starting with county-community level where the roles of community radio and local leaders will be significant.

### ***3.9 Messages***

This strategy will provide rare opportunity to the Agency to align its communication and awareness messages to its strategic objectives and promote near-term priorities. While general messages on sustainable resources and environmental management are the central focus, specific messages with context-specific for events, information products and particular audiences will also be developed. These specific messages shall be processed into press releases, presentations, videos or other outreach materials to convey key information, education and awareness. To facilitate the process, we propose the transformation of the EPA media office into a Communication Bureau with full time professional and technical staff.

#### ***3.9.1 Approaches to Message Development***

It is imperative that messages are tied to the goals and objectives set to be achieved by this CAS. Messages, by definition, deliver important information about the issues and compel targeted audience(s) to think, feel, and act. They can:

- Show the importance, urgency or magnitude of the issue;
- Show the relevance and put human face on the issue;
- Tie specific audience's values, beliefs or interests; and
- Reflect an understanding of what would motivate the audience to think, feel, or act and must be culturally relevant and sensitive.

## 4. MONITORING AND EVALUATION

Monitoring and Evaluation (M&E) is a critical and indispensable function of the communication strategy. The implementation of the communication strategy should be monitored and evaluated at the different phases of the implementation cycle by applying a comprehensive monitoring and evaluation framework that includes activity, processes evaluation, and effectiveness evaluation. Monitoring and evaluation should be both participatory and consultative, involving a range of partners and other stakeholders. Communication strategic plan shall be involved in the monitoring and evaluation of this strategy. Implementation of the strategic initiatives shall be guided by a logical framework in which their objectives, outputs, outcomes and inputs are clearly defined. The performance indicators for these strategic initiatives should be selected in line with the strategic performance indicators identified for this strategic plan. The strategic plan shall be monitored and evaluated as per the performance indicators identified to measure progress to achieve strategic objectives.

The overall measurement and evaluation of the strategic plan should be supported by a formal measurement and evaluation system. The monitoring and evaluation system should be designed to capture progress on implementation of strategic activities and achievement of their outputs. To ensure that strategic and activity milestones are achieved, and hence, determine whether the target achievements are met on time. Annual work plans with quarterly targets are recommended. During implementation of the plan, monthly monitoring shall be carried out to identify problems, to design remedial actions and employ appropriate solutions. Quarterly reports shall be prepared by aggregating monthly reports.

Performance on strategic indicators shall be monitored and evaluated through mid-term and final appraisals, depending on prevailing situations by external consultants or in-house expertise based on selected indicators.

An initial step to the development of a monitoring and evaluation system, an indicator protocol and monitoring plan should be prepared for all the indicators, providing precise definitions, rationale, unit of measurement, method of computation, data source, data gathering instruments, means of verification, potential risks and mitigation measures, and baseline and targets.

A communication strategy is an outcome-based strategy; therefore, its monitoring and evaluation should include: stakeholders' awareness, attitudes, and actions as well as cost effectiveness. Participatory monitoring and evaluation approach will be used to involve all groups for whom the communication strategy is intended to make it possible for stakeholders to reflect upon their own experiences. For example, validation workshops, national and regional consultations and surveys on public views should be organized to stimulate debate and gather opinions, comments, views, and suggestions among key stakeholders and the general public. The feedback will supply the outcome reports with evidence-based information necessary for policy makers to make smart and timely decisions regarding the effective use of resources available.

## REFERENCES

- .2017. *Communication Strategy for Access and Benefit Sharing Arising from the Utilization of Genetic Resources and Traditional Knowledge*. Monrovia, Liberia.
- . (2010). *In-Situ and Ex-Situ Conservation Capacity Needs Assessment Under the Project “Enabling Activity (ADD-ON) & Country Driven CHM Under the Convention on Biological Diversity”* (Unpublished). Monrovia, Liberia.
- Dela, Jinie et al. *Communication, Education and Public Awareness (CEPA): A Toolkit for National Focal Points and NBSAP Coordinators*. <https://www.cbd.int/cepa/toolkit/2008/doc/> (retrieved May 23, 2018).
- Dickson, D. (2010). *Biodiversity Loss Matters and Communication Is Crucial*. [www.scidev.net](http://www.scidev.net) (retrieved April 2, 2018).
- Duworko, II, S. K. (2017). *Communication and Public Awareness Strategy Revised NBSAP*. Environmental Protection Agency, Monrovia, Liberia
- EPA .(2006). *National Ozone Regulations Montreal Protocol*. Monrovia, Liberia.
- EPA .(2009). *National Implementation Plan (NIP) Stockholm Convention*. Monrovia, Liberia.
- EPA .(2017). *Findings of the Scoping and Biophysical studies of TEEB Liberia*. Monrovia, Liberia.
- EPA. (2008). *National Adaptation Plan of Action*. Monrovia, Liberia.
- EPA. (2011). *National Action Plan (NAP) for Sustainable Land Management*. Monrovia, Liberia.
- EPA. (2016). *Findings National Biosafety Framework Project*. Monrovia, Liberia.
- EPA. (2017). *Liberia’s Climate Policy and Respond Strategy*. Monrovia, Liberia.
- EPA. (2017). *Liberia’s Revised National Biodiversity Strategy and Action Plan*. Monrovia, Liberia.
- EPA. (2017). *Strategic Plan of the Environment Protection Agency*. Monrovia, Liberia.
- FDA .(2006). *National Forest Reform Law of 2006*. Forestry Development Authority. Monrovia, Liberia.
- FDA .(2013). *The Protected Area Management Law*. Monrovia, Liberia.
- FUTERRA Sustainability Communications. (2005).*The Rules of the Game: The Principles of Climate Change Communication (prepared for the Climate Change Communications Working Group)*. United Kingdom, [www.futerra.org](http://www.futerra.org) (retrieved March 30, 2018).

- GoL.(2003). *The Act Creating the Environmental Protection Agency*. Monrovia, Liberia.
- GoL.(2003). *Environment Protection and Management Law of Liberia*. Monrovia, Liberia.
- How to Write a Communications Strategy, <https://www.odi.org/sites/odi.org.uk/files> (retrieved May 20, 2018).
- Kudom-Agyemang, M. (2013). *REDD+ Communication Strategy*. Ghana Forestry Commission. Accra, Ghana, <http://www.fcghana.org> (retrieved June 30, 2018).
- Leepile, M. (2010). *Advocacy & Communication Strategy for Poverty & Environment Initiative*. Gaborone, Botswana, [www.unpei.org/sites/default/files/e\\_library\\_documents](http://www.unpei.org/sites/default/files/e_library_documents) (retrieved July 1, 2018).
- Masianini, Bernadette et al. *A Participatory Toolkit for Sustainable Agriculture Programmes in the Pacific - The DSAP Experience*, [http://ird.spc.int/publications/doc\\_download/1478-dsap-participatory-toolkit](http://ird.spc.int/publications/doc_download/1478-dsap-participatory-toolkit) (retrieved June 15, 2018).
- Mersha, T. (2017). *REDD+ National Secretariat Communication Strategy*. Federal Democratic Republic of Ethiopia. Addis Ababa, Ethiopia, <https://www.forestcarbonpartnership.org/> (retrieved June 30, 2018).
- Ministry of Natural Resources and Environment. (2013). *Promotion of Climate related Environmental Education (ProCEED)*. Vientiane Capital, Laos PDR, [www.laos-proceed.com](http://www.laos-proceed.com), [www.giz.de/laos](http://www.giz.de/laos), [proceed@giz.de](mailto:proceed@giz.de) (retrieved March 30, 2018).
- National Environment and Planning Agency (NEPA). (2001). *Preliminary Framework for Public Awareness Strategy in the Selected Watersheds*. Kingston, Jamaica.
- National Legislature of Liberia. (2003). *Environmental Policy of Liberia*. Monrovia, Liberia
- Phoree, L. (2016). *Communication Strategy for Climate & Clean Air Coalition*. Monrovia, Liberia.
- TCP News. <http://www.theclimateprojectus.org/tcpnews.php?id=1249> (retrieved July 1, 2018).
- UNCCD. (2010). *Comprehensive Communication Strategy- Dryland Global Asset*. United Nations Convention to Combat Desertification, Germany, <http://www.uncct.int> (retrieved April 20, 2018).
- UNEP. (2005). *UNEP Strategy for Environment Education and Training: A Strategy and Action Planning for the Decade 2005 – 2014*. Nairobi, Kenya. ([www.unep.org/training](http://www.unep.org/training)).
- UNEP. (2006). *Liberia: State of the Environment Report*. Monrovia, Liberia.

## ANNEXES

### *Annex 1. Communication Management*

Sustainable resource and environmental management require well informed, educated and knowledgeable population. To effectively conduct information dissemination, education and awareness is cost intensive, time consuming and requires significant technical and professional input (know-how), which means trained and highly motivated professionals executing the programmes and activities. Elevating the communication arm on the organizational structure of the Agency and being fully reflected independently in the Agency's budget allocation will have to be given serious consideration. The Agency currently has a Media Officer which by the scale of activities is inadequate to effectively implement the programmes of this strategy. We therefore argue for the elevation of the media section to a full fledged Communication Bureau.

The proposed Communication Bureau will now be manned by highly professional communicators who have deep understanding of resource and environmental communication issues, not just conventional media issues. At the minimum, the proposed Communication Bureau head should have a managerial level title assisted by a senior communication officer with professional and technical training. These leaders will have to be assisted by a team of professional staff in the execution of their tasks. Five technical level personnel will be required to staff this Bureau and will need regular training opportunities (short and long term) both at home and abroad.

Additionally, the proposed Communication Bureau should be directly represented at the management level of decision-making of the Agency. With the expectations the strategy brings, the proposed Communication Bureau needs to be strengthened at all levels if it has to execute the task assigned. The last but most important element of success for this proposed Communication Bureau is capitalization; the bureau needs to be well resourced financially, technically in terms of equipment and logistics; besides the highly motivated and competent staffing needs. However, the implementation of the strategy cannot be delayed due to these requirements; capitalization can be done gradually while the implementation of programmes and activities of the strategy are going on.

### *Annex 2. Roles and Responsibilities of the Proposed Communication Bureau*

The proposed Communication Bureau in association with the requisite departments will ensure that staff of the Agency is aware of the action programmes and activities of the strategy. The proposed Bureau will also facilitate and support the dissemination of executive messages, prepare presentations and internal memos, designing printed publications and writing emails to announce news, benefits information and training opportunities and plan meetings to share information as laid out in the strategy. In addition, the proposed Bureau will manage the website of the Agency with technical support from the IT unit and MEAs.

Externally, the proposed Communication Bureau will represent the Agency within the context of this strategy to stakeholders, and the public. The expectant communications manager will serve as

the Agency's spokesperson to the media and the general public. The expectant manager and team will develop and distribute materials consistent with the strategy programme of work and activities on various aspects of sustainable resource and environmental management. Other duties may include issuing press releases, arranging interviews and compiling press kits. The proposed Bureau will lead the process to prepare for media events such as interviews, topical current affairs programme, develop messages to deliver for stakeholders' consumption and actively take part in engagement of stakeholders.

The proposed Bureau will also be responsible to manage media relations, including preparation and distribution of news releases and responding to media inquiries; and oversee all planning for news conferences, selecting sites for an event, arranging for banners and other graphics to be displayed at the event, preparing packets of information to distribute to the media and preparing executives to speak at news conferences. Media relations will also involve arranging appearances on television and radio programs. The proposed Bureau will further monitor newspapers, television news broadcasts and other outlets to see what the media are saying about resource and environmental issues and be ready with an immediate correction to any misinformation.

Building relationships with donors, development partners and other stakeholders and responding to inquiries from the public will also be a function of the proposed Bureau. Others will include producing newsletters, brochures and other printed materials designed for the general public. Another category of activities will include social media presence to monitor what stakeholders are saying about the programmes and activities on social networking websites and respond to inaccurate posts or requests for information. The proposed Bureau will further respond directly to calls and emails from the public on questions about how environment based resources are managed.

### *Annex 3. Audiences' Profile*

The below stated audiences profiling was based on stakeholders' analysis conducted during the consultation/face to face interview to provide the necessary background for the preparation of the strategy. The profiling is necessary to inform specific media programmes and activities that meet the taste of the various audiences. The analyses describe each audience in terms of attributes, communication needs and channels to deliver the media products:

### *Annex 4: Rural Communities*

People in rural communities include households (women/men, youth, the elderly and marginalized); mostly residing in the rural areas such as farmers (doing subsistence agriculture), charcoal burners, petite business people surviving on retailing in daily markets and people living and surviving on ecosystem based resources. Others include illicit miners, cooperative societies/associations, pit sawyers/those who survive on unsustainable logging practices, etc. This community of interest needs a stronger engagement, sustained information, awareness, and education to influence their behavior change.

The purpose of communication at this level is being persuasive, informational and educative to enable stakeholders see the tangible benefits they will accrue as individuals and communities. Providing information and education in the everyday language and in the various Liberian languages for the people to see and recognize the anticipated impacts to influence their participation, cooperation and buy-in is the hallmark of communication.

Building strong networks and social movements by making use of existing social institutions and organizations to share information; and doing peer to peer information dissemination and awareness are key interventions targeted at this audience. Additionally, faith based organizations, CBOs, social networks, local government authorities, advocacy groups and entertainment media such as folk music, dramas, storyboards and testimonials are principal frontline elements in re-enforcing the core messages.

### *Annex 5: General Public*

The general public by definition comprises residents in urban and semi-urban and rural and semi-rural settlements and are both literate and illiterate and constitute the majority of residents. Their attitudes and actions contribute or impose constraints on environmental resources and exacerbate resource and environmental management. This audience is media friendly and consume media products regularly as compared to any other single stakeholder group.

This audience will be targeted mostly by current affairs programmes such as radio and television talk-shows, supplements in the print media, special feature education and fresh messages and jingles on both radio and television. They will be beneficiaries of programmes like brochure, newsletter, global system for mobile communication (GSM) messages and many other printed materials, dialogical forums and workshops.

### *Annex 6: Media*

The media by definition are news outlets responsible for agenda setting in any society for informed decision-making on topical issues. As audience, the media will need special attention through training, roundtable and provision of programme contents to be able to effectively inform, educate and keep stakeholders aware of the need for sustainable natural resources and environmental management.

With experience in disseminating information and providing education to large audiences the media will be engaged to provide forum of all types for discussing the issues and making it possible for stakeholders who otherwise could not have had such opportunity to make their case. The media will provide opportunities for stakeholders' briefing and engagement on a regular basis through such activities like press conferences, releases, and flash messages. The core message to this audience will be to tap on their ability to inform, educate and prepare communities to act positively.

## *Annex 7: Civil Society*

Liberia as an open society, democratic mainstreaming is being strengthened at the community level through the efforts of civil society organizations. Civil society is defined as organizations involved in some set advocacy, whether policy, religious and the like. Civil society organizations (CSOs) are very important given that they deal directly with the population and work on issues that directly impact the population and as a result have won the trust of the people and are very good at mobilizing locals on issues of interest.

Civil society will need special attention during the implementation of the strategy, especially on information and education on sustainable resource and environmental management to enhance community and social mobilization for change. Activities to be carried out include speaking engagement during dialogical forums/meetings with local communities and talk-shows both on national and community radio stations. Among the messages this audience needs to enhance include social mobilization and community engagement role, to engage locals in their network dialogue and advocacy activities on the need and the benefits of sustainable resource and environmental management to communities. The media products most suitable for their consumption include brochures, flyers, newsletters, summarized versions of reports on concession contracts and the impacts of these concessions on livelihoods and the environment.

**Table 2: Summary of Messages**

<b>1.</b>	<b>Message</b>	Good forest management will help the poor people get things we want. If we take care of our forest it will give us more money and we will not suffer from money business too much. It is the forest that protects our surrounding; makes us to get good water, and good soil. So let's protect our forest.
<b>2.</b>	<b>Message</b>	Our forest is a Green bank if we protect it and use it properly, it will support our effort today and our children tomorrow. No need to keep destroying let's protect our forest.
<b>3.</b>	<b>Message</b>	Wetland is not a wasteland; it protects us from flood water. Wetland is nursery ground for our fish. Wetland is the best carbon sink more than Rainforest. So let's protect our wetland. If we protect it we will get many good things such as always having plenty of fish in our rivers, controlling flood water easily and fighting climate change in our country.
<b>4.</b>	<b>Message</b>	The forest is the home of our animals and plants which we use for so many different things. The forest is responsible to make the water clean for drinking. The forest is where we get medicinal plants, and make good rain and get other good things.
<b>5.</b>	<b>Message</b>	REDD+ programme is to stop the damage being caused by climate change. So, REDD+ will bring plenty good developments such as _____ to us and make us to live better life.
<b>6.</b>	<b>Message</b>	Let our lawmakers, our ministers and all the big people in our government put money in protecting our environment. This will help us to correctly use

		our forest, our iron ore, gold, rivers and others in a way so that we can eat some now and leave some for tomorrow.
7.	<b>Message</b>	Biodiversity conservation and sustainable use of it is urgently needed to reverse the massive loss of our biodiversity resources.
8.	<b>Message</b>	The impacts of climate change are on our doors steps. We need to stop destroying our forest and our wetland. We need to take time in using too much charcoal because it is causing our forest to finish fast and this is bringing problem.
9.	<b>Message</b>	Do not use Ozone Depleting gases in your refrigeration and air-conditioners; it will help destroy the ozone layer. The Ozone layer is that part of the cloud that prevents bad and powerful rays of the sun from reaching us. When the sun rays reach us, they give us cancer, damage our eyes and make our farms not to produce good food. There are air-conditioners and ice boxes that are environment friendly such as R22 etc.
10.	<b>Message</b>	Do not bury plastic; plastic cannot get rotten easily. If we have to use plastic bags, use one plastic instead of buying new one any time you go to the market. Use environmental friendly bags such as paper bags to go into the market and use it plenty time. That is the good bag all of us must use.
11.	<b>Message</b>	Do not kill elephants, bush cow, bush hog leopard, lion, monkeys etc. These animals are our friends, please do not kill them.
12.	<b>Message</b>	Do not kill elephant, bush cow, leopard, lion, crocodile, monkey, manatee (water cow), etc.
13.	<b>Message</b>	Do not farm near river or water. Leave the bush closer to creeks or rivers. The trees can prevent the river or creek from getting dry. You will need the water also during the dry season.
14.	<b>Message</b>	Stop burning garbage, it is not good for our health. Stop using plastic bags too much and do not bury plastic bag. It cannot get rotten easily,
15.	<b>Message</b>	Stop using chemicals to kill fish it is not good and stop using dynamite to kill fish also. It will cause almost of the fish and not good for your health.
16.	<b>Message</b>	Stop community sand mining business; you undermining your own houses and also causing erosion in your community which will cause your houses to breakdown.
17.	<b>Message</b>	Oh! You finishing the forest with your charcoal burning. That forest is our bank, we get money and food from there and it is the forest that helps us fight climate change my friend.
18.	<b>Message</b>	Do not buy air-conditioner or ice box or freezer that have gases that damage the Ozone Layer and increase the climate change problem. Buy the ones friendly to the environment and human beings.
19.	<b>Message</b>	Anybody who wants to bring chemicals, air-conditioners and freezers must contact the EPA so that they can be advised to bring in the right one

**Table 3: Key Content Elements of Messages by Target Audiences**

	<b>TARGETED AUDIENCES</b>	<b>CONTENT ELEMENTS OF MESSAGES</b>
1.	National, Regional and Local Government and related institutions	Sustainable resource and environmental management is a key pillar of the vision of the Government and people to achieve national development goals with corresponding economic and social benefits to citizens. That development initiative must be in the carrying capacity of the environment and its ecosystems.
2.	The Mass Media (national, regional and community)	Please come to us (media); we have newsworthy information, education piece, and stories to tell about sustainable resource and environmental management (ecosystem protection, mining, waste management, climate change, ozone layer protection, use of agro-chemicals) that can impress you the readers, listeners, audiences.
3.	NGOs, INGOs, CSOs, CBOs Development partners	Sustainable resource and environmental management is the key pillar for achieving sustainable development. It provides benefits for communities, including capacity building for civil society/NGOs/ CBOs, women groups, etc. It collaborates with Non-governmental organizations and development partners for research to inform policy advocacy that brings resources for people centered development.
4.	Local communities and people	The EPA works through people, communities and organizations to ensure that development needs and priorities are achieved within the carrying capacity of the environment. Sustainable resource management is the key to achieving reliable livelihood options.
5.	Private sector actors	Mainstreaming environment into your activities. You are (the private sector) the main engine of growth in the economy. You bring stability and long-term sustainability of job opportunities to the population. You stand to benefit if we join to manage environmental resources sustainably.
6.	MEAs, Donor Agencies and Nations	This strategy has communities, local, national and global environmental benefits. It calls for provision of information, education and public awareness that give capacity to stakeholders for informed decision-making on issues associated with resource and environmental management like biodiversity conservation, climate change, waste management, pollution, coastal erosion, beach sand mining, ecosystem services. Join us our mission has local and global benefits.

**Table 4: Audience Specific Channel**

#	Relevance Target Groups	Communication Mediums/Tools
1.	<b>Rural Communities</b>	<ul style="list-style-type: none"> <li>• Community conversation;</li> <li>• Soap opera placement;</li> <li>• Traditional and entertainment media such as folk music, drama and play;</li> <li>• Storyboards and testimonials</li> <li>• Face-to-face interaction forums (workshops, dialogical forums);</li> <li>• Community radio sustainable resource and environment management/REDD+ focus radio magazine programmes;</li> <li>• Radio/TV talk-shows (national, regional and community radios) &amp;TVS;</li> <li>• Jingles(Radio/TV);</li> <li>• Radio education feature programmes (national and community radio stations);</li> <li>• Information exchange in organized local festivities (family gatherings, traditional and religious activities);</li> <li>• Encounters at marketplaces or water wells;</li> <li>• Peer to-peer information exchange, organizing events and direct dialogue;</li> <li>• Community education using loud speaker for special announcement; and</li> <li>• Visual materials-posters and videos.</li> </ul>
2.	<b>Urban Communities</b>	<ul style="list-style-type: none"> <li>• Radio and television calling in show on waste management;</li> <li>• Posters, REDD + champions and community education;</li> <li>• Billboard with inscription on beach sand mining, waste management;</li> <li>• Loud speaker for special announcement;</li> <li>• Use of social media to send message of different kinds;</li> <li>• School based competition for urban youth on various topics, including biodiversity, climate change and others;</li> <li>• School mini media, organizing dialogue forums at elementary and secondary schools; and universities and colleges;</li> <li>• Events and direct dialogue, programme leaflets; and</li> <li>• Use of GSM companies to send text messages on various issues/topics.</li> </ul>
3.	<b>Development Partners,</b>	<ul style="list-style-type: none"> <li>• Website presence;</li> <li>• Learning networks;</li> <li>• Lesson learnt archives;</li> </ul>

	<b>MEAs, Donor Agencies</b>	<ul style="list-style-type: none"> <li>• Reports;</li> <li>• Email; and</li> <li>• Both hard/Electronic newsletters.</li> </ul>
<b>4.</b>	<b>Local Government Authorities</b>	<ul style="list-style-type: none"> <li>• Organizing events (direct dialogue/workshops);</li> <li>• Writing reports; and</li> <li>• Forming community theaters.</li> </ul>
<b>5.</b>	<b>Media</b>	<ul style="list-style-type: none"> <li>• Consultations, dialogical workshops and special trainings for environment reporters;</li> <li>• Social media; capacity development seminars for senior reporters, editors and managing editors;</li> <li>• Journalist briefings, news releases and press conferences;</li> <li>• Educational seminars for primary and secondary school teachers;</li> <li>• Email alerts;</li> <li>• Preparing opinion editorials; and</li> <li>• Issuing press kits.</li> </ul>
<b>6.</b>	<b>The General Public</b>	<ul style="list-style-type: none"> <li>• Website presence;</li> <li>• Organizing events like exhibitions (promotional items);</li> <li>• Audiovisual tools for media coverage of natural resources and the environment;</li> <li>• Television documentaries on natural resource use and the environment,</li> <li>• Discussion/talk shows for ordinary members of the public;</li> <li>• Flash messages, feature news stories on environment, development and resource management;</li> <li>• Radio magazine programmes/discussion on waste management, wetland protection, biodiversity, climate change, etc.;</li> <li>• Jingles, radio features; and</li> <li>• Specific souvenirs bearing champions of resource use and environment.</li> </ul>
<b>7.</b>	<b>Community Leaders</b>	<ul style="list-style-type: none"> <li>• Workshops;</li> <li>• Community forums; and</li> <li>• Direct dialogue.</li> </ul>
<b>8.</b>	<b>Policy-makers (Members of the National Legislature)</b>	<ul style="list-style-type: none"> <li>• Workshop, print media reports, research findings;</li> <li>• Website presence;</li> <li>• Newsletters;</li> <li>• Programme leaflets;</li> <li>• Invite to public events;</li> <li>• Dialogical forums; and</li> <li>• Policy briefs.</li> </ul>

<b>9.</b>	<b>Cabinet Ministers, Directors of Public Corporations or Agencies</b>	<ul style="list-style-type: none"> <li>• Website presence;</li> <li>• Workshops;</li> <li>• Technical group meetings;</li> <li>• Learning networks;</li> <li>• Lesson learnt archives;</li> <li>• Newsletters</li> <li>• Social media; and</li> <li>• Policy briefs.</li> </ul>
<b>10</b>	<b>Academia and Research Institutes</b>	<ul style="list-style-type: none"> <li>• Workshops and conferences;</li> <li>• Website presence;</li> <li>• Learning networks;</li> <li>• Lesson learnt archives;</li> <li>• Publication;</li> <li>• Technical reports;</li> <li>• Social media outlets; and</li> <li>• Policy briefs.</li> </ul>
<b>11.</b>	<b>Private Sector</b>	<ul style="list-style-type: none"> <li>• Website presence;</li> <li>• Learning networks;</li> <li>• Lesson learnt archives</li> <li>• Newsletters; and</li> <li>• Programme leaflets.</li> </ul>
<b>12.</b>	<b>NGO/INGOs, Civil Society Organizations</b>	<ul style="list-style-type: none"> <li>• Website presence;</li> <li>• Newsletters;</li> <li>• Learning network;</li> <li>• Lesson learnt archives; and</li> <li>• Programme leaflet.</li> </ul>

**Table 5: Details of Activity Plan and Estimated Budget for the Five Year of Implementation**

<b>ACTIVITES</b>	<b>RESPONSIBLE PERSON(S)</b>	<b>TIMEFRAME</b>	<b>COST IN \$US</b>	<b>REMARKS</b>
Identify target community and provide support package.			50,000	
Train journalists (15-20) working at selected community radio stations on news coverage of environment.			90,000	
Support journalists in the production of news items in these community radios.			10,000	
Develop radio jingles in all aspect of resource and environmental management.			25,000	
Organize radio discussions to elicit public understanding and support through selected community radio stations.			20,000	
Recruit and employ additional communication professionals.			30,000	
Produce and release a magazine that documents resource and environmental issues in the country and Lessons Learned Reports to be shared with partners.			50,000	
Produce animated films on various aspects of the environment (sand mining, clear cutting of mangroves and it effects); theater and stage performances; live talk shows; radio/TV spots at ELBC; ECOWAS Radio, Truth FM, Power Radio/TV, 15 community Radio outlets.			50,000	
Environmental education programme at three national and 12 community radio outlets and /three TV stations			60,000	
Public service announcement ads (PSAs) on environmental education and natural and sustainable resource management in both electronic/print media.			50,000	
Biweekly TV programs on forestry/charcoal production, mining and other negative effects of human activities on the environment.			35,000	
Weekly radio programs on wetland and beach sand mining on 3 national outlets.			15,000	
TV ads on sea level rise and coastal erosion.			25,000	

Production and publication of newsletter on environmental education and on natural resources management.			10,000	
Production/publication of environmental conservation and promotional materials such as stickers, umbrella, bags, copybooks, pens and T-shirt in several quantities.			200, 000	
Regular Updating of EPA's website with relevant information.			60,000	
Organization of annual sporting events, essay and art (drawing) competitions among university, secondary and elementary students.			70,000	
Posting of environmental education SMS messages through the GSM companies as part of their corporate social responsibility.			20,000	
Training 25 print and electronic journalists/public relations officers (PROs) on environment reporting and news gathering technique.			50,000	
Training of representatives of 50 community organizations and representatives in planning, public speaking, and presentation and negotiation skills in natural resources/environment resources.			25,000	
Lectures series on natural and environmental resources in elementary, secondary, community colleges and universities.			15,000	
Regional environmental and natural resource awareness raising consultation forums in communities in all of the cities of Liberia, including the 15 counties capitals.			100,000	
Publication of bi-yearly environmental review magazine.			80,000	

	\$1,135,000	
--	-------------	--

**Table 6: Strategic Objectives, Outcome, Output, Performance Indicator**

<b>OBJECTIVES</b>	<b>OUTCOME</b>	<b>OUTPUT</b>	<b>PERFORMANCE INDICATORS</b>
Keep stakeholders informed, educated/aware of sustainable resource /environmental management activities.	Stakeholders are informed, educated /kept aware of sustainable resource /environmental management, their roles and responsibilities.	<ul style="list-style-type: none"> <li>• Sustainable resources management awareness messages and tools developed to disseminate messages; and</li> <li>• Sustainable environmental awareness messages disseminated.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of messages and tools developed;</li> <li>• Number of messages disseminated;</li> <li>• Number of media institutions involved;</li> <li>• Number of spot messages on both radio and TVs broadcast; and</li> <li>• Number of supplements in print published and share of voice/audio publicity distributed.</li> </ul>
Mobilize stakeholders' involvement in forest resources and water catchment areas protection through information/education.	Local stakeholders actively supporting forest protection and protected areas management plans, programmes and activities.	Briefing and information about forest and protected areas management developed and disseminated	<ul style="list-style-type: none"> <li>• Number and type of briefings developed;</li> <li>• Number and type of information materials developed;</li> <li>• Number and type of briefing materials disseminated;</li> <li>• Number and type of information materials disseminated;</li> <li>• Number of jingoes for radio/TV developed;</li> <li>• Newsletter/sticker developed;</li> <li>• Stakeholders categories briefed; and</li> <li>• Feedbacks and contributions from stakeholders received.</li> </ul>

**Table 7: Activities**

<p>Increase information, education and public awareness operational efficiency of resource/environment protection through recruitment of more personnel with expert knowledge.</p>	<p>The communication system of the Agency elevated and become efficient</p>	<ul style="list-style-type: none"> <li>• Communication Capacity of the staff developed;</li> <li>• Acquired better communication tools and materials and collaboration with media institutions and others increased; and</li> <li>• Actions based evidences are encouraged.</li> </ul>	<ul style="list-style-type: none"> <li>• Number and type of training provided;</li> <li>• Type and number of resources availed;</li> <li>• Number and types of communication tools and materials supplied; and</li> <li>• Percentage of evidences translated in to action by motivated/better prepared staff; and stakeholders.</li> </ul>
--	---	--	--

<b>OUTCOME</b>	<b>OUTPUT</b>	<b>ACTIVITIES</b>
<p>Awareness on sustainable resource and environmental management linkages and processes among stakeholders created.</p>	<p>Audience-oriented information and education kit in place.</p>	<ul style="list-style-type: none"> <li>• Writing messages for brochures, posters and stickers; and training materials on natural resources/environmental management activities and outcomes;</li> <li>• Develop jingoes on good forest management practices;</li> <li>• Testing audience’s reception and adaptation to messages produced; and</li> <li>• Designing and packaging, printing and distribution of materials produced.</li> </ul>
	<p>Awareness/education entertainment group established.</p>	<ul style="list-style-type: none"> <li>• Plan and implement concert on ‘forest management and conservation’ at county, district, community, and national levels;</li> <li>• Disseminate the entertaining message presented in concert through TV, radio and social media; and</li> <li>• Awareness seminars with journalists on REDD+ outcomes.</li> </ul>

	Awareness campaign seminars to stakeholders at all levels conducted.	<ul style="list-style-type: none"> <li>• Arrange workshops and meetings for all stakeholders; and</li> <li>• Set up debate meeting in the rural areas through grassroots stakeholders (CSOs and LGAs) networks.</li> </ul>
	<ul style="list-style-type: none"> <li>• Participation of Media constructively created.</li> </ul>	<ul style="list-style-type: none"> <li>• Set regular meetings with media for briefings and press conferences;</li> <li>• Organize workshops for journalists on their roles and responsibilities in sustainable resource and environmental management; and</li> <li>• Hold awareness seminars with journalists on forest/ biodiversity resources.</li> </ul>
Communication capacity development among the stakeholders and communities enhanced	Consultation meetings across the stakeholders conducted.	<ul style="list-style-type: none"> <li>• Organize meetings to discuss REDD+ process and results at all levels of REDD+;</li> <li>• Organize dialogue forums among the stakeholders to increase mutual understanding and a spirit of working together;</li> <li>• Involve local level of the Government to bring REDD+ process and results into community; and</li> <li>• Broaden the discussion through TV and radio.</li> </ul>
	Concrete case study of sustainable resource and environmental management of communities and individuals documented, aired and disseminated.	<ul style="list-style-type: none"> <li>• Identify the team to collect information for storyboards;</li> <li>• Collect and disseminate stakeholder's storyboards in different forms; and</li> </ul>

	Grassroots' communities mobilized.	<ul style="list-style-type: none"> <li>• Gather images for information bank of photos and movies.</li> <li>• Identify regions and communities as a starting point for communication with grassroots communities and households;</li> <li>• Identify theater groups to lead community mobilizations;</li> <li>• Identify and mobilize opinion leaders to lead community grassroots debate;</li> <li>• Involve local government and communities in monitoring and evaluating as well as disseminating of education materials;</li> <li>• Incorporate resource/environmental management as parts of regular communities' activities, events, and networks; and</li> <li>• Broaden the campaign through national and community radio stations/TVs to give wider coverage.</li> </ul>
Participation, commitment and momentum of stakeholders in the implementation, monitoring and evaluation of strategy among stakeholders increased.	Stakeholders consultation forums in all regions of country conducted.	<ul style="list-style-type: none"> <li>• Organize meetings to discuss resource/environmental management at national, county, district and community levels;</li> <li>• Organize dialogue forum among stakeholders to increase mutual understanding on subject matter;</li> <li>• Elevate discussion on traditional norms/codes on resource/environmental management; and</li> </ul>

<p>Establish and maintain internal communication systems for effective and efficient management of the flow of information, education and awareness.</p>	<ul style="list-style-type: none"> <li>• The internal communication system become efficient and effective; and</li> </ul>	<p>Results of The internal communication system match the cost it incurs.</p>	<ul style="list-style-type: none"> <li>• Cost of improved communication system is low compared to other initiatives;</li> <li>• Number of official communication;</li> <li>• Number of periodic reports available;</li> <li>• Extent of stakeholders' awareness/education and awareness rise</li> <li>• Extent of staff awareness of the Agency roles and responsibilities;</li> </ul>
			<ul style="list-style-type: none"> <li>• Broaden the discussion through national &amp; community radio as well TV for wider coverage.</li> </ul>
	<p>Impact study to determine successes in attitudes and behavior change carried out.</p>		<ul style="list-style-type: none"> <li>• Hire team of professionals to collect relevant information and awareness messages to be on storyboards in local communities; and</li> <li>• Gathering images, photos and movies for information/awareness bank</li> </ul>

## STAKEHOLDERS CONSULTED DURING THE PROCESS

1. EPA
2. FDA
3. AGRICULTURE MINISTRY
4. Press Union of Liberia (PUL) (ENVIRONMENTAL JOURNALISTS)
5. SCNL
6. MINISTRY OF MINES and ENERGY
7. Monrovia City Corporation
8. Paynesville City Corporation
9. CONSERVATION INTERNATIONAL (CI)
10. FAUNA & FLORA INTERNATIONAL (FFI)
11. MINISTRY OF PUBLIC WORKS
12. DEVELOPMENT AND CONSERVATION
13. ENVIRONMENTAL SECTOR WORKING GROUP
14. UL (AGRICULTURE & FORESTRY COLLEGE)
15. LOGGERS ASSOCIATION OF LIBERIA
16. RUBBER PLANTERS ASSOCIATION OF LIBERIA
17. LIBERIA MARKETING ASSOCIATION
18. MINISTRY OF HEALTH
19. FARMERS ASSOCIATION OF LIBERIA
20. CHARCOAL UNION OF LIBERIA