

**Process Tracing and Analysis of Local Media Monitoring:
Training of Journalists on Procurement Issues of the Local
Governance Support Program in Bangladesh**

Robaet Ferdous

Associate Professor

Department of mass Communication and Journalism

University of Dhaka

For

The World Bank

Dhaka, Bangladesh

November 2009

Contents

Part A: Introduction	4
Part B: Findings of the Study.....	6
Part C: Summary of the Major Findings.....	13
Part D: Recommendations	15

Acronyms

CCS	Comprehensive Communication Strategy
CL	Community Leader
GoB	Government of Bangladesh
IEC	Information, Education and Communication
LGI	Local Government Institutions
LGSP	Local Governance Support Project
MMC	Mass-line Media Centre
PRSP	Poverty Reduction Strategy Paper
UP	Union Parishads

Part A: Introduction

Background and Context

The Government of Bangladesh (GoB) introduced direct block grant allocations to Union Parishads (UPs, or village level governments) in 2004 to realize its vision of decentralization, devolution of authority and strengthening of Local Government Institutions (LGI). Subsequently, the World Bank assisted Local Governance Support Project (LGSP) was initiated in July 2006 to ensure larger fiscal transfers to UPs and to strengthen their capacity to use resources responsibly and be accountable to the citizens. LGSP provides predictable block grants directly to UPs, and has established a clear set of rules and conditions to ensure that these fiscal resources are used responsibly, and in a way that reflects the interests of local communities and their development priorities. The objective of LGSP is to develop accountable LGIs that provide services to meet community priorities, supported by a predictable and transparent fiscal transfer system.

Introduction to the Study

In general, the citizens are not aware of the activities of the LGSP. In order to create awareness among communities, Mass-line Media Centre (MMC) is implementing a project titled “Training of Journalists on Procurement Issues of LGSP”. This activity is supported by a World Bank Non-Lending Technical Assistance Program, a multi-donor project that includes financial contribution from the Norwegian Governance Trust Fund.

Under the project, MMC organized seven training programs for journalists and Community Leaders (CLs) leaders in different locations. A total of 63 journalists and 64 CLs leaders participated in this training. One journalist and one CL were selected at the union level from each district. The purpose of the training was to make the trainees able to monitor UP activities and disseminate the results of monitoring through local and national media. This study has been designed to identify the early trends in this initiative in terms of the issues being raised, methods by which local media actors gather information, the extent to which the stories are picked up by the media agencies, and the extent to which existing accountability materials are assisting with this task.

The major objectives of the study are to:

- ◆ Trace out the process and analyze the method of local media monitoring;
- ◆ Produce an analytical review of the initiative being carried out by MMC;
- ◆ Document trends and initiative in terms of ideas and ground experiences;
- ◆ Explore opportunities and challenges of the local level monitoring by journalists;
- ◆ Determine the newsgathering and filtering method of the journalist;
- ◆ Examine the effectiveness of the accountability materials (Social Audit methodology, Community Handbook, Journalists’ Guideline etc);
- ◆ Suggest for better strategy for supporting the local journalists.

Identification of the Stakeholders

The primary stakeholders in this project are district level journalists and community leaders (CL) who received the training. There are also some other stakeholders which include: community members, Local Media House and UP Representatives. The interaction among the Journalists, CL and UP members is necessary to put forward the overall activities of LGSP. Such type of interaction ensures accountability among the aforesaid stakeholders in a **‘Tripartite Relationship’** where each group monitors the activities of other through watchdog functioning.

Methodology of the Study

The study has been carried out following mixed methods of social research.

Literature Review

Some relevant documents have been reviewed for understanding the whole process and background of the project.

Interview

Interviews of the trained journalists have been conducted to make out the newsgathering and filtering process they undergo. In addition, emphasis was given to determining how supportive the accountability materials (Social Audit Methodology, Community Handbook, and Journalists’ Guideline etc) were in enabling the journalists to monitor LGSP activities. The size of the population in this study is 64 trained journalists. A representative number of 11 journalists, 15% of the population was taken as sample for the study. Eleven samples were selected from 11 districts under all the six divisions.

Case – study

Four case studies have been carried out. The field visits for case studies were done in 4 districts under 4 divisions. With a view to understanding the overall working environment and performance of the concerned journalists, the study set out to examine the local media context critically through interviews of the editors and publishers. In the case studies, media ownership, wages and risks of the journalists, professionalism (training, skill, education, job satisfaction, commitment to profession) and political economy of the media were examined.

Part B: Findings of the Study

Findings from Literature Review:

Making information available to the poor has been emphasized in the chapter ‘**Accessing to the Information**’ of the Second Poverty Reduction Strategy Paper (PRSP, FY 2009-11). For dissemination of information, the Government will set up various types of information tools like information centers, libraries, local clubs etc. at the Union Parishad and Upazilalevels (or intermediary tier of the local governance system). In the PRSP, it is mentioned that the ‘right to information’ is a cardinal human right. Corruption, misuse of power, nepotism and other irregularities will be curbed through its implementation. The Government will take measures to adequately equip mass media and will provide them with training facilities to disseminate information at the grass roots level. In the PRSP, stress has been given on audio-visual media and community radio for raising people’s understanding and awareness in a positive manner.

In **Union Parishad Operational Manual for LGSP**, six components have been mentioned of which the third component incorporates: i) Nation-wide Information, Education and Communication (IEC) ii) Training and Capacity Building Activities and iii) Developing peer learning mechanism for the UPs and local officials. It is mentioned in the component that all UPs will benefit from a broad awareness campaign which is expected to focus primarily on informing the general public and UPs about the block grants. Information will be disseminated through distribution of brochures, holding of information workshops, issues of circulars and general media, i.e. Radio, TV and Newspaper coverage.

In ‘**Social Auditing Handout**’, process of monitoring and evaluating community welfare activities through involving the community members has been mentioned as a means to evaluate whether the allocations under LGSP have been used for the community welfare activities. In the handout on the ‘**Role of the Journalists in Social Auditing**’, the role of the local journalists in different steps of the social auditing has been emphasized. One of the major roles of the journalists has been identified as collection and verification of information and preparation of report with a view to raising awareness among different stakeholders regarding their responsibilities on LGSP, procurement procedure and social auditing system.

The MMC, partner organization of the World Bank (WB), prepared the ‘**Community Handbook for Beneficiaries**’ on LGSP based on the original document of the WB. But there is no separate chapter for the journalists to provide them with understanding their roles and responsibilities and see the issues critically. A specific chapter focusing on the journalist’s guidelines for effective media monitoring should have been included in the handbook.

It is revealed from reviewing of the ‘**training template**’ that the aim of the training course was to provide journalists with a range of knowledge and skills necessary for writing investigating report on LGSP procurement issues and social auditing. The

training was a three-day event. A total of 127 participants took part in that training of which 63 were journalists and 64 were community leaders. The entire training template review shows that the training has focused much on LGSP rather than reporting on LGSP issues. There is lack of a detailed training module on reporting on LGSP issues. Emphasis on reporting should have got equal priority. Another important aspect of the training is to select right resource persons.

The list of the resource persons shows a lack of the trainers from the practicing senior journalists. Since the journalists from the print media have been trained, some resource persons from the print media should have been included in the training process. Apart from these, senior faculties from the department of communication and journalism should have been included as the trainers. This suggests that the selection of the trainee journalists has not been carried out with adequate attention. All the trainee journalists have been selected on the basis of prior relationship with MMC rather than considering the quality, need and applicability. Selection of the trainees in this way may be convenient for MMC but it was not appropriate for better functioning.

As all the journalists were selected from the districts head quarters, they are not in a position to cover the Union level issues due to gap of physical proximity. On an average a district level journalist has to cover 80 Unions which is quite impossible task. Moreover, a district journalist's main assignment centers on the district head quarters and its surroundings with a variety of subjects. Between Union and District level there is an intermediary tier called Upazilla having closer physical proximity with the Unions. So, it was preferred to select the journalists from Upazilla level for effective coverage on LGSP. On an average an Upazilla level journalist has to cover 11 Unions which is quite feasible for ensuring better coverage. It is also mentionable here that the same training has been offered both to the Community Leaders and journalists with similar objectives. But, the nature of their objective, work, duties and responsibilities are quite different. So, the training should have been separated for each group at least in the first two days. And, the last day may focus on the common interactive session between the groups.

The '**Journalist Guideline**' prepared by MMC has two parts: i) Responsibilities of the journalists and ii) Reporting guidelines. The second part of the guidelines seems insufficient, especially for covering investigative reports on the LGSP issues. The aim and objective of the training is not reflected in the reporting guidelines and required more detail to support investigative reporting. The development of a professional training module and manual is also missing in the entire training process.

Findings from Interviews:

Eleven journalists trained under the LGSP project from Munshigonj, Netrokona, Cox's Bazar, Gazipur, Kishorgonj, Sylhet, Jhalokathi, Satkhira, Kushtia, Bogra and Sherpur districts were interviewed. The journalists mentioned that the training is helping them to understand the primary concept of the LGSP project and its components. They informed that they have also got a basic guideline on reporting LGSP issues. The weak points of the training that were mentioned included: inadequate duration of the training, training of

the journalists together with the community leaders (CL), lack of attraction, insufficient field visits and insufficient practical session. The interviewed journalists told that they have to face some problems in covering LGSP issues, including: non-cooperation of the UP members and chairs, a tendency to suppress information by the UP, lack of availability of necessary information, unwillingness of the newspaper authority to publish report on LGSP, lack of training and understanding of the UP secretary on LGSP, journalist phobia of the UP representatives and weak information preservation system in UP. Some of the trained journalists said that they sometimes visit the project sites to gather first hand information. Some of them maintained rapport with the UP officials.

The journalists have given some suggestions which may be categorized in three broad areas:

- i) **For effective training on LGSP** they have suggested: increasing duration of the training, arranging scheme visit, arranging follow-up training, engaging skilled trainers having knowledge both on LGSP and media, arranging separate training for the team leaders, journalists and community leaders, arranging training at district levels, cross district visit for the journalists and arranging a basic training for the journalists at upazilla level.
- ii) **For better media exposure on LGSP issues** they suggested: arranging dialogue among LGSP authority and the news editor, editor and owners of the news papers and presenting both the positive and negative aspects of the project.
- iii) **For creating mass awareness about LGSP**, they have suggested: information of open meeting should be disseminated through letters and personal contact, using UP notice board for disseminating information, informing the journalists through discussion meet, workshop and conferences, court yard counseling (Uthan Boithak) for the females to be held. They also feel that, like MMC some other non-governmental organizations (NGO) should be assigned to create mass awareness through proper publicity.

Findings from Case Studies:

With a view to understanding overall ground reality on LGSP, four studies have been conducted in four districts: Rangamati (Chittagong Division), Narsingdi (Dhaka Division), Jessore (Khulna Division) and Sirajganj (Rajshahi Division). In the case studies, in-depth interviews of the trained journalists, Community Leader, UP Chairperson, member and/or secretary and local newspaper editors, news editors, publisher, owners, and local press club representatives were conducted. A number of local newspaper offices, four district press clubs and four UP offices were visited. Moreover, copies of a number of local newspapers were gone through and the UP related news was reviewed during the field visits. Followings are some of the major findings come out which help understand the local media scenario in the aforesaid districts.

Education and Training of the Journalists

Almost all of the district level journalists are graduates and post graduates. Some of them have trainings on journalism i.e. health reporting, election reporting, gender reporting but

most of the Upazilla level journalists are not educated to the same extent as district level journalists. The Upazilla level journalists could not undergo such training due to lack of opportunities. So, the reports sent by the Upazilla correspondents are usually full of various mistakes as they lack sense of news. The journalists informed that the trainings they did undergo were not adequate enough to meet their professional demand. They pointed out that the module, manual, handouts, selection of trainers and the entire training were not so useful that they expected to be. However, they have shown much interest and enthusiasm in participating issue-based training.

Staffs and Wages

Most of the district level journalists are the representatives of more than one newspaper or media agency. They work, at the same time, for both the national and local media. No female journalist was found in the profession except Jessore. The local newspapers have only a few staff of whom 2-3 are regularly paid. This picture is quite different in Jessore where some well circulated dailies have an average staffing of 10-25. No local newspaper follows the wage board regarding staff's payment and benefits. The average payment structure is 1000-2000 taka¹ monthly which is barely enough to be dedicated in this profession. However, in Jessore, the journalists of some of the newspapers are well paid. The Upazilla level journalists usually are provided with a commission from the advertisements they collect instead of salary which is also a common practice in the local media. Even the district correspondents of the national media do not get salary and other fringe benefits as per the wage board.

Revenue and Circulation

The circulation of the local newspapers is very low generally ranging from 500-1000 copies with moderately difference in Jessore where the average circulation of the dailies is 5000-25,000 which seems incredible in the local level. The average price of the daily local newspapers containing 4-8 pages is 3-5 taka of which 50% is given as hawkers' commission. However, the production cost for each copy is 4-5 taka which is much higher than selling price. Generally, the newspapers adjust the cost from the revenues got from advertisements. But, the journalists informed that the management of the local newspapers has to struggle a lot to publish the newspaper regularly as they do not get any support from the govt. or non-govt. organization and individuals. In the district, the industry or business sector did not still grow mentionable from which the local newspapers can get advertisements and earn revenue. Whatever the newspapers get trifle advertisements from the local shops or traders is insufficient comparing to the cost of publishing. Local newspapers are also deprived of getting revenues due to anomalies in the distribution of government advertising. Here, the case of local newspapers in Jessore is somewhat different as some newspapers earn significant revenue from circulation. The reasons behind this exceptionality are higher rate of literacy, strong base of economy, cultural advancement and good communication infrastructure.

Technological Support

The infrastructure of the local newspaper is not well equipped. Few local newspapers have their own press, and most do not have enough computers, or even fax and e-mail

¹ 1 US\$ = approx. 70 Taka at current rates

facilities. The upazilla correspondents depend on the cell phones for sending information to the district headquarter. Almost all the newspapers are published from divisional head quarters. The reasons behind publishing them from divisional head quarters are lower printing cost and lack of modern press in the district towns. However, almost all the well circulated dailies in Jessore have their own press and modern set up.

Make-up & Content

The local newspapers are generally printed black and white though some colorful issues are brought out on the special events or occasions depending on the funds available. The quality of print, make-up and paper is not up to the mark. Problems also lie on the selection of the news items especially for the first and last pages, the most valuable news hole of a daily. The news selected for publishing in the above mentioned pages mostly concentrate on politics, crime, seminars, district administration and affairs, national and international issues. The news on UP, development and rural issues, investigative and interpretative reporting are hardly ever placed in the first or last pages. Most of the UP related news is published in the inner pages without proper treatment. Apart from these, most of the news published are not written and edited following the journalistic style.

Professional Risks and Hazards

The local journalists who take the venture of reporting on antisocial activities, crimes, corruption and misappropriation of power by the influential individuals sometimes face harassment and even legal cases. Most of the journalists chose not to report on the corruption and crime of the influential people i.e. political leaders, local *mastans*, business persons etc. However, professional risk is much higher in Jessore than other parts of the country. The outlaws and the political activists pose main threats for the journalists here. Two prominent journalists of Jessore were killed during the last five years.

Knowledge and Training on LGSP

It is found that all the journalists, except those who received training, did not hear the term LGSP, though they sometimes report on various issues of UP. The trained journalists under the project stated that the training has helped them to understand the LGSP, of which they had very little prior knowledge. The trainees suggested however that the training was conducted within a limited time frame, and only contributed in a limited way in terms of guiding their practical work. Many also suggested that the training should have been conducted in the Upazilla level for better media coverage on the LGSP issues. The reason behind this is that a district level journalist has to cover a large field areas, with numerous issues concentrated within the towns.

By this time some of the reports of the trained journalists on LGSP have been published in the newspapers highlighting positive sides of the project. It was suggested by the trained journalists that more training is needed at the grassroots level. They informed that the training, training module, handbook, and guideline are moderately helpful while they stated that the facilities and benefits from the MMC were not enough. They felt that the journalists should get more advantages and financial support from the newspapers/media

they work for. The technique they adopt during reporting on LGSP is to collect information from various sources i.e. UP Chair and the Secretary and cross check between the information. In the process of newsgathering, they do not get proper cooperation from the UP. They felt that more trainings, workshops and sensitization program among the journalists and different stakeholders of the society on LGSP should be organized.

Gap in the Process of Media Monitoring on LGSP Procurement Issues

It is found from the in-depth interviews that the trained journalists reported on the LGSP issues from their own interests. It is a common journalistic practice that the reporters are usually assigned to report the particular events or issues by the chief reporters and news editors and editors. Since the chief reporters and news editors/editors do not know about LGSP, they do not assign the reporters to cover issues on the project. It is equally applicable for both the local and national news media. Moreover, what is sent to the house (newspaper office) on the LGSP by the trained journalists does not get due attention of the aforesaid news managers or local desk editors (editor-in-charge of local news). Thus, the report is either abandoned or published without due importance.

Community Leaders

The training helped community leaders (CLs) to understand the LGSP, monitoring various schemes under it and informing the community people about the project. The community leaders attend the meetings called by UP regarding discussion and announcement of the budget. It is felt by them that the handbook and handout on the training should be more detailed. One of the major weaknesses of the program is that the people do not know about the project and that's why it is very difficult to get their participation and cooperation, they informed. The community leaders stressed on being better informed of any project prior to be undertaken for effective monitoring unless they can be misguided about the project. It is felt by them that, if this practice is ensured the leaders can contribute to implementation of any schemes under the project more actively.

It is found that the CLs in all the four districts are not really in the position of a community leader acceptable to the society in terms of age, education, maturity and overall leadership quality.

UP Chair/Members/Secretary

The UP Chairs, Members and Secretaries informed that before starting the schemes, open meetings were called in with different stakeholders and community people. Through open meetings decisions have been adopted regarding the project. They told that the CLs and other conscious people of the community usually do not come forward to cooperate with UP in the process of project implementation. However, they participate in the meetings or other programmes held in UP. The UP Chairs, Members and Secretaries opined that they have to face problem in implementing the project as the budget allotment is received delayed. Moreover, the amount of budget allocation is insufficient. They informed that more trainings, workshops and seminars should be held on the project for the UP staffs. They told that the journalists are informed of various programmes and provided with

necessary information if they ask. They feel to build mutual relationship with the journalists, community leaders and other stakeholders to make the project successful. It is found from their interviews that the journalists seldom visit the project sites. They stressed on reporting focusing good sides of the project to encourage the UP chairs/members and other implementing bodies. From the visit of the UP offices, it is found that almost all the offices lack of adequate human resources and modern information preservation system.

Part C: Summary of the Major Findings

Documents:

- ◆ In the reviewed documents, there is no any complete guideline for the journalists for effective media monitoring on LGSP. There is lack of comprehensive training module and manual for the journalists to understand the reporting process on the project.

Training:

- ◆ All the trainee journalists have been selected on the basis of prior relationship with partner NGO rather than considering the quality, need and applicability.
- ◆ All the journalists were selected from the district head quarters and are not in a position to cover the Union level issues due to gap of physical proximity. On an average a district level journalist has to cover 80 Unions which is a quite impossible task. Moreover, a district journalist's main assignment centres in to district head quarters and its surroundings with a variety of subjects.
- ◆ The training is helping the trainees to understand the primary concept of the LGSP project and its components.
- ◆ Same training has been offered both to the Community Leaders and journalists with similar objectives. But, the nature of their objective, work, duties and responsibilities are quite different.
- ◆ The duration of the training, field visit and practical session were inadequate.
- ◆ Lack of proper resource persons for conducting the training. The list of the resource persons shows lack of the trainers from the practicing journalists.

Local Media Context:

- ◆ Local media in the country are still to get a strong base due to lack of financial and technological support and professional journalism. Almost all the local media are subsidized due to poor circulation and advertisement. They run with a few staffs.
- ◆ Almost all the local journalists are not well paid. No local media follows the wage board. Almost all the local journalists are involved in more than one profession at a time.
- ◆ The level of education of almost all the local journalists is graduation. Most of the district level journalists have received training on various issues while the Upazilla level correspondents had no such opportunity.
- ◆ The females are hardly found in the profession of journalism in local media.
- ◆ The local journalists have to face professional risks and harassment from the powerful lobbies and vested interest groups.
- ◆ The news on UP, development/rural issues, investigative/interpretative reporting are hardly ever placed in the first and last pages of the local newspapers. Most of the UP related news is published in the inner pages without proper treatment.

Most of the news published are not written and edited following the journalistic style.

Covering LGSP:

- ◆ In general, the district level journalists do not know about the LGSP. Generally the journalists are not provided with the assignment by the Chief Reporter/News Editor to cover the issue. The reports published on the LGSP were covered by the trained journalists only.
- ◆ The journalists have to face problems in covering LGSP issues: inadequate cooperation and in some cases non-cooperation of the UP members and chairs, suppressing tendency of information by the UP, lack of necessary information, unwillingness of the newspaper authority to publish report on LGSP

Community Leaders and the UP:

- ◆ The CLs in all the four districts are not really in the position of a community leader acceptable to the society in terms of age, education, maturity and overall leadership quality.
- ◆ The understanding of the UP staffs about the project is not still clear and they hesitate to provide the journalists with necessary information.
- ◆ The UP are not strengthened with appropriate number of manpower, modern communication facilities and infrastructure.
- ◆ The UP do not receive the budget allocation in time.

Part D: Recommendations

Consultant has made the following recommendations based on field visit, discussions, and in-depth interviews with the aforesaid stakeholders from the broader perspective of the project:

Recommendations for better media exposure:

- ◆ Training approach should be ‘issue’ based instead of ‘ad hoc project’ based. Training and workshops for the journalists should be organized in the manner so that the process is a continuous one to make UP an independent news beat like health, education, environment etc. For this, follow-up trainings/workshops should be organized frequently on UP/local government with the latest development.
- ◆ ‘Single journalist training approach’ should be changed and all the correspondents at district level should be brought under the project through arranging workshop, seminars, conference and orientation on LGSP.
- ◆ Training should be held in district headquarters for better understanding of the local reality.
- ◆ Arranging foundation training on journalism for the Upazilla correspondents. Then, training on LGSP should be organized for them. On an average a district level journalist has to cover 80 Unions which is quite an impossible task. Moreover, a district journalist’s main assignment centers into district head quarters and its surroundings with a variety of subjects. On an average an Upazilla level journalist has to cover 11 Unions which is quite feasible for ensuring better coverage on LGSP as all the five thousand unions will be brought under the project by 2012.
- ◆ Female and indigenous people should be encouraged in the profession through proper training on journalism especially in the Hill Tract Districts.
- ◆ Training module and manual should be revised and detailed on UP, LGSP and investigative reporting.
- ◆ Developing a comprehensive guideline for the journalists on covering LGSP.
- ◆ Sensitizing news editors/editors on LGSP through workshops, seminars and discussion meets.
- ◆ Selecting journalist properly for the training especially based on journalists’ need, education, training, credibility and professionalism rather than prior relationship with training organizer.
- ◆ Selecting trainers from the practicing journalists having understanding on both the LGSP and journalism.
- ◆ Arranging cross district visit for the journalists to provide them with a comparative picture of the LGSP.

- ◆ Introducing award for the best report on UP issues with a view to promoting competitive and quality reporting.
- ◆ Awarding fellowship/research grant on “Media and UP” for the post graduate students of journalism department in the universities.
- ◆ Arranging media visits to the LGSP project sites for the journalists, editors/news editors and chief reporters from both the local and national media.

Recommendations for capacity building of the UP:

- ◆ Arranging intensive training for the UP chair, members and the secretaries for better understanding and implementing the LGSP. Emphasis should be given on follow-up training to keep them update on the project.
- ◆ Organizing training on communication literacy i.e. drafting letter, preparing card, press release, operating computer, arranging press conference should be arranged
- ◆ UP offices should be well equipped with modern communication facilities.
- ◆ Preservation of project related information should be computerized.
- ◆ Project related information should reach the Community Leaders and journalist prior to undertaking any project.
- ◆ Employing a sub-assistant engineer in UP level for technical support or assigning at least two sub-assistant engineers for the LGSP project in the upazilla headquarter so that they can cover all the schemes under the project in all the unions.
- ◆ Budget allocation should be disbursed timely.
- ◆ Introducing award for the best LGSP implementer i.e. the best Chair and the Member of the year.

Recommendations for better monitoring of the Project by Community Leaders:

- ◆ ‘Single Community Leader as auditor monitoring approach’ should be changed and involving ‘opinion leaders’ as much as possible. Females should be encouraged too in this process.
- ◆ Arranging a common orientation for all the community leaders instead of arranging training for a single community leader.
- ◆ Selecting real community leaders who have influence on UP officials and community. Age, education and understanding, and acceptability to the communities should be considered while selecting.
- ◆ Arranging views exchange meeting between the Community Leaders and Journalists for better surveillance on the UP activities.

Recommendations for creating mass awareness about LGSP

- ◆ Formulating a ‘Comprehensive Communication Strategy (CCS)’ for LGSP. The CCS will deal with such communication mechanisms which will create awareness among all the stakeholders from the grass roots to policy makers. Under the CCS, Court Yard Counseling (Uthan Boithak), Billboard, Radio Spot, Poster, Leaflets,

Miking, Using folk/indigenous Media, Workshops, Seminars, Discussions Meets, Documentaries, Pop Theatre, Using Community Radio, TV talk show, Round Table Conference and other innovative communication programs may be used. The form of the communication should be selected based on the nature of the stakeholders.

Recommendations for partner NGOs

- ◆ Assigning at least two NGOs for media monitoring activities on the project. The reason behind employing two NGOs at a time is to get a comparative picture of the performance. Only one NGO is not enough to cover the whole country. The selection of the NGOs should be appropriate as they will have to deal with the journalists- very sensitive stakeholders.
- ◆ To implement the Comprehensive Communication Strategy (CCS), two NGOs may be employed as only one NGO is not sufficient to form a social campaign on LGSP in all the 64 districts in Bangladesh.