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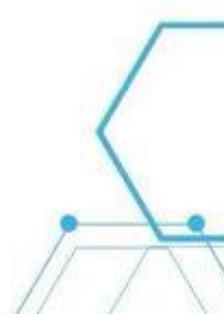
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## Acronyms

AI	Amnesty International
AI-powered	Artificial Intelligence Powered
APC	All People's Congress
BBC	British Broadcasting Corporation
CARL	Centre for Accountability and Rule of Law
CCTV	Closed Circuit Television
CEO	Chief Executive Officer
CGG	Campaign for Good Governance
CLS	Cable Landing Station
CSOs	Civil Society Organisations
CSR	Corporate Social Responsibility
DFID	Department for International Development
DG	Director General
DSO	Digital Switchover
DTT	Digital Terrestrial Television
ECOWAS	Economic Community of West African States
ECSL	Electoral Commission Sierra Leone
EDSA	Electricity Distribution and Supply Agency
EMB	Election Management Bodies
EU	European Union
FBC	Fourah Bay College
FCDO	Foreign Commonwealth Development Office
FGDs	Focus Group Discussions
GBC	Ghana Broadcasting Corporation
GCE	General Certificate Examination
GEC	General Entertainment Channel
GOSL	Government of Sierra Leone
HD	High Definition
HR	Human Resources
HRCSL	Human Rights Commission of Sierra Leone
HRMO	Human Resources Management Office
ICPNC	Independent Commission for Peace and National Cohesion
ICT	Information Communication Technology
IDPs	Individual Development Plans
IFMS	Integrated Financial Management System
IMC	Independent Media Commission
IMFR	Independent Management and Functional Review
IPTV	Internet Protocol Television
IT	Information Technology
ITU	International Telecommunication Union
KBC	Kenya Broadcasting Corporation
KPIs	Key Performance Indicators
MDAs	Ministries Departments and Agencies
MFR	Management and Functional Review
MoU	Memorandum of Understanding
MRCG	Media Reform Coordinating Group
MTNDP	Medium Term National Development Plan
NaTCA	National Telecommunications Authority

NATCA	National Telecommunications Authority
NATCOM	National Telecommunication Commission
NBC	Nigeria Broadcasting Corporation
NCP	National Commission for Privatization
NGOs	Non-Governmental Organisations
NRCS	Newsroom Computer Systems
PBAC	Public Broadcasting Advisory Committee
PESTEL	Political Economic Social Technological Environmental and Legal
PPPs	Public-Private Partnerships
PSRU	Public Sector Reform Unit
SABC	South African Broadcasting Corporation
SDGs	Sustainable Development Goals
SLAJ	Sierra Leone Association of Journalist
SLBC	Sierra Leone Broadcasting Corporation
SLBS	Sierra Leone Broadcasting Service
SLTV	Sierra Leone Television
SMS	Short Message Service
SP	Sub Professional
SWOT	Strengths, Weaknesses, Opportunities and Threats
TNA	Training Needs Assessment
TV	Television
UHF	Ultra High Frequency
UN	United Nations
UNAMSIL	United Nations Mission in Sierra Leone
UNDP	United Nations Development Programme
UNESCO	United Nations Educational Scientific and Cultural Organisation
WIMSAL	Women in the Media Sierra Leone



## Executive Summary

The Management and Functional Review (MFR) of the Sierra Leone Broadcasting Corporation (SLBC) was initiated to conduct a comprehensive evaluation of the institution's current organizational structure, management practices, operational capacity, governance and human resource systems. As Sierra Leone's national broadcaster, SLBC has a crucial mandate to inform, educate, and entertain the public while upholding the values of neutrality, inclusivity, and professionalism in public communication.

The Management and Functional Review of SLBC is a strategic initiative aimed at enhancing the corporation's operational efficiency, transparency, Governance and credibility. This review stems from Recommendation seventy-seven (77) of the Tripartite Agreement between the Government of Sierra Leone, the All People's Congress (APC) party and donor partners. This underscores the commitment of government to creating a level playing field to accommodate dissenting opinion with a view to strengthening the country's democratic governance and promote political stability.

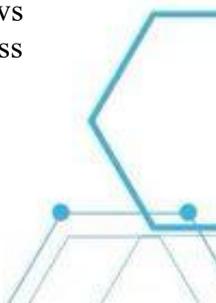
The review was undertaken as an entry point to the SLBC in order to identify capacity gaps, systems and processes challenges affecting the Corporation with the view to optimize performance and service delivery. The overarching aim of the MFR is to strengthen the Management and Operational systems of SLBC, enhancing its productivity and ensuring effectiveness and efficiency in carrying out its mandate.

Over the years, the Corporation has struggled with a range of institutional challenges that have constrained its effectiveness and credibility. These include weak governance structures, overlapping functions, poor staff performance management systems, inadequate training and development programs, outdated equipment and facilities, limited financial resources and autonomy. These systemic weaknesses have significantly undermined SLBC's ability to fulfil its role as a national broadcaster operating in the public interest.

The Review commenced with an inception meeting on 19<sup>th</sup> March, 2025 in the Conference room of SLBC at their Jomo Kenyatta Road Office. The meeting was chaired by the Deputy Director-General and was attended by Senior Management of SLBC. The meeting solicited a wide range of views from all staff members, and the Deputy Director General was identified as the focal person, to serve as an intermediary between SLBC and the review team.

This management and functional review report evaluates the Sierra Leone Broadcasting Corporation (SLBC) concerning its operational efficiency, organizational structure, strategic direction, financial health, governance challenges and capacity to fulfil its public mandate. An in-depth literature review was also conducted with situational and contextual analysis based on reports, policy documents, electronic and scholarly materials. It identifies strengths, weaknesses, opportunities and threats (SWOT analysis) while offering actionable recommendations for improvement.

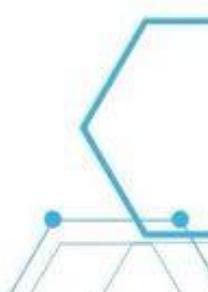
The methodology employed qualitative and quantitative approaches throughout the MFR exercise. These methods have been appropriately used to collect data and elicit meaningful and in-depth understanding of human resource management and operational challenges of the SLBC. In this regard, the team collected data using structured, and semi-structured interviews and Focus Group Discussions (FGDs). Questionnaires were also administered to staff across all cadres.





The review proffered smart recommendations to address the numerous challenges related to governance, administrative processes, human resources, logistics and equipment in order to improve on the service delivery mechanism of the Corporation.

This review provides a roadmap for the institutional transformation of SLBC, aimed at repositioning it as a modern, independent, and responsive broadcaster. It calls for committed leadership, strategic investments, and stakeholder collaboration to implement the recommended reforms and restore public confidence in the Corporation's mission.





## Section One Introduction

### 1.1 Introduction

The Sierra Leone Broadcasting Corporation (SLBC), established under the SLBC Act of 2010, plays a critical role in the dissemination of information, public education, entertainment, and the promotion of national culture and values content across radio and television platforms. As the country's national broadcaster, SLBC has the constitutional and statutory responsibility to provide balanced, independent, and professional content that serves the diverse interests of citizens. In an era of rapid technological advancement and increasing demand for transparent, accountable, and citizen-centered governance, the effectiveness of SLBC is central to strengthening democracy, social cohesion, and national development.

As part of Sierra Leone's broader public sector reform efforts, the Management and Functional Review (MFR) of SLBC is a strategic initiative led by the Public Sector Reform Unit (PSRU)

### 1.2 The Review Team - PSRU

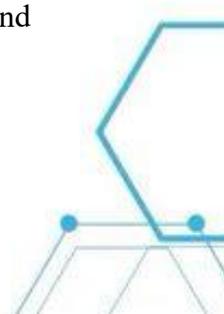
The Public Sector Reform Unit (PSRU) provides leadership, coordination and strategic guidance in the design, implementation and monitoring of Public Sector Reform initiatives. As the established institution mandated to lead reforms across the Public Sector in Sierra Leone, a Management and Functional Review was conducted for the Sierra Leone Broadcasting Corporation, (SLBC), arising from recommendation 6 of the Tripartite Agreement that calls for a review of the Electoral Commission for Sierra Leone (ECSL) and other Elections Management Bodies (EMBs). Recommendation 77 of the tripartite agreement requested for the review of the SLBC Act of 2010.

The management and functional review, consistent with Recommendation 77 seeks to ensure the under mentioned:

- That the state broadcaster, SLBC should be transformed into an independent public service broadcaster with editorial independence from government and financial autonomy.
- Establish in legislation a limit in the maximum amount of airtime that political parties and candidates can buy on SLBC during an election campaign period, in order to avoid disadvantages between those parties with greater financial capacity than other parties.

The Sierra Leone Broadcasting Corporation (SLBC) plays a pivotal role in shaping national discourse, informing the public, and promoting cultural and democratic values through radio and television broadcasting. As the national broadcaster, SLBC holds a unique responsibility to deliver timely, accurate, and inclusive content that reflects the diversity, aspirations, and challenges of the people of Sierra Leone.

SLBC has over the years faced significant structural, operational, and financial challenges that have hindered its ability to effectively fulfil its public service mandate. These challenges among others, include, outdated organizational systems, limited capacity in key functional areas, lack of modern broadcasting infrastructure, weak accountability mechanisms, and constrained financial sustainability.





This Management and Functional Review (MFR) has been undertaken to critically assess the institutional framework, organizational structure, operational effectiveness, and human resource capacity of the SLBC. In addition, the review will look at the role of SLBC in ensuring the successful implementation of the Medium-Term National Development Plan (MTNDP). The review was undertaken as an entry point to SLBC in order to identify capacity gaps, systems and processes challenges affecting the Public Broadcaster with the view to optimize performance and service delivery. This exercise was as a result of a request by the Chief Minister as the Chairman for the implementation of the recommendations of the cross parties' tripartite report 2024 to undertake an Independent Management and Functional Review of ECSL and other Election Management Bodies (EMB). The key objective of the IMFR is to ensure that the functions, systems, processes and organizational structures of SLBC are aligned with its mandate and MTNDP 2024-2030.

SLBC plays a critical role in Sierra Leone's democratic process by creating an even platform for all Sierra Leoneans regardless of their political views, regional or ethnic background to air their views and concerns on the governance and democratic processes. However, over time, several governance, operational and structural challenges have emerged, affecting its capacity to function effectively. These include logistical and institutional challenges that affect efficiency, public trust, underscoring the need for a comprehensive diagnostic review.

The review strives to provide a comprehensive assessment of SLBC's management structure, operational effectiveness, and overall functionality in light of past electoral processes, most especially with the 2023 general elections, which calls for the first Unity Agreement at Bintumani and subsequently the tripartite agreement. By identifying gaps, recommending reforms that will foster institutional transparency and accountability, the review aims to create a more robust electoral framework capable of supporting free and credible elections in Sierra Leone.

The review is guided by the principles of good governance, transparency, efficiency, and public service excellence. It draws on both internal assessments and stakeholder consultations to ensure that the findings and recommendations are evidence-based, context-specific, and aligned with national development priorities and international broadcasting standards.

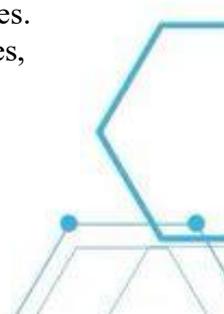
This report, therefore, serves as a strategic blueprint for reforming and revitalizing the SLBC, with the ultimate goal of transforming it into a credible, professional, and independent public broadcaster that meets the evolving information needs of the nation and contribute meaningfully to the governance and democratic process.

### **1.3 Aims and Objectives**

The broad objective of the review is to identify gaps, inefficiencies, and areas of improvement, and to provide actionable recommendations that will strengthen SLBC's institutional performance and enhance its service delivery to the people of Sierra Leone.

#### **1.3.1 Purpose of the Review**

The primary purpose of this review is to assess SLBC's management structure, operational efficiency, and overall performance in delivering high-quality public broadcasting services. The review aims to provide an evidence-based analysis of SLBC's strengths and weaknesses,





leading to practical recommendations for improving governance, financial sustainability, human resource management, technical capacity, and content delivery.

### 1.3.2 Objectives

**The specific objectives of this review are as follows:**

- Governance and Management: Evaluate SLBC’s leadership, decision-making processes, and regulatory compliance.
- Financial Management: Assess funding sources, financial sustainability strategies, and cost efficiency.
- Human Resources: Examine workforce capacity, recruitment practices, training programs, and performance management.
- Programming and Content Delivery: Analyze content relevance, diversity, audience engagement, and adherence to media ethics.
- Technical and Digital Infrastructure: Review the adequacy of broadcasting equipment, digital platforms, and technological innovations.
- Challenges and Opportunities: Identify key operational challenges and propose strategic recommendations for reform and improvement.

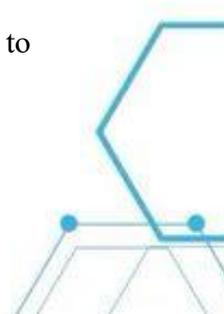
## 1.4 Scope of the Review

This review will focus on the following key areas:

- Governance and Organizational Structure – Assessment of SLBC’s leadership, board effectiveness, institutional autonomy, and regulatory compliance.
- Human Resource Management – Evaluation of staffing levels, recruitment, training, professional development, and workplace culture.
- Financial Management and Sustainability – Analysis of funding mechanisms, budget allocation, revenue generation, and financial accountability.
- Programming and Audience Engagement – Examination of content quality, public perception, inclusivity, and responsiveness to audience needs.
- Technical Infrastructure and Digital Transformation – Review of broadcast technology, digital platforms, cybersecurity, and innovation in service delivery.

## 1.5 Methodology and Approaches

The review employed a combination of qualitative and quantitative research methods, including:

- (a) Document analysis; review of SLBC policies, financial reports, organizational structure, and regulatory frameworks;
  - (b) Stakeholder consultations in the form of interviews and focus group discussions with SLBC management, staff, government agencies, media professionals, and the general public were also conducted;
  - (c) Comparative analysis with other public broadcasters in the region and internationally were done to benchmark SLBC operations;
  - (d) Operational Assessment: On-site evaluations of SLBC facilities, technical infrastructure, and workflow processes;
  - (e) Questionnaires: Structured and semi structured questionnaires were administered to members of staff;
- 



These methods have been appropriately used to collect data and elicit meaningful and in-depth understanding of human resource management and operational challenges of SLBC. In this regard the team collected data using structured, and semi-structured interviews and Focus Group Discussions (FGDs). Questionnaires were also administered to staff across all cadres.

The Review commenced with an inception meeting on 19<sup>th</sup> March 2025 in the Conference room of SLBC at their New England Ville Office. The meeting was chaired by the Deputy Director General and was attended by Senior Management of SLBC. The meeting solicited a wide range of views from all staff of SLBC, and the Deputy Director General was identified as the focal person, to serve as an intermediary between SLBC and the review team.

An in-depth literature review was also conducted with situational and contextual analysis based on reports, policy documents, electronic and scholarly materials. Also, the leadership of the identified stakeholders were interviewed to harmonize mandates and functions in order to successfully complement the operational functions of SLBC.

## **1.6 Desk Reviewed Documents**

The documents listed below were reviewed:

- The current Organizational Structure of the Sierra Leone Broadcasting Corporation Act
- Strategic plan 2020-2024
- Current Staff List of SLBC.
- Office Inventory List
- The SLBC Act of 2010
- The SABC Act
- The GBC Act
- The NBC Act
- Any other published and unpublished Official Government documents

## **1.7 Expected Outcome**

The findings and recommendations from this review will serve as a strategic roadmap for SLBC, guiding reforms to enhance its operational efficiency, financial sustainability, and public service mandate. Key outcomes will include:

- Clear strategies for improving governance and leadership.
  - Recommendations for sustainable financing and resource mobilization.
  - Action plans for capacity building and staff development.
  - Guidelines for modernizing SLBC's technical and digital capabilities.
  - Policy recommendations to strengthen public engagement and content quality.
- 



## Section Two

# Historical Background of the Sierra Leone Broadcasting Corporation (SLBC)

### 2.1 Origin and Early Years

Broadcasting in Sierra Leone dates back to 1934, when the British colonial government established a radio relay station in Freetown. Initially, the service primarily relayed content from the BBC World Service to cater to the colonial administration and elite listeners. By 1954, this relay service evolved into the Sierra Leone Broadcasting Service (SLBS), marking the birth of a locally controlled and operated national broadcaster.

SLBS became one of the oldest public broadcasting institutions in West Africa. Its primary mandate was to serve the public by providing educational programming, news, and entertainment in both English and major local languages. Over time, SLBS expanded its reach across the country, becoming a key tool for national integration, civic education, and cultural preservation.

### 2.2 Development and Expansion

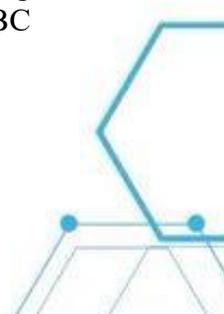
From the 1960s to the early 1980s, SLBS operated as a department within the Ministry of Information and Broadcasting. During this time, it developed regional radio stations and launched a modest television broadcasting service in 1963, known as SLTV (Sierra Leone Television), making Sierra Leone the first country in sub-Saharan Africa to introduce television.

However, due to inadequate funding, weak infrastructure, and limited technical capacity, the television service struggled to expand beyond Freetown for several decades. By the 1990s, SLBS faced serious operational challenges, including outdated equipment, low staff morale, and increasing public dissatisfaction.

### 2.3 Impact of the Civil War 1992-2002

The civil war in Sierra Leone severely disrupted broadcasting services. SLBS facilities nationwide were attacked, looted, and destroyed. The war further eroded the already weak infrastructure and reduced the broadcasting service's ability to fulfil its public service mandate. The civil war exposed the vulnerabilities of SLBS and accelerated the need for comprehensive reform. It underscored the importance of a resilient, independent, and well-resourced public broadcaster in times of national crisis. The merger of SLBS and UN Radio to form SLBC was a direct response to the failure of SLBS during the conflict and an attempt to build a stronger, more reliable institution capable of withstanding future challenges. At the same time, it underscored the importance of a strong national broadcaster for peacebuilding, information dissemination, and national cohesion.

The civil war in Sierra Leone (1991–2002) had a profound and devastating impact on all sectors of society, including the country's public broadcasting service. The Sierra Leone Broadcasting Service (SLBS), which served as the national broadcaster prior to the establishment of SLBC in 2010, was among the institutions most severely affected by the prolonged conflict.



## 2.4 Destruction of Infrastructure and Facilities

SLBS infrastructure across the country suffered extensive damage during the war; Studios, transmitters, and equipment were vandalized, looted or destroyed, particularly in regional locations and conflict zones. Regional stations in places like Bo, Kenema, and Makeni were completely shut down, resulting in a concentration of broadcasting efforts in the capital, Freetown. Television service, which was already limited to Freetown, was further constrained, with minimal national programming or investment in content production. This destruction severely disrupted SLBS's ability to maintain consistent broadcasting and provide information to the public during a time of national crisis.

The conflict led to a significant reduction in national broadcasting coverage, especially in rural and provincial areas where communication was critical for survival and coordination. With most of the SLBS's infrastructure disabled. Millions of Sierra Leoneans lacked access to timely, critical and accurate government information, contributing to misinformation, fear mongering, and isolation. The public's trust in SLBS eroded due to its inability to provide consistent updates or play a strong public service role during the war. This loss of coverage reinforced a communication gap between the government, humanitarian organizations, and the citizenry.

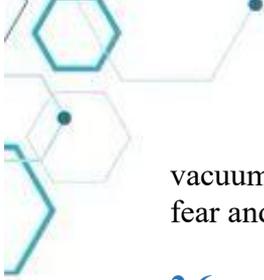
As the war progressed, SLBS staff were directly impacted by the violence and insecurity, journalists, technicians, and administrative workers were often targets of threats, violence, and displacement. Some staff members were forced to flee their posts, particularly in areas under rebel control, while others suspended their duties due to fear for their lives. SLBS's capacity to produce content, gather news, or even maintain basic administrative functions was greatly diminished during the peak years of the war.

The war further exposed and exacerbated long-standing institutional weaknesses. There was a complete breakdown in routine operations, including content scheduling, editorial planning, and financial management with funding diverted to war efforts and emergency priorities, government subventions to SLBS declined sharply, leading to operational paralysis. SLBS experienced brain drain, as many skilled professionals left the country or sought work with international organizations. SLBS was essentially reduced to a shell of its former self, with minimal programming and little influence on national dialogue or peacebuilding efforts.

## 2.5 Emergence of the United Nations (UN) Radio and Alternative Platforms

In response to the information vacuum created by the weakened SLBS, the United Nations Mission in Sierra Leone (UNAMSIL) established UN Radio in the early 2000s: UN Radio quickly became the most trusted and widely accessed information source in the country, offering news, public service programming, and reconciliation-focused content. It introduced professional broadcasting standards and enhanced media credibility at a time when SLBS was struggling to regain its footing. The success of UN Radio highlighted the need for a new, professional, and independent broadcasting model, which would eventually influence the decision to merge SLBS and UN Radio into the Sierra Leone Broadcasting Corporation (SLBC) in 2010.

During the civil war, SLBS missed a critical opportunity to serve as a platform for national unity, peace messaging, and civic education, it failed to play a leading role in peacebuilding, community sensitization, and reconciliation due to its weakened institutional capacity. The



vacuum in trusted national communication contributed to disinformation and deepened public fear and mistrust, especially in rural communities.

## **2.6 Transition from SLBS to SLBC (2010)**

In response to the need for a reformed and more independent national broadcaster, the Sierra Leone Broadcasting Corporation (SLBC) was officially established on April 15, 2010, through an Act of Parliament — the SLBC Act of 2010. This Act merged the Sierra Leone Broadcasting Service (SLBS) with the United Nations Radio (set up during the post-war recovery period) into a single, autonomous public service broadcaster.

The goal of this transition was to create a modern, impartial, and professional public broadcaster that would operate independently of government control, provide balanced news coverage, and promote development through education and information. The SLBC Act provided for a Board of Trustees to oversee governance and an independent management team led by a Director General.

The transition from the Sierra Leone Broadcasting Service (SLBS) to the Sierra Leone Broadcasting Corporation (SLBC) marked a significant transformation in the country's media landscape. This change was driven by the need to reform public broadcasting, improve service delivery, enhance independence, and align with international standards of public service media. The transition was both a response to the legacy of institutional weaknesses and a visionary step towards a modern, independent, and development-oriented broadcaster.

## **2.7 Context and Rationale for the Transition**

### **2.7.1 Institutional Weaknesses of the SLBS**

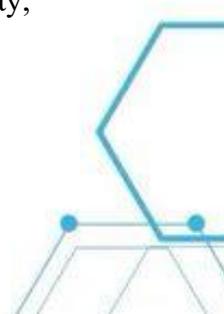
Prior to its reform, SLBS suffered from multiple structural, Governance, operational, and financial problems, including:

- Outdated equipment and infrastructure;
- Chronic underfunding and financial dependence on government subventions;
- lack of editorial independence, with content often shaped by political interests;
- limited geographic coverage, especially outside Freetown due to inconsistent power supply and destruction of infrastructure
- Inadequate staff training and capacity and
- Low public trust, due to perceived bias and inefficiency

The civil war (1991–2002) further devastated the institution, rendering many regional broadcasting stations non-functional and limiting the role of SLBS in peacebuilding and public education during the country's most critical moments.

### **2.7.2 Rise of the UN Radio**

During the post-conflict reconstruction phase, UNAMSIL established UN Radio as a reliable and professional broadcasting platform to fill the information void. UN Radio quickly became the most trusted news source in the country, setting new standards in production quality, editorial independence, and public engagement.





The success of UN Radio demonstrated the viability and need for a modern and independent public broadcasting model, prompting the government and development partners to consider integrating it with SLBS to build a new national broadcaster.

### 2.7.3 Legal and Institutional Framework for the Transition

#### 2.7.3.1 *The SLBC Act of 2010*

The SLBC Act, passed by Parliament in April 2010, provided the legal foundation for the establishment of the Sierra Leone Broadcasting Corporation (SLBC). The Act officially merged SLBS and UN Radio into one entity and defined its structure, governance, funding mechanisms, and public service mandate.

Key provisions of the Act included:

- Establishment of a Board of Trustees to provide independent oversight
- Appointment of a Director General as the administrative and operational head
- Mandate to inform, educate, and entertain the public
- Commitment to editorial independence and non-partisan content
- Obligation to operate in the public interest with nationwide coverage

#### 2.7.3.2 *Governance Structure*

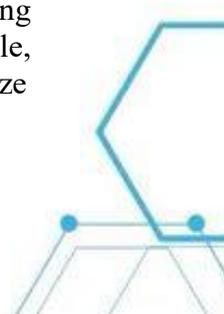
The SLBC Act introduced a new governance model meant to ensure transparency, inclusivity, and accountability. The Board of Trustees included representatives from Civil Society, University of Sierra Leone (Engineering Department FBC), Sierra Leone Association of Journalist (SLAJ), Council of Paramount Chiefs, Inter Religious Council, Sierra Leone Bar Association, Women’s Forum and Youth Council, with the goal of creating a diversified and balanced oversight body.

The transition required the integration of SLBS infrastructure and facilities with those of UN Radio, consolidation of studios, transmission sites, broadcast towers, upgrading of technical equipment provided by development partners (e.g., BBC Media Action, UNESCO), absorption of staff from both institutions into SLBC although often without clear performance or qualification assessments and expansion of national coverage through regional rebroadcast stations. A major goal of the transition was developing content that reflected national development priorities, cultural diversity, and public interest and ensuring editorial freedom from political control. The SLBC Act empowered the Board to protect the corporation’s editorial integrity and hold management accountable to public interest standards.

Despite legal guarantees, editorial independence has remained a challenge, with instances of political interference in content and staffing decisions. SLBC was envisioned to operate on a mixed-funding model combining, Government subvention, commercial advertising revenue, Development partner support and public contributions (license fees – though not yet implemented).

In practice, SLBC continues to rely heavily on government funding, which undermines its financial autonomy and limits its ability to innovate or expand independently.

The transition from SLBS to SLBC was a bold and necessary step to reform public broadcasting in Sierra Leone. It laid the foundation for an institution that could serve as a voice of the people, promote national development, and support democratic governance. However, to fully realize





this vision, SLBC must overcome lingering challenges by strengthening institutional independence, diversifying funding sources, investing in staff and infrastructure and enhancing accountability, performance management and taking full control of its assets country-wide.

A robust and truly independent SLBC is essential for Sierra Leone's democratic growth, civic education, and national development.

## 2.8 Mandate

The mandate of SLBC is enshrined in the SLBC Act 2010 which states inter alia "to provide public service, independent and impartial broadcasting services through the provision of efficient information, education and entertainment that reflects all shades of opinion throughout Sierra Leone"

## 2.9 Vision

To be recognized as the best broadcaster in Africa and amongst the best in the world

## 2.10 Mission

The SLBC is strongly committed to transforming the lives of the people of Sierra Leone through the creative use of its human, financial and technological resources; leading the way in informing audiences, encouraging debate and celebrating culture; sustaining the public and private sector's knowledge through media professionalism, integrity and dedication.

## 2.11 Core Values

- **Civic Engagement-** promote awareness and participation in the democratic process in Sierra Leone by impartially engaging all stakeholders
  - **Creativity-** create new programmes, new revenue sources and keep abreast with technological changes
  - **Quality Customer Service Delivery-** improve on our customer relationship by providing value for money through quality programmes
  - **Ethical Standards-** enforce an unwavering commitment to fairness, transparent procurement processes, tolerance, diversity and accountability in everything we do
  - **Inclusivity-** consider all shades of opinion in all the regions of Sierra Leone and showcase our ethical values in all programmes
- 



## Section Three Situational Analyses

### 3.1 Introduction

This chapter presents an overview of the key achievements, gaps, bottlenecks, Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis, PESTLE Analyses, Stakeholders Analyses and lessons learnt. The analyses was based on data drawn from desk reviews, interviews, focus group discussions, activity reports, case studies based on staff and stakeholders' recollections. The Sierra Leone Broadcasting Corporation (SLBC) is the national public service broadcaster established to provide radio and television services that inform, educate, and entertain the public while promoting national unity, development, and democratic values. However, over the years, SLBC has faced multiple structural, operational, institutional as well as governance challenges, significantly undermining its potential as a leading and independent media institution in Sierra Leone.

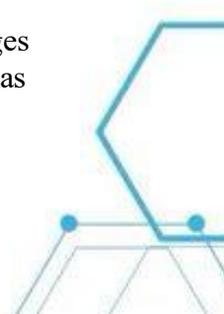
The Sierra Leone Broadcasting Corporation (SLBC), is currently facing significant operational, financial, technological, and credibility challenges that hinder its ability to effectively fulfil its public mandate. Despite its national reach and institutional legacy, SLBC struggles with chronic underfunding, outdated infrastructure, weak digital presence, low staff morale, and a growing perception of political bias. Furthermore, its governance structure lacks full autonomy, limiting the institution's ability to innovate and compete in an increasingly digital and pluralistic media environment. As a result, SLBC is failing to adequately inform, educate, and engage a diverse and evolving Sierra Leonean audience, particularly the youth and diaspora communities. Without urgent institutional reform, investment in digital transformation, and capacity building, SLBC risks becoming irrelevant in a rapidly changing media landscape.

The situational analysis noted that SLBC, while institutionally significant, faces deep-rooted management, financial, and operational challenges. SLBC is still operating on analogue making it extremely difficult for it to effectively compete with its peers. The review revealed a bloated structure with over fifty per cent of staff members without first degree or professional certificate. The review also noted that though the corporation has in its fold a huge number of staff complement most of them are without job descriptions and are not contributing towards the effective functioning of the corporation. From desk reviews and interviews conducted, it was observed that some recruitment were done without following due processes as the vacancies were not even advertised in the first place. This practice has not only led to disparities in salaries but inconsistency in the wage structure giving rise to distortion on the wage bill. These challenges are exacerbated by external threats such as political interference, competition from private media, and limited public trust. However, there are also substantial opportunities for reform particularly if SLBC can secure legal independence, diversify funding, modernize infrastructure, and professionalize its workforce.

With the right strategic direction, investment, and governance reforms, SLBC can evolve into a trusted and dynamic public broadcaster that plays a central role in Sierra Leone's democratic and developmental progress.

### 3.2 Leicester Peak

The Leicester Peak transmitting station, managed by SLBC, has faced significant challenges over the years, leading to its current state of disrepair. Constructed in 1978, this facility has



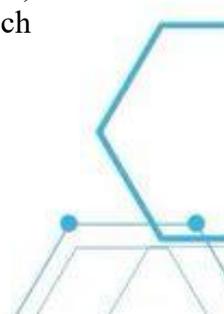


been pivotal in delivering broadcast services across Sierra Leone, providing nation-wide coverage and even reaching Conakry in neighbouring Guinea.

However, the structures at Leicester peak are worn out becoming a high health risk to the staff as well as to the equipment. Furthermore, the land at Leicester peak which is the property of SLBC and by default a source of income has been encroached on by other users who were initially tenants but now claimed to be owners of the said parcel of land.

During the civil conflict in the 1990s, SLBS was seriously affected as the station's condition deteriorated due to neglect and destruction to its infrastructure. Post-War rehabilitation efforts in the early 2000s were undertaken to restore the station. The British Department for International Development (DFID) funded projects to re-equip and train SLBC staff, including reconstructing radio broadcast systems at Leicester Peak. Despite these efforts, challenges persisted.

### **The dilapidated state of Leicester Peak can be attributed to the following factors:**

- **Poor Maintenance and Infrastructure Decay:** The Leicester Peak facility has deteriorated over time due mainly to lack of routine maintenance that has severely impacted transmission equipment, towers, and the buildings at the site. The infrastructure housing the transmitters and other vital equipment is aging and has not been properly upgraded or replaced over the years. The facility faces serious challenges during the rains as equipment and transmitters are exposed to serious weather conditions that has affected the life span of transmitters and other vital equipment;
  - **Inadequate Funding and Budget Constraints:** Insufficient funding from the government to undertake routine maintenance and repairs including upgrading of equipment and other operational costs have contributed to the dilapidated state of the facility. SLBC is constrained to generate enough revenue to efficiently service Leicester peak due to myriad of challenges. Revenue generated by SLBC may not be enough to support maintenance efforts due to the fact that the revenue streams have shrunk due to poor management, inadequate equipment and tools, non-payment of rents and other entitlements. Also, some of the co-locators that have been contributing to boost the revenue base of the Corporation have transferred their commitments to other co-locators as SLBC cannot provide them the facilities to operate effectively. This development has affected revenue generation considerably;
  - **Power Supply and Energy Challenges:** Unstable electricity supply and high reliance on expensive fuel generators have made it difficult to maintain consistent transmission. Frequent power outages have worsened the problems leading to frequent damages to key equipment and loss of vital co-locators that has affected revenue generation;
  - **Harsh Weather Conditions and Environmental Factors:** The Leicester Peak facility is expose to heavy rainfall, strong winds, and humidity, which accelerate the wear and tear of the structures and equipment. There is also the seeming lack of protective measures against environmental degradation;
  - **Vandalism and Theft:** There are also reports of theft of essential equipment, cables, and fuel that have worsened the situation due largely to weak security measures which made the site vulnerable to unauthorized access;
- 

- **Neglect and Administrative Challenges:** Slow decision making, bureaucracy and or lack of prioritization in addressing reports of maintenance have also contributed in the state of despair of the facility.

Restoring the Leicester Peak site requires a multifaceted approach that blends technical rehabilitation with strong financial, operational, and regulatory reforms. With adequate investment, strategic partnerships, and a focus on modern technology, the site can once again become a robust hub for Sierra Leone's broadcasting needs.

### 3.3 SLBS Repeater Stations

SLBC used to boast of repeater stations at Mile 91, Moyamba Junction and Mambudu in Kono District. These facilities were responsible for providing nation-wide coverage to its programmes. But years of neglect and poor maintenance have contributed to the dysfunctionality of these facilities.

**The dilapidated state and disuse of SLBC repeater stations can be attributed to several interrelated factors:**

- **Insufficient Funding and Investment:** Underinvestment in infrastructure maintenance and upgrades has left these facilities without the necessary resources for repair and modernization.
- **Neglected Maintenance:** Aging equipment and infrastructure have not received the regular upkeep required to get them operational. This neglect has accelerated wear and tear, making repairs more challenging and costly;
- **Harsh Environmental Conditions:** The repeater stations are exposed to harsh weather, such as heavy rains, high humidity, and extreme temperatures. These environmental factors contribute significantly to the deterioration of equipment and physical structures;
- **Administrative and Management Challenges:** Bureaucratic delays and possible mismanagement have hindered timely intervention. When contracts and maintenance programs are not closely monitored or updated, it becomes difficult to prioritize and address infrastructure needs.
- **Security Issues:** In some cases, the facilities have also been affected by vandalism and theft of critical components, further impeding efforts to maintain and restore them.

These factors have rendered all the transmitter stations non-operational, impacting the overall broadcasting capability in the region. Addressing these issues would require a coordinated strategy that improves funding, maintenance protocols, security, and management oversight.

### 3.4 Provincial and Regional Offices

The Sierra Leone Broadcasting Corporation (SLBC), as the national public service broadcaster, operates across the country through a network of provincial and regional offices. SLBC has six functional Regional and Provincial stations in Bo, Kenema, Makeni, Magburaka, Kono and Kailahun. These offices are strategically located to ensure nationwide coverage and to provide localized content that reflects the voices and realities of Sierra Leone's diverse communities. However, a thorough situational analysis reveals significant operational, infrastructural, and institutional challenges affecting their functionality and performance.



SLBC's provincial and regional offices have the potential to be vibrant hubs for local media production, community engagement, and inclusive national dialogue. However, their current state is characterized by weak infrastructure, low staff capacity, limited financial support, and inadequate technical resources. Strategic investment, decentralization of operations, targeted training, and stronger community linkages are essential to revitalize these offices and enable them to fulfil their public service broadcasting mandate across Sierra Leone.

### **3.5 Infrastructure and Equipment**

Most provincial and regional SLBC offices lack the necessary and adequate equipment and operate from aging facilities that lack regular maintenance. The staff in most cases resort to improvising at their own expense in order to ensure that the Corporation fulfil its mandate. Several buildings are in a state of disrepair, with inadequate space for staff, poor sanitation, and lack of security. Equipment in these offices are often obsolete or non-functional, including analogue broadcasting tools, outdated computers, aging transmitters, and insufficient audio-visual production resources. Only the radio stations are operational in the provinces, facilities to ensure television broadcast especially in Bo and Makeni are lacking. Power supply is also irregular and inconsistent, with many offices relying on generators that are costly to maintain and fuel. Others have to enter into unofficial Memorandum of Understanding (MoU) to collocate with Mobile Telecoms Operators for stable electricity supply to ensure they stay on air.

### **3.6 Technical Capacity**

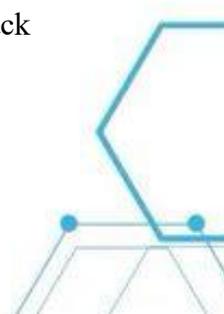
The technical capacity of SLBC's regional offices is severely limited. Most stations lack trained technical personnel to handle broadcasting equipment which are inadequate, editing software, or to manage digital transmission. This hinders the quality and consistency of programming and contributes to frequent disruptions in broadcast services. The absence of modern production and post-production tools also limits the ability of regional teams to produce engaging, locally relevant content.

### **3.7 Human Resources**

Provincial offices are typically understaffed and heavily reliant on a small number of multi-tasking employees, some of whom have not received formal training in broadcasting, journalism, or technical operations. In order to bridge the staffing gap, provincial and regional offices rely on contract staff who are paid from own source revenue. Staff morale is low due to poor working conditions, lack of incentives, minimal career progression opportunities, inconsistent salary structures and limited access to capacity-building initiatives. There is also a noticeable skills gap in digital content creation and social media engagement.

### **3.8 Programming and Contents**

While SLBC's provincial stations have the mandate to create and air local content that reflects regional languages, culture, and issues, most offices struggle to meet this obligation. The lack of appropriate equipment, financial and technical support limits content diversity and production quality. Programs are often repetitive, poorly packaged, and disconnected from the interests of the target audiences. In some cases, it is the SLBC Freetown programmes that dominated their programming schedule. Additionally, the absence of audience feedback mechanisms makes it difficult to assess and improve content relevance and impact.



### 3.9 Coverage and Reach

Broadcast coverage from regional offices is limited and inconsistent. Signal strength is weak or non-existent in several surrounding rural communities due to worn out transmitters, leading to a lack of access to public service information, especially in times of emergency or national campaigns. The transition to digital broadcasting is yet to commence further widening the communication gap between urban and rural populations.

### 3.10 Financial and Administrative Autonomy

Regional SLBC offices operate with minimal financial autonomy. Budgets are centrally managed from Freetown, leading to delays in procurement, staff payments, and logistical support. Revenue streams are inadequate leading to poor local revenue generation mechanisms that has limit operational flexibility and responsiveness to local needs. There is also a general absence of administrative tools, such as reliable internet connectivity, office supplies, and transport facilities. All the regional and provincial offices visited cannot boast of vehicles or motorbikes making it extremely difficult to carry out their daily activities effectively.

### 3.11 Community Engagement and Partnership

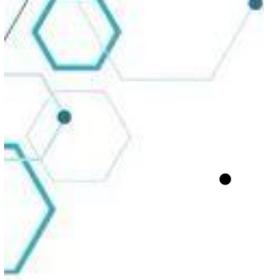
Despite their proximity to the local population, SLBC regional offices often operate in isolation from community stakeholders. There are limited partnerships with civil society, local government, traditional authorities, and the private sector. As a result, the potential of these offices to serve as platforms for local development communication, civic education, and participatory dialogue remains largely untapped.

However, the case for the Magburaka radio station is different. The management team has a strong engagement with the community wherein the station benefitted from the intervention of a philanthropic organization (Yeabu London) that refurbished and equipped the Magburaka SLBC station. The review team was informed that the same foundation has a lofty plans to assist in the rehabilitation of abandon government building to house a planned SLBC radio and television studios.

### 3.12 SWOT Analysis of the Sierra Leone Broadcasting Corporation (SLBC)

#### Strengths

- The SLBC Act of 2010, gives the Corporation the unique status of national public service broadcaster, giving it national visibility and access.
- SLBC has a network of stations across the country, including Freetown and regional headquarters, ensuring access to rural and underserved communities.
- The Public Broadcaster enjoys brand recognition and historical credibility as the voice of national events, education, and development.
- The Corporation produces content in English and local languages (e.g., Krio, Mende, Temne), supporting inclusivity and cultural diversity.
- SLBC has received support from organizations like UNDP, BBC Media Action, China Aid, and others for capacity-building and equipment upgrades.

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- In spite of financial challenges and other constraints, SLBC retains a core group of seasoned journalists, technicians, and producers, many with years of experience in public broadcasting

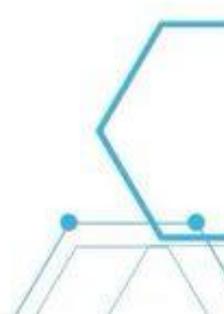
### **Weaknesses**

- SLBC's technical infrastructure is obsolete, including analog transmission, aging studios, and limited digital production capacity.
- The Corporation is largely dependent on government subventions, with inadequate commercial revenue streams or cost recovery mechanisms.
- The corporation lacks a modern, active website, mobile app, and social media strategy, resulting in limited engagement with youth and diaspora audiences.
- There is public concern over political interference, undermining SLBC's credibility as an impartial public broadcaster.
- Challenges such as poor conditions of service including low salaries, lack of training, and limited career advancement affect morale and productivity.
- Weaknesses in archiving, procurement, human resources, and financial management systems reduce operational efficiency

### **Opportunities**

- Transitioning to digital TV and online platforms can expand SLBC's reach, improve content quality, and enable new revenue models (e.g., streaming, advertising).
- There is high demand for local language news, education, cultural programs, and entertainment, which SLBC is uniquely positioned to produce.
- Development agencies are willing to fund media reform, digital migration, civic education, and capacity development, creating funding and training opportunities.
- Ongoing reforms to strengthen access to information, media independence, and transparency create a favourable policy environment.
- With the rise of mobile phones and the internet, SLBC can target young and diaspora audiences through creative, digital-first content.
- Citizens increasingly demand fact-based, developmental, and watchdog journalism, aligning with SLBC's public service mandate

### **Threats**

- There is intense competition from private media and social media platforms. Private radio stations, online news outlets, YouTubers, and influencers are attracting audiences, advertisers, and trust away from SLBC.
  - Inadequate Government Funding, delays or unpredictability in subventions threaten SLBC's ability to pay staff, maintain equipment, and produce quality programs.
  - Continued perception or reality of political interference and censorship damages SLBC's public trust and journalistic integrity.
  - As SLBC moves online, it becomes vulnerable to cyber threats, misinformation, and copyright violations without strong digital governance.
  - Irregular and inconsistent electricity supply limits SLBC's ability to maintain 24/7 broadcasting and online streaming, especially in rural areas.
- 

- Changing media habits due to the advent of technology has forced viewers to migrate to on-demand, mobile-first, and personalized content, which SLBC is not yet positioned to deliver.

### 3.13 PESTEL Analysis of the Sierra Leone Broadcasting Corporation (SLBC)

#### Political Factors:

SLBC is state-owned, established under the SLBC Act of 2010 which subject it to political oversight and influence, especially in editorial independence and leadership appointments. The Act and other national media regulations outline SLBC's role, governance structure, and mandate. This ownership structure inherently ties the organization to political institutions and government directives. Although the Act provides for independence, in practice, ministerial oversight and appointments (such as the board of trustees and Director-General) can lead to political interference. However, the Act has been criticized for not offering sufficient protection for SLBC's independence.

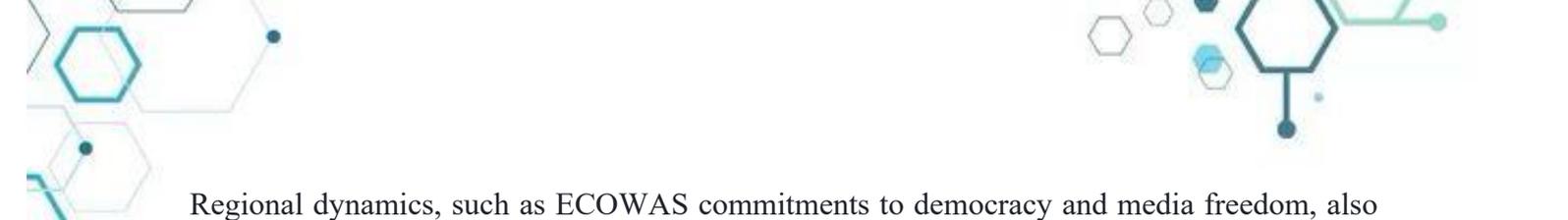
There are persistent concerns over lack of editorial independence, as SLBC is often viewed as a mouthpiece for the ruling government. Journalistic autonomy is constrained by the perceived or real risk of censorship or political backlash, especially during election periods or national controversies. These factors undermine public trust and the credibility of the broadcaster as a neutral source of information. The government's ability to amend legislation can either strengthen or weaken SLBC's autonomy depending on political will. Policy reforms such as repeal of the criminal libel law (2020) are positive steps for press freedom, but enforcement and institutional protections remain key.

Sierra Leone's relatively stable political climate is beneficial for SLBC operations, but political tensions or transitions can impact broadcasting content and public trust. SLBC's mandate and performance are shaped by national communication policies, media regulations, and government development agendas. The government's role in funding SLBC also places pressure on the institution to align with national priorities or political narratives.

As the national broadcaster, SLBC is expected to disseminate government policies and programs, support civic education, and contribute to peacebuilding and national cohesion. This dual role — public service and state messaging — places SLBC in a politically sensitive position, balancing national duty with journalistic integrity. SLBC also plays a critical role in emergency communication (e.g., during health crises or national disasters), often in collaboration with political authorities.

Political decisions and alignment with democratic principles affect international funding and technical support from development partners and donors (e.g., BBC Media Action, UNDP, EU). These partners often advocate for good governance, media pluralism, and press freedom, pushing for reforms that insulate SLBC from political interference. However, reliance on donor funding also brings political dynamics from external actors into the local media space.

The appointment process for SLBC's board and executive management is politically influenced, often with nominations approved by the President. This politicization affects decision-making, programming, and the strategic direction of SLBC, sometimes prioritizing political loyalty over competence or professionalism.



Regional dynamics, such as ECOWAS commitments to democracy and media freedom, also impact national media policies. Political crises in neighboring countries can influence SLBC's editorial direction, especially on sensitive topics like migration, security, and governance.

### **Economic Factors**

As a public broadcaster, SLBC primarily relies on annual government subventions to support its operations. However, these funds are often delayed, inadequate and unpredictable making long-term planning difficult. This reliance on state funding limits financial autonomy and often leads to underperformance in service delivery. SLBC's ability to generate revenue from advertising and sponsorship is severely constrained due to the fact that the private sector advertising base is small and concentrated, affecting SLBC's ability to generate commercial revenue. Inflation, low advertising rates, which are not cost-reflective, currency depreciation, volatile fuel prices and import costs, preference by advertisers for private radio and TV stations with larger or more targeted urban audiences and a struggling economy, limit operational capacity, staff compensation, and infrastructure investment. Without a vibrant commercial market, SLBC struggles to diversify its income streams. Economic constraints have led to longstanding underinvestment in SLBC's in-so-far-as broadcasting infrastructure, studio equipment and IT systems and transmission towers. Much of SLBC's infrastructure is obsolete or barely functional, affecting content quality and audience reach. Due to financial constraints, SLBC cannot offer competitive salaries and benefits, leading to low staff morale and motivation, high turnover of qualified personnel to better-paying private media or NGOs and inadequate capacity building or professional development opportunities.

Unlike many public broadcasters in other countries, SLBC does not benefit from a television/radio license fee system to support public service broadcasting. The absence of this alternative funding mechanism makes SLBC wholly dependent on government and donor support. SLBC receives technical assistance, training, and sometimes equipment from development partners (e.g., BBC Media Action, UNDP, EU), while helpful, this donor funding is usually project-based, short-term, and unpredictable and aligned with external priorities rather than national or institutional strategies. Donor dependency creates vulnerability to funding shocks and limits financial sustainability.

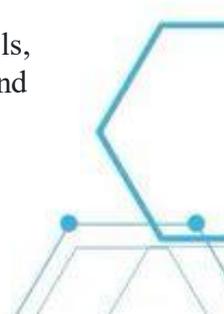
Sierra Leone's overall media economy is underdeveloped, with few large-scale advertisers, limited consumer spending power and low digital and broadband penetration, which limits opportunities for digital monetization (e.g., subscriptions, streaming services).

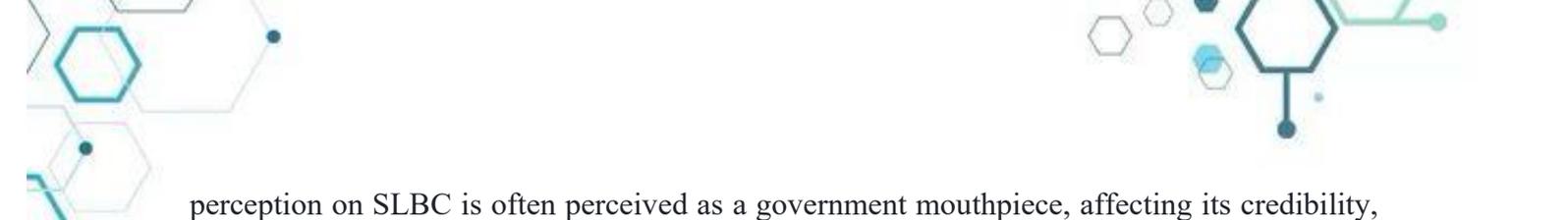
Internal financial management systems at SLBC are often weak, leading to inefficient budget utilization, lack of transparency and accountability, difficulty in tracking costs, forecasting revenue, and preparing funding proposals. These limitations affect the ability to attract investment or develop viable business models.

The government's broader economic policy focus is often on health, education, infrastructure, and agriculture, with less priority given to the media sector. This however limits policy and fiscal support for SLBC's transformation into a modern, viable public broadcaster.

### **Social Factors:**

Sierra Leone has a multi-ethnic, multilingual population with varying educational levels, requiring SLBC to provide inclusive, accessible, and locally relevant content. Public trust and





perception on SLBC is often perceived as a government mouthpiece, affecting its credibility, therefore, rebuilding public trust is crucial. Programming must be religiously and culturally sensitive, respecting local traditions and religious beliefs in this regard, avoiding contents that may offend or create tension is necessary. Failure to reflect local cultures and languages risks alienating large segments of the population.

A significant portion of Sierra Leone's population has limited literacy, especially in rural areas, therefore SLBC needs to use audio-visual storytelling, vernacular languages, and simplified messages to effectively communicate with all citizens. Educational programming (health, civics, agriculture, etc.) must be tailored to the audience's comprehension level.

Most media infrastructure, including SLBC's strongest signals, is concentrated in urban areas, especially Freetown. Many rural communities lack access to quality signals or electricity to power TV/radio. SLBC must prioritize national coverage expansion to fulfill its public service obligation. Sierra Leone has a very young population, with over 60% under the age of 25. This demographic increasingly consumes media through social media, mobile phones, and online platforms. SLBC must modernize and digitize its services to remain relevant to youth and compete with private radio/TV and online influencers.

SLBC is often perceived as being biased toward the government, which undermines public trust and credibility. Citizens are increasingly turning to private or international media for "balanced" news. Rebuilding editorial independence and transparency is vital to restoring public confidence. SLBC has limited systems for audience research, feedback collection, and public engagement. Lack of two-way communication weakens responsiveness and reduces content relevance. Modern public broadcasters use interactive programming, call-in shows, and online surveys to stay connected to their audiences.

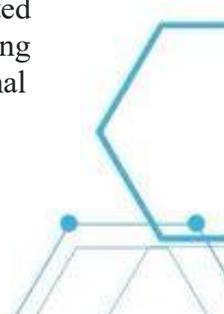
Audiences prefer local content that reflects their daily experiences, issues, and aspirations. Heavy reliance on international news or outdated content creates disconnect. There is strong demand for homegrown entertainment, educational series, and cultural storytelling, which SLBC can develop to boost relevance. Women and girls remain underrepresented in media content and decision-making roles in this regard, SLBC has a responsibility to promote gender equity in content production, employment, and messaging. Empowering women through targeted programming can drive broader social transformation.

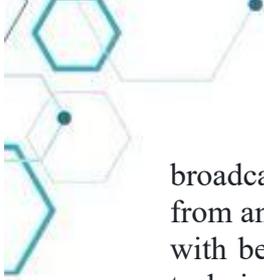
Rapid urbanization, youth migration, and global influences (e.g., Western media and music) are transforming social norms. SLBC must balance modernization with the preservation of national identity and values. It must also serve as a bridge between tradition and progress, especially in its cultural, moral, and educational roles.

SLBC has a historical role in promoting peacebuilding, reconciliation, and national cohesion, especially after the civil war and health crises like Ebola. It is expected to provide inclusive programming that fosters dialogue, tolerance, and civic responsibility. This includes giving voice to marginalized communities and addressing national issues constructively.

### **Technological Factors**

The shift from analogue to digital broadcasting presents both a challenge and an opportunity, requiring investment in infrastructure and staff training. SLBC suffers from outdated equipment and limited technical capacity, hindering competitiveness in a rapidly digitizing media environment. Social media, mobile apps, and online streaming are disrupting traditional





broadcasting. While digital migration is a global trend, SLBC is lagging behind in the transition from analogue to digital as they are unable to meet modern broadcasting standards or compete with better-equipped private stations due to a poor ICT infrastructure and connectivity, low technical capacity and skills gap and lack of a comprehensive national digital switch-over plan that has hampered progress. SLBC's digital capacity is limited to small pilot efforts or donor-supported projects as there is minimal digital footprint, with underutilized social media platforms and no robust online content strategy. Continued reliance on analogue systems reduces signal quality, limits content diversity and excludes SLBC from digital media economies. Therefore, SLBC must innovate to remain relevant, especially among youth audiences.

### **Environmental Factors**

SLBC's broadcasting infrastructure is vulnerable to floods, storms, and other climate-related disruptions, especially in rural transmitter sites. There is evidence of frequent power outages and reliance on generators that has increased operating costs. There is a growing expectation for public institutions to adopt environmentally sustainable practices, which SLBC is yet to fully embrace.

SLBC lacks a formal environmental sustainability policy. It does not systematically manage waste (e-waste, paper, plastics) or regulate energy consumption. As air-conditioning, lighting, and broadcasting equipment are energy-intensive but lack energy-efficient alternatives as these contributes to higher operational costs and unnecessary environmental harm.

Electricity Supply is unstable, with frequent blackouts, especially outside Freetown as SLBC relies heavily on generators, which are expensive to run and environmentally harmful due to greenhouse gas emissions and noise pollution. Power outages interrupt live broadcasts and production. Long-term use of fossil fuels contradicts global green energy trends.

### **Legal Factors**

SLBC was established by the Sierra Leone Broadcasting Corporation Act of 2010, which sets out its legal mandate, governance framework, and obligations. The Act mandates SLBC to operate as an independent public service broadcaster, free from political or commercial interference. However, there have been concerns about implementation, especially in relation to: editorial independence; board appointments influenced by political actors and unclear delineation between public service and state broadcasting. SLBC operates under the 2010 SLBC Act and media regulations overseen by IMC (Independent Media Commission). However, compliance with these laws have to a very large extent affected licensing, content regulation, and operations. In spite of these, there have been several legal reforms and employment regulations that have improved the media landscape and conditions of service for journalists, but challenges persist regarding protecting journalists and ensuring editorial independence.

The need to review or amend the SLBC Act is increasingly recognized to ensure operational autonomy and compliance with international public broadcasting standards.



### 3.14 Comparative Analyses of SLBC to Other Corporations in Africa

The comparative analysis examines the similarities and differences in the operational structures, governance models, and challenges faced by SLBC, South Africa Broadcasting Corporation (SABC), Ghana Broadcasting Corporation (GBC), and the Nigeria Broadcasting Corporation (NBC). It also identifies potential lessons that SLBC can learn from these other broadcasters in its pursuit of reform and improvement.

#### 3.14.1 Governance and Institutional Structure

*Table 1: Comparison of SLBC to another Corporation in the African Region*

Aspect	SLBC	SABC	GBC	NBC
<b>Legal Framework</b>	SLBC Act 2010	Broadcasting Act 1999	N/A (public service broadcaster, but no distinct act)	Nigerian Broadcasting Commission Act
<b>Governance Model</b>	Board of Trustees appointed by the government	Board of Directors and executive leadership	Board of Directors appointed by the government	Board of Directors with government oversight
<b>Independence</b>	Limited, heavily influenced by government policies	Some independence, but political influence exists	Limited, political influence in decision-making	Significant political influence
<b>Board Composition</b>	Government appointed	Mix of public and private sector professionals	Mix of public representatives and experts	Government-appointed, with some experts on board
<b>Leadership Selection</b>	Director General appointed by the board	CEO appointed		

#### Analysis

SLBC, like its counterparts in the region, is heavily influenced by political governance, with leadership appointments directly impacted by the government. However, other broadcasters like SABC have clearer governance frameworks that include more structured separation between government and operational control. This provides better autonomy in programming and management.

#### 3.14.2 Financial structure and Sustainability

To get a better understanding of funding challenges as well as modalities in getting around the financial challenges, a comparison was made of the SLBC and other corporations within the African region. The table below compares the SLBC and other Corporations.

Table 2: SLBC compared to Other Corporation in Funding Access

Aspect	SLBC	SABC	GBC	NBC
<b>Funding Sources</b>	Primarily government subvention, limited advertising revenue	Combination of government funding, advertising revenue, and commercial ventures	Primarily government subvention, some commercial revenue	Government subvention and advertising revenue
<b>Financial Autonomy</b>	Low, dependent on irregular government subventions	Moderately high, with a diversified income stream	Low, highly dependent on government funding	Low, heavily dependent on government funding
<b>Revenue Generation</b>	Limited capacity and income streams for revenue generation	Stronger capacity, with diverse income sources	Limited, primarily state-funded with some ads	Limited, largely dependent on subventions
<b>Cost Structure</b>	High operational costs, minimal commercial revenue	Balanced, with a focus on sustainable cost structures	High operational costs, dependent on government	Similar to SLBC, with large state dependency

### Analysis

Financial autonomy is a challenge for all broadcasters, with SABC being the most financially sustainable due to its diversified revenue streams from government, advertising, and commercial ventures. In comparison, SLBC, GBC, and NBC have more reliance on government subventions, limiting their ability to operate independently of political influence. SLBC, like GBC, and NBC struggle with low advertising revenue, a significant challenge in maintaining financial sustainability in the absence of large-scale commercial activities.

#### 3.14.3 Technical Infrastructure and Digital Migration

The SLBC was pitched against other corporations to see how the technical infrastructure and digital migration is progressing. The table below presents the findings.

Table 3: Comparison of the SLBC to other Corporations for Technical Infrastructure and Digital Migration

Aspect	SLBC	SABC	GBC	NBC
<b>Broadcasting Technology</b>	Primarily analog, with limited digital infrastructure	Strong digital infrastructure, digital migration completed	Primarily analog, limited digital services	Primarily analog, some digital transition underway
<b>Reach and Coverage</b>	Limited National, regional coverage	Extensive national coverage, some international reach	National coverage, weak regional presence	National, with some regional reach

<b>Digital Transition</b>	Delayed, digital migration efforts	Successfully completed migration to digital platforms	In progress, facing technical and financial challenges	In progress, with government support
<b>Broadcasting Platforms</b>	Radio, TV, limited online presence	Radio, TV, Digital, Online streaming	Radio, TV, limited online presence	Radio, TV, Online streaming

### Analysis

SLBC is way behind the SABC in terms of digital migration; SABC have completed the transition to digital broadcasting. SLBC’s ongoing digital migration is a step in the right direction, but it lags behind SABC in terms of infrastructure and reach.

#### 3.14.4 Programming and Content Diversity

Aspect	SLBC	SABC	GBC	NBC
<b>Content Variety</b>	Mix of news, education, and entertainment	Extensive content diversity, with strong focus on local and regional programming	Focus on news, education, and some entertainment	Focus on national news, education, and local programming
<b>Public Service Mandate</b>	Strong public service focus, with educational programming	Clear public service mandate with focus on local stories and education	Public service-oriented with focus on national issues	Public service mandate with national news, entertainment
<b>Content Production Quality</b>	Low-budget productions, limited local content	High production value, diverse programming including sports and drama	Limited production budgets, strong national focus	National programming with mixed production quality
<b>International Reach</b>	Limited international content	Strong international presence, with content syndication globally	Limited international distribution	Limited international programming

### Analysis

SLBC struggles with limited resources for high-quality local content production, which impacts its ability to compete with both local and international broadcasters. GBC and NBC face similar challenges, but their content is more regionally focused, limiting their international presence. SLBC focuses on their public service mandates, with education and national development as key components of their programming strategies.

#### 3.14.5 Human Resources and Capacity Building

Aspect	SLBC	SABC	GBC	NBC
<b>Workforce Size</b>	Bloated staff strength but output is minimal	Large, highly skilled workforce	Moderate, highly dependent on government	Large workforce, but faces skill gaps

<b>Training and Development</b>	Limited professional development opportunities	Extensive training programs, partnerships with international institutions	Limited HR training, focus on basic skills	Some training programs, but limited scope
<b>Staff Motivation and Retention</b>	Low morale, minimal incentives and high staff turnover	Well-motivated staff with performance incentives	Low morale, lack of career development	Low staff retention due to salary constraints

## Analysis

SLBC has limited training opportunities compared to other corporations in Africa. This affects staff performance and morale. However, SLBC and GBC struggle with limited training opportunities, which affects staff performance and morale. NBC faces similar issues, with low retention rates due to salary and incentive gaps.

### 3.15 Stakeholders Analyses of the SLBC

Effective stakeholder engagement is critical to the reform and revitalization of the Sierra Leone Broadcasting Corporation (SLBC). The following analysis categorizes key stakeholders according to their interest, influence, and relationship with SLBC, and identifies strategic engagement approaches for each.

The effectiveness of SLBC's reform and sustainability efforts hinges on meaningful collaboration with diverse stakeholders. Each stakeholder group brings specific influence, resources, and expectations. Therefore, a well-managed stakeholder engagement plan is essential to mobilize support, minimize resistance, and ensure SLBC remains a credible, independent, and people-centred public broadcaster.

The review team segmented the stakeholders into the following categories: Government of Sierra Leone, SLBC Board of Trustees and Management, SLBC Staff and Unions, Staff Association / Labour Union, Media Regulators, Development Partners and Donor Agencies, regulators, Civil Society Organizations and NGOs, the general public and Private sector and advertisers.

#### 3.15.1 Government of Sierra Leone

Key Actors: Ministry of Information and Civic Education, Ministry of Finance, Office of the President, Parliament (Information Committee).

##### 3.15.1.1 Ministry of Information and Civil Education

The Ministry of Information and Civic Education provides oversight and policy direction over SLBC. It has supervisory authority and serves as the direct line ministry responsible for overseeing SLBC's operations, ensuring that it aligns with national communication policies and government priorities. It provides Policy Guidance and Strategic Direction by ensuring that SLBC upholds public service broadcasting principles such as impartiality, national unity, civic education, and public accountability. The Ministry Champions Civic Messaging and Public Campaigns by channelling civic education, national messaging, and government public service announcements through SLBC. It also provides Support for Capacity Building by



facilitating training, partnerships, and technical support through bilateral and multilateral cooperation for media development.

The interest of the Government of Sierra Leone and the Ministry in general is to promote national development messaging, civic education, and public awareness by ensuring that SLBC functions as an effective platform for government communication. The Ministry's level of interest over SLBC is high as it upholds the public broadcasting mandate and ensures SLBC reflects national values and policies. As the line ministry, it influences strategic direction, and operational priorities by exercising control over policy matters, partnerships, and institutional reforms affecting SLBC.

#### 3.15.1.2 Parliament of Sierra Leone

Parliament provides Legislative Oversight and Accountability through relevant Parliamentary Committees (Information and Civic Education, Public Accounts, and Transparency) and assesses SLBC's performance, financial management, and compliance with national media laws. It also appropriates funds through the approval of the annual budgetary allocation to SLBC by its oversight of the Ministry of Finance. Parliament also has the authority to amend or enact laws governing public broadcasting (e.g., SLBC Act, Media laws), which shape the operational independence, mandate, and governance structure of SLBC and can promote press freedom and editorial Independence by strengthening SLBC's editorial independence from political interference, ensuring it functions as a true public broadcaster.

The Management of SLBC stationed a dedicated crew to cover parliamentary activities whenever there are Parliamentary sittings. It came out from the review exercise that neither Parliament nor the Office of the President, or the Ministry of Information and Civic Education, or MDAs are paying for airtime being utilized even though they have budget line for media activities.

Parliament whose interest over SLBC can best be described as moderate to high, ensures transparency, accountability, and the efficient use of public resources by guaranteeing that SLBC reflect the voices and concerns of all citizens, not just the executive branch. Parliament also advocates for legal and institutional reforms that safeguard SLBC's independence. Parliament enacts or amends laws that define SLBC's governance and operational framework and controls budget approvals and has the power to summon SLBC leadership for public scrutiny. It is also the responsibility of Parliament to exert pressure on SLBC to promote editorial balance and neutrality, especially during elections.

Nevertheless, Parliament has failed in ensuring that allocations to SLBC are adequate enough to effectively fund the operations of the public broadcaster in fulfilment of their mandate.

#### 3.15.1.3 The Ministry of Finance

The Ministry of Finance provides annual subvention to SLBC as part of the national budget, based on submitted financial plans and justifications. It also monitors Financial Compliance by overseeing the financial accountability of SLBC with a view to ensuring that public funds are used prudently and that SLBC submits timely financial reports. The Ministry of Finance further provide support for Donor-Funded Projects being that SLBC may receive donor support through government channels, and the Ministry of Finance facilitates financial agreements and disbursement of such funds. The Ministry collaborate with SLBC and the Ministry of





Information to design sustainable financing mechanisms, such as public media levies or tax incentives for media sponsorship.

The interest of the Ministry of Finance is to ensure that public funds allocated to SLBC are used effectively and responsibly in order to support national development communication by enabling financial stability for SLBC and ensure that SLBC develop revenue-generating strategies to reduce dependency. The Ministry of Finance influence over SLBC is high as it controls the release of funds through budget allocations and subventions and at the same time may influence investment decisions and donor funding frameworks for SLBC. It also evaluates and approves financial sustainability strategies (e.g. commercial services, levies, tax waivers).

However, the review noted that allocations to the SLBC are not only inadequate but are not disbursed on time to ensure the public broadcaster performs its functions effectively. This to a very large extent has affected the functionality of SLBC as the institution lacks the wherewithal to generate enough revenue.

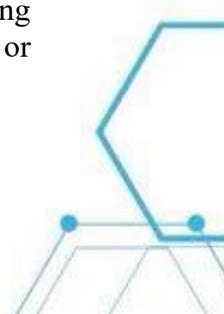
### 3.15.2 The SLBC Board of Trustees

The Board of Trustees provides Governance and Oversight over SLBS. The Board is the highest governing body of SLBC, responsible for providing strategic oversight and ensuring the corporation adheres to its public service broadcasting mandate. It formulates and approves corporate policies, strategies, and long-term plans, holds management accountable for performance, financial integrity, and compliance with laws and regulations. The board also oversees the appointment of senior management Deputy Director-General and other Directors) and ensures they act in the public interest. The Board acts as the custodian of SLBC's mission and independence, provides checks and balances to management operations and Interfaces with external stakeholders including the government, development partners, and civil society, to advocate for SLBC's autonomy and funding.

The Board also has significant influence over SLBC's long-term vision, mission alignment, and institutional priorities, it impacts the adoption of key corporate policies and reforms to guide operations and uphold public service broadcasting standards and holds the authority to monitor, review, and guide the performance of management, ensuring accountability and transparency. It also plays a role in recruiting and assessing the leadership team, and can influence national stakeholders such as the Ministry of Information and Civic Education, Parliament, and donors regarding SLBC's needs and independence.

The Board is interested in ensuring SLBC remains a credible, independent, and professional public service broadcaster which presupposes that it strengthens SLBC's governance, sustainability, and reputation by seeking to shield SLBC from excessive political interference to preserve editorial independence with the aim of formulating mechanisms to track performance, financial prudence, and ethical standards.

In spite of the above, the board has faced enormous challenges in delivering on its mandate. Key among them is the inadequate resources at their disposal to carry out their functions due to the poor revenue generation of the corporation. Political interference is another challenge the board is grappling with that has questioned their ability to ensure that the public broadcaster function independently. The review, highlighted lacunas in the act that has led to overlapping of roles, which in some cases, led to conflict with management due to unclear mandates or external pressure.





Moreover, the review noted that whilst the board has made frantic efforts in formulating policies and programmes to enhance productivity within the corporation, these efforts have barely yielded dividend. Amidst these situations, the board has also been clamouring for improved incentives and wages despite the fact that the corporation is struggling to generate adequate resources.

### 3.15.3 The SLBC Management

The Management of SLBC is headed by the Director-General and assisted by the Deputy Director General. They are responsible for the day-to-day operations of the corporation and for implementing policies, managing staff, programming, finance, and technical infrastructure. The Management also has editorial and administrative control by overseeing content development, news production and public engagement. It is also their responsibility to develop and execute strategies to generate income through advertising, sponsored programs, and commercial services and provide regular reports to the Board on operational performance and financial status.

The Management functions as the executive arm of the institution by translating the board policies into actionable outcomes and works closely with journalists, technicians, marketing staff, and external partners to fulfil SLBC's public service mandate. It is also their duty to liaise with government ministries (especially Information and Finance) for funding, policy guidance, and national communication objectives.

Management holds daily decision-making power over programming, staffing, finance, and logistics and influence what content is aired, how it is presented, and how national narratives are shaped, especially during sensitive political periods. Management also influences revenue generation through partnerships, advertising, and donor engagement.

It is also the duty of Management to improve SLBC's reach, audience engagement, and technological capabilities while at the same time securing more consistent funding and autonomy in budget utilization, maintain professional standards and journalistic ethics, and provides visibility, positive public perception, and improved ratings, especially against private competitors.

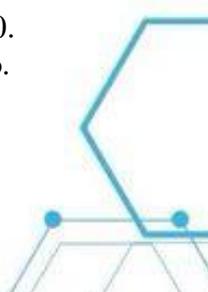
However, Management has been constrained in delivering on this mandate. There has been low financial support, lack of cordial relationship with the board, overwhelmed with airing government programmes that are not financially rewarding, dilapidated infrastructure and equipment and lack of strategic and business plan.

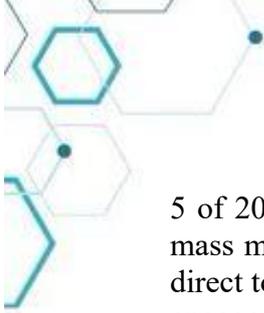
However, Management is faced with resource constraints, aging infrastructure, and it is struggling with editorial independence due to political or financial pressures and further faced with limited capacity in marketing and innovation which has hampered income generation and audience growth.

### 3.15.4 Regulators

#### 3.15.4.1 *Independent Media Commission*

The Independent Media Commission (IMC) was established by an Act of Parliament in 2000. The Act was reviewed in 2006 and later repealed and replaced by the IMC Act 2020 (Act No.





5 of 2020). The Commission is responsible to provide for the registration and regulation of mass media institutions in Sierra Leone, licensing institutions engaged in radio, television or direct to home digital satellite service broadcasting and registration of persons and institutions engaged in the publication of newspapers, magazines in Sierra Leone.

The Commission is responsible to regulate contents by ensuring that SLBC complies with the media code of practice, especially around accuracy, balance, decency, and public interest. Aside the granting of operating license, IMC can issue warnings, fines, or sanctions in cases of violations. They also investigate complaints from the public or stakeholders about SLBC's content or conduct and provide support to media institutions, including SLBC, through workshops and training on ethical journalism and broadcasting. Although SLBC is a public broadcaster, it remains subject to the laws, guidelines, and ethical standards set by the IMC.

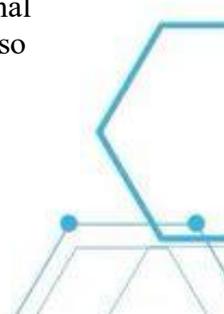
IMC plays a critical role in ensuring that SLBC maintains professionalism, objectivity, and national unity in its programming by upholding media freedom while also promoting responsible journalism and protection of public interest. Promoting a pluralistic, ethical, and independent media environment, including public broadcasters. IMC has high influence over SLBC by exercising its regulatory powers to shape SLBC's editorial standards and operations through laws and sanctions.

However, since SLBC is a public broadcaster with very strong government influence, IMC finds it extremely difficult to exert its regulatory authority over the public broadcaster as most of its contents and programmes are government driven. There are no reported cases where SLBC has been called to book for going against IMC's regulations as is being done to private and commercial broadcasting entities.

#### *3.15.4.2 National Telecommunication Authority (NATCA)*

The telecommunications Act that establishes the National Telecommunications Authority (NaTCA) was enacted in 2006 and amended in 2009 and 2015. Due to evolving nature of the industry critical issues like Data & Mobile Money Services, Cybersecurity, Universal Access, Cable Landing Station (CLS), Terrestrial Fibre Backbone (TFB) Data Protection, Electronic Transactions, 4G, 4G+ and even 5G needed to be regulated. Technology has grown fast, and in effect, there should be attendant laws to move along in the same trajectory. Since Sierra Leone cannot keep pace with technology, issues which the new law would be addressing among others would include, Technology Neutral (unified license) and other license types for various service providers. In 2022, NaTCA was transformed into an authority through the creation of the National Communications Authority Act 2022 to regulate all aspects of the industry effectively and to enforce the regulations fairly for the smooth running of the sector, for the benefit of consumers.

NaTCA is responsible to regulates telecommunications, which includes oversight on how frequencies, internet services, and broadcasting signals are managed across Sierra Leone. SLBC as the national public broadcaster, which operates radio and television services, rely heavily on broadcast frequencies and infrastructure to reach the population. NaTCA, on the other hand, allocates and regulates the broadcast frequencies that SLBC uses for radio and TV transmission. NaTCA is responsible for Spectrum Management through the Allocation of frequency bands to SLBC and ensures optimal signal coverage nationwide. It also sets national technical standards for broadcasting equipment and digital migration compliance. It also





collaborates with SLBC on infrastructure oversight and policy advocacy regarding national broadcasting infrastructure and innovation and the supposed shift from analogue to digital.

It is however the responsibility of SLBC to comply with NaTCA regulations on signal usage, licensing, and possibly some technical broadcasting standards (TBS) Should SLBC expands into digital broadcasting (e.g., digital TV or online streaming), they would further fall under NaTCA's supervision regarding data transmission regulations.

NaTCA acts as a regulator that SLBC must comply with, especially concerning the technical and licensing aspects of broadcasting. They are separate organizations but interact through regulation and compliance.

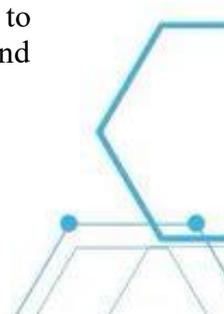
NaTCA has a very strong influence over SLBC as it has technical and regulatory powers that can impact SLBC's reach and broadcast quality. NaTCA can determine SLBC's future competitiveness through spectrum policy and digital transformation and may facilitate or restrict SLBC's innovation depending on alignment with national ICT strategies.

### 3.15.5 Donor Community and International Partners (BBC Media Action, UNDP, Commonwealth, UNESCO, EU and Dfid)

The Donor Community and International Partners, United Nations Development Programme (UNDP), British Broadcasting Corporation (BBC) Media Action, United Nations Educational Scientific and Cultural Organisation (UNESCO), European Union (EU), Department for International Development (DFID) [now Foreign Commonwealth Development Office (FCDO)], and the Commonwealth, have supported SLBC in different ways, especially when SLBC has faced enormous challenges with infrastructure, independence, staff capacity, governance, equipment, and editorial standards since its transformation from SLBS (Sierra Leone Broadcasting Service) to SLBC in 2010.

SLBC has received funding in the form of financial grants, technical assistance, capacity-building and training, equipment donations, governance reform advice and support for editorial independence, media pluralism, gender equality in media, access to information, and democratic processes, development communication initiatives and public service values. They have also supported SLBC in aligning with international media and human rights standards and advocated for diversity, inclusion, and cultural heritage content.

The donor community has provided pooled funding for media development, often coordinated around democratic reforms, free speech, post-war reconstruction, rights-based communication, health, education, public sector transparency, media law reform, and digital innovation.

- The UNDP on its part has supported SLBC in the form of funding for infrastructure repairs and technical training during and after its transformation from a government broadcaster to a public service broadcaster.
  - The BBC Media Action has supported SLBC staff in the form of editorial, programming and management training, and has helped SLBC staff understand public broadcasting standards and audience engagement.
  - UNESCO has provided specific support on training programs, media freedom advocacy, and sometimes equipment provision; and has helped reinforce SLBC's public service broadcasting mission.
  - The European Union has provided media sector reforms including support to SLBC to promote democracy and governance. Helped in projects about election coverage and media independence.
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- DFID and the Commonwealth on the other hand provided direct and indirect funding to improve SLBC's institutional capacity and editorial standards. Often worked alongside BBC Media Action and other donors.
  - Whilst the Commonwealth has provided policy advice and capacity-building on public broadcasting standards; helped with training workshops and recommendations for independent governance structures for SLBC.

The relationship of the donor community and international partners to SLBC is geared towards institutional development, media reforms, and governance support as they often collaborate with SLBC during elections, public service messaging, civic education, and peacebuilding efforts.

The Interest of the donor community and international partners on SLBC is very high as their goal is to strengthen SLBC as a neutral and credible public broadcaster so as to promote peacebuilding, civic engagement, and inclusive governance with the aim of supporting Sustainable Development Goals (SDGs) through inclusive public communication. They are also geared in ensuring SLBC produces informative, impartial, and engaging content to promoting free, fair, and accountable public service media which will ultimately increase public trust in SLBC and media institutions overall.

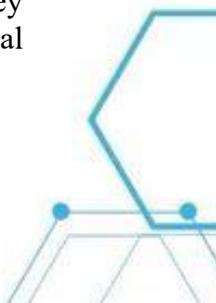
In spite of the above, successive management and board of trustees have not taken advantage of the donor intervention to bolster SLBC; staff that benefited from capacity building during the donor intervention have left SLBC for rival institutions due to poor conditions of service, most equipment have been destroyed or stolen and have not been replaced. Since this donor intervention, efforts have not been made by management and board to solicit further donor support for sustainability.

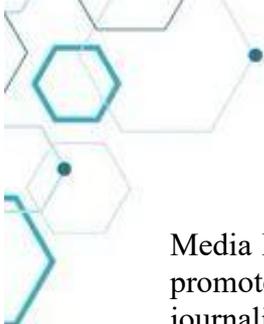
### 3.15.6 Sierra Leone Association of Journalist (SLAJ)

The Sierra Leone Association of Journalists (SLAJ), Media Reform Coordinating Group (MRCG), and Women in the Media Sierra Leone (WIMSAL) have a professional, advocacy, and reform-based relationship with SLBC. They are not regulators of SLBC, but partners, critics, and supporters of its development as a professional, independent, and public-interest broadcaster.

SLAJ, MRCG, and WIMSAL are important media-sector partners for SLBC. They support training, advocate for press freedom and reforms, and push for gender equality within the broadcaster. They act like the “civil society watchdogs” and “support network” for SLBC's development

SLAJ is the umbrella professional body for journalists and maintains a long-standing partnership with SLBC. The leadership of SLAJ engages with SLBC on matters of media ethics, press freedom, safety of journalists, and media law reforms. SLAJ represents journalists working at SLBC (and elsewhere). It advocates for editorial independence, press freedom, and better working conditions at SLBC. SLAJ publicly criticizes or supports SLBC depending on its performance in journalism ethics, independence, and professionalism. SLAJ advocates for the autonomy and protection of media practitioners and encourages SLBC to contribute to transparent governance and public education. SLAJ influence on SLBC is high as it is a key influencer of media norms, legislation, and professional ethics and drives national conversations on media rights and is a strong voice during political transitions or crises.





Media Reform Coordinating Group (MRCG) on the other hand works closely with SLBC to promote media reforms and capacity building and often facilitates training programs for SLBC journalists and management. It Advocates for legal and institutional reforms that strengthen SLBC's public service mandate. MRCG serves as a media policy think tank and partner in media development and works closely with SLBC on policy reforms, media monitoring, and capacity-building programmes. MRCG coordinates media reform agendas including legal and institutional reforms affecting SLBC, provides research, data, and advocacy to support SLBC's transformation into a viable public service broadcaster and acts as a policy dialogue facilitator between SLBC, government, and stakeholders. MRCG interest on SLBC is to ensure an independent, publicly accountable SLBC that serves all citizens equally. It also supports SLBC's transformation into a financially sustainable, content-driven national broadcaster. MRCG influence is high as it helps in shaping policy discourse and legislative reform, influencing national media strategies, and donor alignment.

WIMSAL (Women in the Media Sierra Leone) advocates for more gender balance and women's empowerment within SLBC (and the media sector generally). - supports SLBC female journalists with mentorship, training, and advocacy for leadership roles. - collaborates with SLBC on gender-sensitive reporting and women's rights programming. It advocates for gender-sensitive reporting, representation, and equal opportunities within SLBC and partners with SLBC in creating content that promotes women's rights and empowerment. It also engages in training and mentorship programs for women journalists in SLBC. WIMSAL interest is to ensure fair gender representation and equity in SLBC programming and newsroom operations. It also promotes content that amplifies women's voices and addresses issues affecting women and girls.

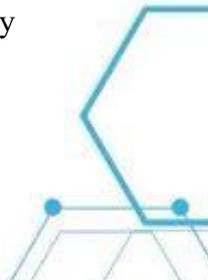
### 3.15.7 Right-based Organisations (Amnesty International, Campaign for Good Governance, Human Rights Commission, Centre for Accountability and Rule of Law)

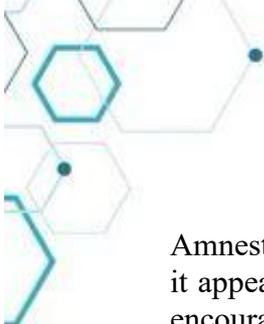
Civil society and rights-based organizations like Amnesty International (AI), Human Rights Commission of Sierra Leone (HRCSL), Independent Commission for Peace and National Cohesion (ICPNC), Centre for Accountability and Rule of Law (CARL), and Campaign for Good Governance (CGG) relate to SLBC mainly through advocacy, partnerships, public accountability, and support for human rights reporting. Relationship:

These NGOs work with SLBC on human rights education, civic awareness, and advocacy programming. They provide training, resources, and expert input for rights-based focused content. They partner with SLBC in creating rights-based, inclusive programming that informs citizens of their rights and responsibilities and monitors SLBC's adherence to freedom of expression, access to information, and non-discriminatory content. Their interest is to promote SLBC as a platform for public discourse, accountability, and citizen engagement and ensure that SLBC respects freedom of the press, minority rights, and democratic values.

They do not control SLBC, but they engage with it, monitor its content, pressure it to be balanced and rights-respecting, and sometimes collaborate on public education programs.

Civil Society monitors SLBC's public service role and uses SLBC platforms (TV/radio) to disseminate civic education, democracy-building messages, and advocacy campaigns. They advocate for SLBC to maintain editorial independence and broadcast citizen voices fairly.





Amnesty International monitors how SLBC covers human rights issues and criticizes SLBC if it appears to ignore human rights violations or if the government exerts editorial pressure. It encourages SLBC to prioritize freedom of expression and human rights reporting.

Human Rights Commission (HRCSL) partners with SLBC for public education programs on human rights and uses SLBC to broadcast public service announcements or human rights campaigns. It also engages SLBC to ensure rights-respecting content, especially during elections, crises, or major national events.

The Independent Commission for Peace and National Cohesion (ICPNC) collaborates with SLBC to promote peace messaging, conflict prevention, national unity, and reconciliation and ensure that they air peace education programs across the country.

CARL (Center for Accountability and Rule of Law) encourages SLBC to report on corruption, justice, and governance fairly and may criticize the public broadcaster if it ignores accountability issues. It also collaborates with the public broadcaster through campaigns to educate the public on legal rights and rule of law.

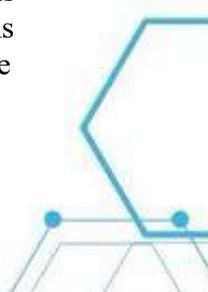
Campaign for Good Governance (CGG) uses SLBC to advocate for democratic participation, transparency, and accountability by engaging SLBC in civic education and governance reform programs. It also monitors SLBC's neutrality during political events.

### 3.15.8 SLBC Relationship with the General Public

The general public is the primary audience and beneficiary of SLBC as a national public service broadcaster. Citizens are both consumers of content and key stakeholders whose taxes (through government funding) help sustain SLBC operations. The relationship is ideally mutual and service-oriented: SLBC is mandated to serve the public interest, while the public's feedback shapes content and accountability.

As a public service broadcaster, SLBC's core duty is to serve the informational, educational, and entertainment needs of the people of Sierra Leone, without political bias or commercial pressure. SLBC is expected to be accountable to the public, meaning it should report on national issues fairly, represent all regions and groups, and respond to public complaints about bias, inaccuracy, or poor service. SLBC must earn and maintain public trust by being credible, balanced, and independent in its journalism and programming. The public expects SLBC to promote national development, democracy, human rights, peace, education, and culture, rather than simply acting as a government mouthpiece.

The public consumes SLBC's content, TV, radio, online, making them the core determinant of ratings and reach. They provide feedback Mechanism in the form of public opinion and engagement through calls, SMS, social media, and surveys help SLBC assess content effectiveness and relevance. The public also engages in civic participant as SLBC creates the platform for citizens to engage in national discourse, electoral processes, and civic education campaigns. The public are also serving as watchdog for the public broadcaster as they play an informal oversight role, holding SLBC accountable through criticism, commendations, or activism when it deviates from its public mandate. The overarching interest of the citizenry is to have access to accurate, timely, and balanced information, they desire content that informs them about governance, development, health, education, and public services, they want to see





their cultures, languages, and concerns reflected in SLBC programming. Citizens expect SLBC to be transparent in its operations and resist political manipulation, they are interested in quality entertainment, local content, sports, and cultural promotion, SLBC should be seen as a platform for national unity, peacebuilding, and educational development.

The public has enormous influence over SLBC as it directly influences SLBC's programming priorities, especially through ratings, feedback, and social media engagement. The public's trust determines SLBC's reputation, authority, and relevance as a national broadcaster. Furthermore, citizen groups, youth organizations, and social activists can influence SLBC policies by demanding reforms or transparency as a disengaged or dissatisfied public reduces viewership, impacting SLBC's attractiveness to advertisers and donors.

On the whole, the public appreciates the role SLBC plays during none election times but during electioneering period, political parties influence the opinions of the people to express doubt over the operations of SLBC that undermines public trust and ultimately the credibility of SLBC.

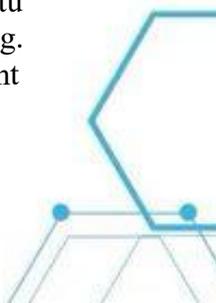
### 3.15.9 SLBC Relationship with Private Sector and Advertisers

The private sector and advertisers relate to SLBC mainly as clients and partners for advertising, sponsorship, and sometimes content collaboration. While SLBC is primarily a public service broadcaster, it still sells advertising and airtime to generate revenue to support its operations. The private sector and advertisers are commercial partners and potential revenue generators for SLBC. Their relationship is largely transactional—advertisers pay for airtime, sponsorships, and visibility, while SLBC provides platforms for brand promotion. In a broader context, the private sector relies on SLBC to amplify economic messages, market products, and engage the general population.

Thus, the relationship is both commercial and strategic. SLBC relies partly on advertising money from private businesses to supplement limited government subventions and donor funding. Private sector companies (banks, mobile operators, retailers, etc.) use SLBC's wide national reach to advertise products, services, and public announcements. Some private companies sponsor programs on SLBC (e.g., sports shows, entertainment, talk shows) to build goodwill and brand recognition. Occasionally, private companies partner with SLBC to produce corporate social responsibility (CSR) content, like education campaigns (e.g., health, environment, and entrepreneurship). There is a potential risk that major advertisers could indirectly influence SLBC's editorial decisions, especially if SLBC becomes too financially dependent on them. SLBC must balance generating revenue from advertisers with protecting its editorial independence and serving the public interest, not becoming purely commercial.

The private sector and advertisers are important financial partners for SLBC, helping fund operations, but SLBC must manage this relationship carefully to avoid compromising its public service mission. Advertisers have the potential to influence programming decisions to align content with marketable themes (e.g., youth culture, business-friendly topics). SLBC's financial dependence on advertising can cause editorial compromise, especially if advertisers are sensitive to content. However, the demand by advertisers for better production and audience measurement can pressure SLBC to upgrade its technical and content quality.

Often a times SLBC has lost huge financial resources from advertisers due to impromptu directives to cover live events of government. Some of these live coverages last for hours, eg. State Opening of Parliament, Parliamentary debates, and President launch of government





initiatives and budget hearings. A balance has to be struck between these activities and the airing of private programmes that have financial benefit for the Corporation.

### 3.16 SLBC Stakeholders Mapping

The Stakeholder mapping categorizes based on their level of influence, interest, and involvement in SLBC's activities. Understanding these stakeholders is crucial for SLBC to improve its operations, policies, and strategies effectively.

#### **High Influence, High Interest**

These stakeholders have the highest level of influence and interest in SLBC's operations. They are critical in decision-making and directly impact the organization's strategic direction.

#### **Government of Sierra Leone (GOSL)**

The Government of Sierra Leone, through the Ministry of Finance is the primary source of funding for SLBC. The Ministry of Information and Civic Education provides oversight and policy direction over the public broadcaster. Parliament on the other hand legislate bills into act for the operationalization of SLBC. They also provide legislative oversight on SLBC's activities, review annual reports and audit findings, conduct hearings on broadcasting policy and digital transition progress and approve laws relevant to public broadcasting and media regulation.

The President appoints the Board of Trustees and the Director General demonstrating the government's strong interest over SLBC, which is why the institution align strongly with the government policies especially in areas of public service broadcasting, education, and national development.

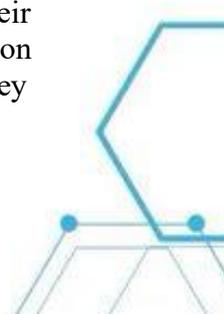
#### **The Regulators**

The regulators play a crucial role in ensuring that the institution operates in line with national laws, broadcasting standards, and international best practices. In the context of the Sierra Leone Broadcasting Corporation (SLBC) and the broader media landscape, their roles are especially important in the ongoing transition from analogue to digital broadcasting, media accountability, and public interest broadcasting.

Independent Media Commission (IMC) is the primary Media Regulator in Sierra Leone. They are responsible for licensing of broadcasters (including SLBC), monitoring and enforcing compliance with media ethics, content regulations, and professional standards, handling public complaints about SLBC's content or conduct and supporting media freedom while curbing hate speech, misinformation, and unethical practices. The National Telecommunications Authority (NaTCA) on the other hand Commission, is the regulator of spectrum and telecommunications infrastructure. They allocate and regulate broadcasting frequencies, oversees the technical standards for digital broadcasting and ensures interoperability and coordination in signal transmission and reception.

#### **SLBC Board of Directors**

The Board provides oversight, strategic direction, and governance to SLBC. It is their responsibility as enshrined in the SLBC Act to ensure the effective functioning of the institution by fulfilling its public service mandate. The Board's influence over SLBC is high as they





oversee the organization's governance, major strategic decisions, and the appointment of senior leadership.

### **Director General of SLBC**

The Director General is the head of administration and responsible for the day-to-day management of SLBC. It is the responsibility of the DG to ensure SLBC remains operational, financially sustainable, and meets public service objectives. The Director General manages staff, resources, and relationships with government bodies.

### **High Influence, Low Interest**

These stakeholders have significant influence but limited direct involvement in SLBC's daily activities or long-term strategy.

### **International Donors and Development Partners**

The donors perform critical role in the effective functioning of SLBC. They provide support for training of journalists and technical staff, offer grants and financial support for equipment, modernization, and content production, contribute to media law reforms, policy development, and editorial standards and promote press freedom and independence of state broadcasters. The international donors have very strong interest in the promotion of democratic governance by ensuring SLBC delivers impartial and factual reporting, especially during elections, strengthening media pluralism and independence by reducing state control and promoting editorial freedom and promote human rights and civic engagement by using SLBC as a platform for awareness on issues like gender, youth, governance, and anti-corruption.

### **Low Influence, High Interest**

These stakeholders have a high interest in SLBC's services, performance, and content but limited ability to directly influence decision-making.

### **SLBC Employees**

SLBC Employees comprises administrative staff, Journalists and Technicians. The staff are the engine of the corporation as they provide the daily operations of SLBC, including content creation, technical operations, and management. The primary concerns of the staff are for job security, professional development, and a conducive working environment. Though the workers have a high stake over SLBC but their influence is low though they can influence the work environment and internal operations of the corporation

### **Audience and Viewers (General Public)**

The general public plays a critical role in the effective functioning of the corporation. They are the consumers of SLBC's content as they rely on SLBC for information, education, and entertainment. Through SLBC, the general public have access to relevant, information and quality programming that interests them. Their influence over SLBC may be low but public opinion and viewership ratings can indirectly influence programming decisions and organizational policies.



## Advertisers and Commercial Partners

Advertisers and Commercial partners are the live blood of SLBC. The corporation rely heavily on them for revenue generation to run the day-to-day operations of the corporation. They provide commercial support through advertisements, sponsorships, and partnerships. SLBC is providing the platform for advertisers to reach their audience with their advertisements.

### Low Influence, Low Interest

These stakeholders have minimal interest and influence over SLBC's operations.

## Academic Institutions and Research Bodies

**Academic institutions** provide research and studies on SLBC's operations, media trends, and broadcasting policies. They have limited interest over SLBC unless when they are conducting specific studies that they need media visibility.

## Local Communities (Outside of SLBC's Direct Audience)

While the communities may benefit from SLBC's broadcasts, they have little involvement in its daily operations or governance and do not influence SLBC's operational or strategic decisions. They have moderate interest in access to national content and local programming.

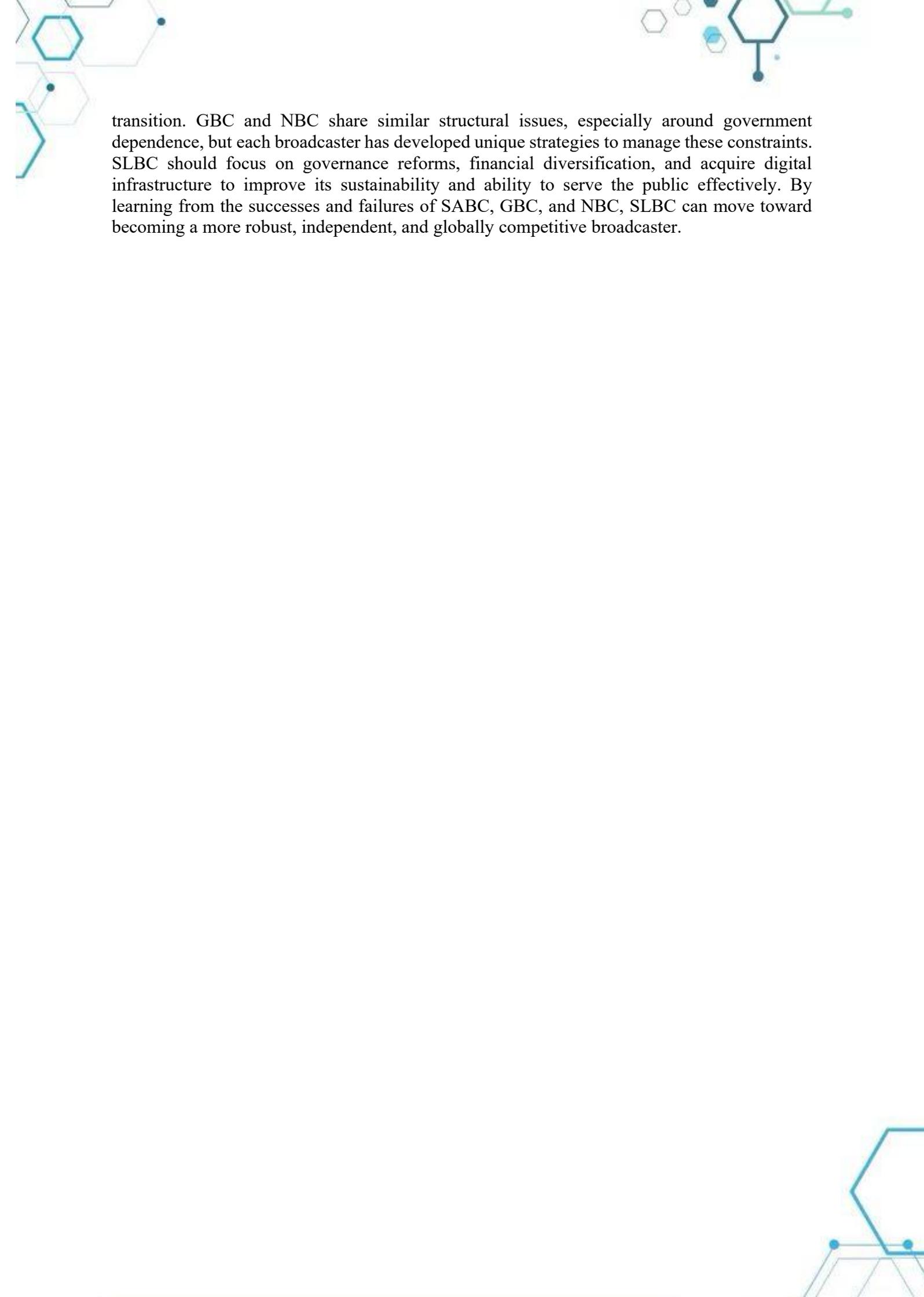
### Stakeholders Mapping Matrix

Stakeholder Category	Stakeholders	Interest Level	Influence Level	Role/Responsibility
<b>Government and Regulators</b>	Ministry of Information and Civic Education - Ministry of Finance - Independent Media Commission (IMC) - National Telecommunications Authority (NaTCA) - National Commission for Privatization (NCP)	High	High	- Policy direction and oversight - Budgetary allocation and funding - Regulatory compliance (content, frequency, digital standards) - Licensing and digital switchover policy enforcement
<b>Development Partners &amp; Donors</b>	- BBC Media Action - UNESCO - UNDP - ECOWAS - PRIMED Project Funders	High	Medium/High	- Funding and technical assistance - Capacity building and infrastructure development - Equipment donations and training programs
<b>Internal Stakeholders</b>	- SLBC Board of Directors	High	Medium/High	- Strategic and operational decision-making

	<ul style="list-style-type: none"> <li>- Director General/Management</li> <li>- Technical and editorial staff</li> <li>- Unionized staff and HR</li> </ul>			<ul style="list-style-type: none"> <li>- Implementation of broadcasting and digitalization strategies</li> <li>- Internal policy, HR development, and capacity building</li> </ul>
<b>Audience and Civil Society</b>	<ul style="list-style-type: none"> <li>- General public (urban and rural viewers/listeners)</li> <li>- Civil Society Organizations (e.g., SLAJ, Media Reform Coordinating Group)</li> <li>- Educational and health institutions</li> </ul>	High	Medium	<ul style="list-style-type: none"> <li>- Primary consumers of SLBC services</li> <li>- Feedback providers and social accountability watchdogs</li> <li>- Partners in civic education, public health, and development campaigns</li> </ul>
<b>Private Sector and Commercial Partners</b>	<ul style="list-style-type: none"> <li>- Advertisers and sponsor</li> <li>- Media agencies</li> <li>- Equipment suppliers</li> <li>- Content producers</li> </ul>	Medium/High	Medium	<ul style="list-style-type: none"> <li>- Revenue generation through advertising</li> <li>- Media production collaboration</li> <li>- Provision of broadcasting equipment and services</li> </ul>
<b>Political Actors</b>	<ul style="list-style-type: none"> <li>- Political parties</li> <li>- Parliament (Information Committee)</li> </ul>	Medium/High	Medium/High	<ul style="list-style-type: none"> <li>- Influence over public content narratives</li> <li>- Oversight and budget approvals</li> <li>- May influence policy and appointments</li> </ul>
<b>Academic and Training Institutions</b>	<ul style="list-style-type: none"> <li>- Mass Communication Departments, Fourah Bay College</li> <li>- Media training institutions</li> </ul>	Medium	Low/Medium	<ul style="list-style-type: none"> <li>- Provide trained personnel</li> <li>- Collaborate in research, training, and content creation</li> </ul>

### 3.17 Conclusion

The comparative analysis highlights that while SLBC shares many challenges with its counterparts, particularly in terms of governance, financial sustainability, and digital migration, it can learn from SABC's diversified revenue streams, content quality, and successful digital

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transition. GBC and NBC share similar structural issues, especially around government dependence, but each broadcaster has developed unique strategies to manage these constraints. SLBC should focus on governance reforms, financial diversification, and acquire digital infrastructure to improve its sustainability and ability to serve the public effectively. By learning from the successes and failures of SABC, GBC, and NBC, SLBC can move toward becoming a more robust, independent, and globally competitive broadcaster.



## SECTION FOUR

# THE SIERRA LEONE BROADCASTING CORPORATION (SLBC) ORGANIZATIONAL STRUCTURE

### 4.1 Introduction

The SLBC's organizational structure has been redesigned to support the execution of its mandate and to ensure the successful implementation of its programmes and functions in the regions, districts, and chiefdoms across the country. The structure is expected to facilitate supervision, assignment, and delegation of duties, improve operations, and ensure effective communication at all levels.

### 4.2 Structure Of The SLBC

#### 4.2.1 Board

At its apex of strategic structural control is the Board of Trustees,<sup>1</sup> consisting of a chairman appointed by the President. It is the responsibility of the Board to provide policy guidance and advice as well as secure efficient implementation of the functions of the Corporation.

#### 4.2.2 Current Organogram of SLBC

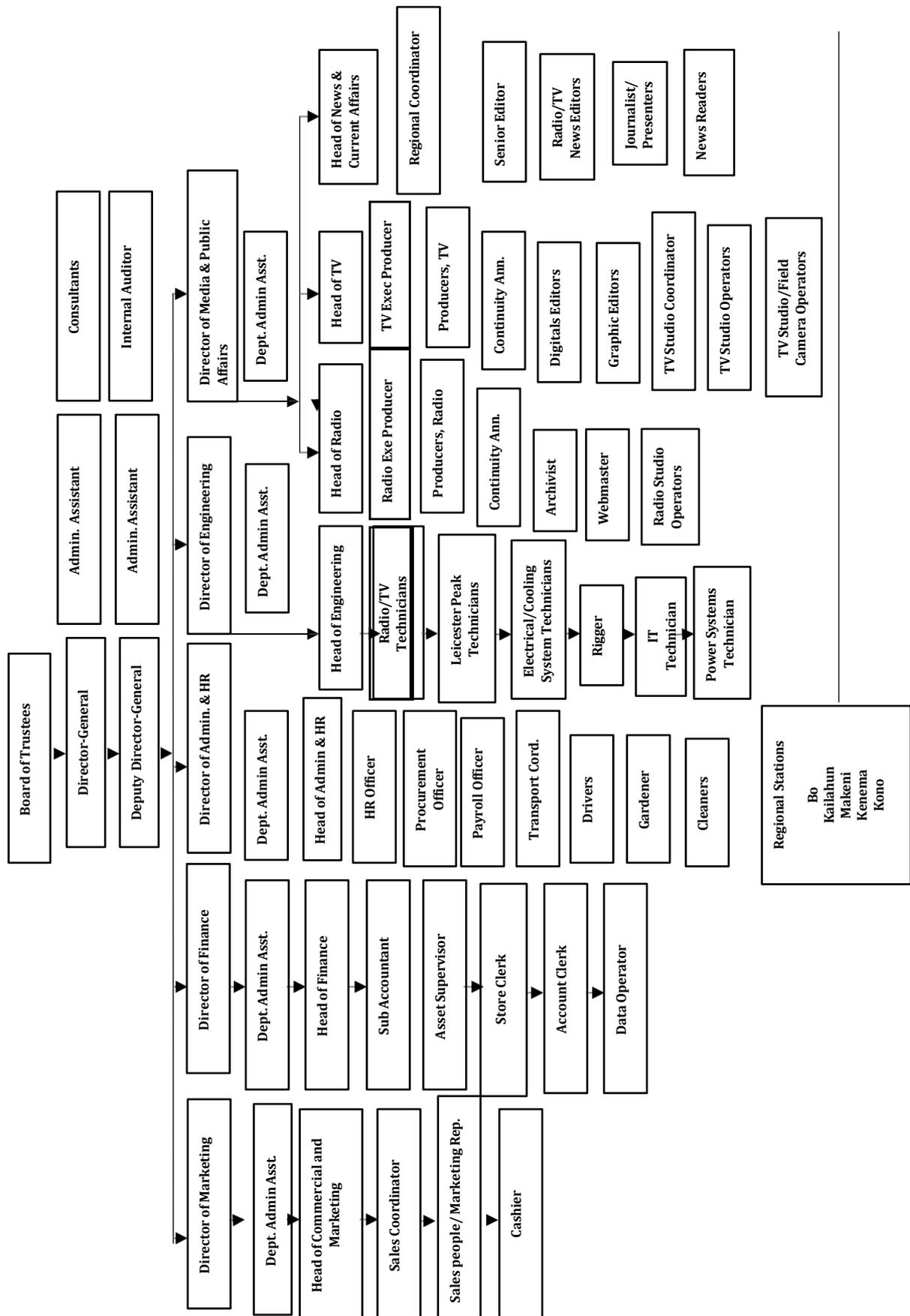
Beneath the Board, there is a Secretariat, which operates within a conventional administrative, operational, and management framework, structured into three tiers: Senior Management, Middle Level Management, and General Support Staff. The Secretariat is led by a Director General (DG) who doubles as Secretary to the Board. The DG is responsible for providing overall leadership in the daily administration of the Corporation and reports to the Board. The DG is supported by five (5) directorates, headed by directors who oversee the daily activities of the directorates. The current organogram is depicted in Figure 1 below.

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<sup>1</sup> SLBC Act 2010



Figure 1: The Current IPCB' s Organizational





The review noted key management bottlenecks, particularly in the way the departments are structured. There are no documents detailing clearly defined mandates for all departments of the SLBC. Prior to the commencement of the study, the Corporation provided the Review Team with a copy of its current organogram as shown in Figure 1 above. Figure 1 revealed a number of issues that needed to be addressed. These involved potential duplications and overlaps of functions among the departments within the institution, a lack of clarity of roles, responsibilities, inadequate internal systems, and processes to meet SLBC's operational requirements.

Meanwhile, most officers interviewed had no detailed job descriptions that recorded their main work activities as well as the responsibilities and reporting lines of the individual concerned.

#### 4.2.3 Proposed Organogram

To resolve these identified structural and operational weaknesses and in support of the Corporation, the review team has suggested a proposed organizational structure, which is based on a departmental system as indicated in Figure 2 below. The Review Team believes that the proposed structure will bring professionalism into the Corporation and facilitate efficient division of labour and specialization. It will also promote transparency and accountability. However, the team cautions that, critical as having a good structure is, it should not be considered a panacea to the institution's challenges. The team therefore underscores the importance of having effective policies, revamped job descriptions that emphasize functions rather than nomenclature, and addressing the range of HR and system issues earlier, on a catalogue.

The proposed organogram is shown below:



# Super Structure

Figure 2: Proposed Organogram of SLBC

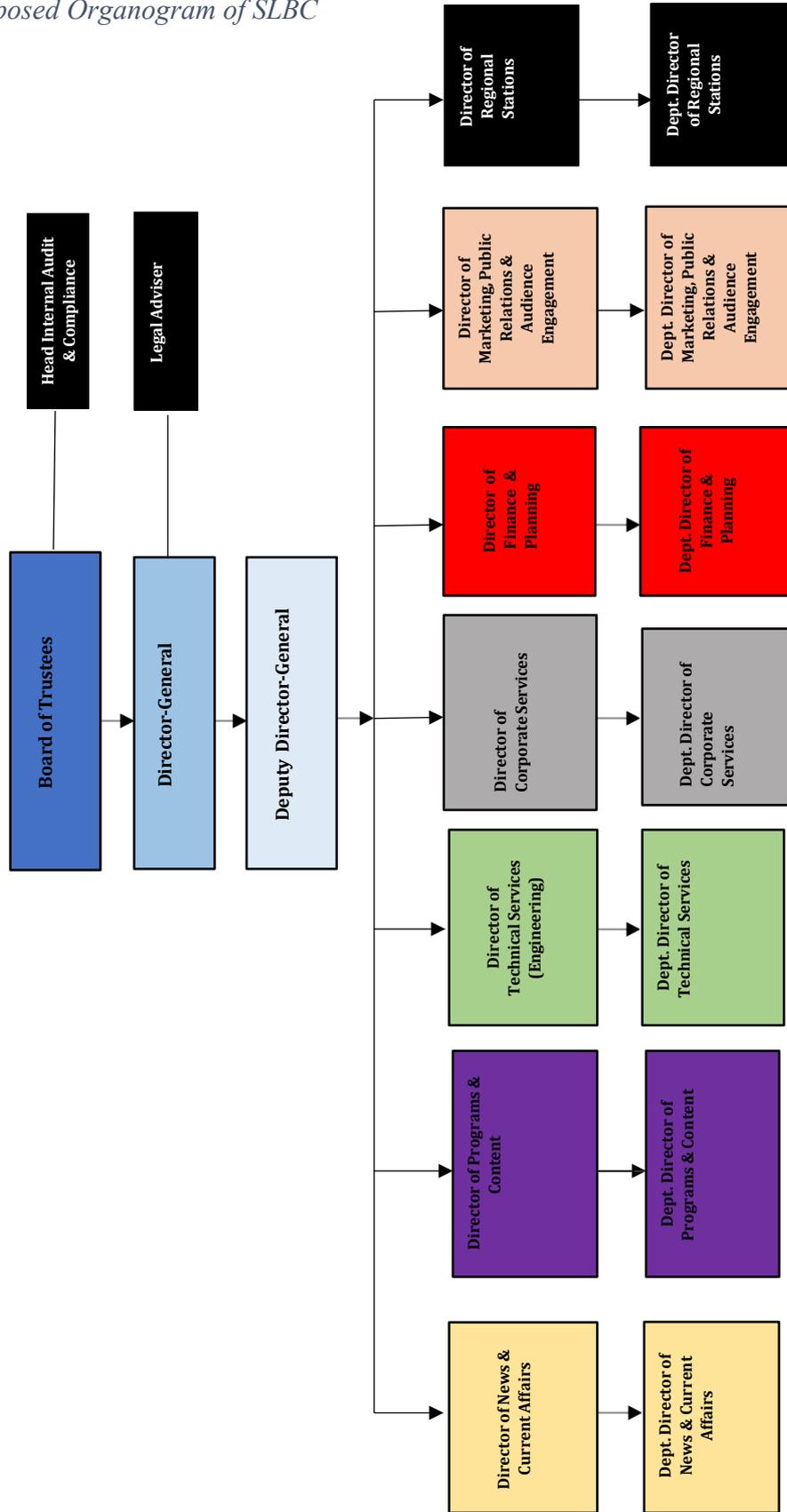


Figure 3: Directorate of News & Current Affairs



Figure 4: Directorate of Programs & Content

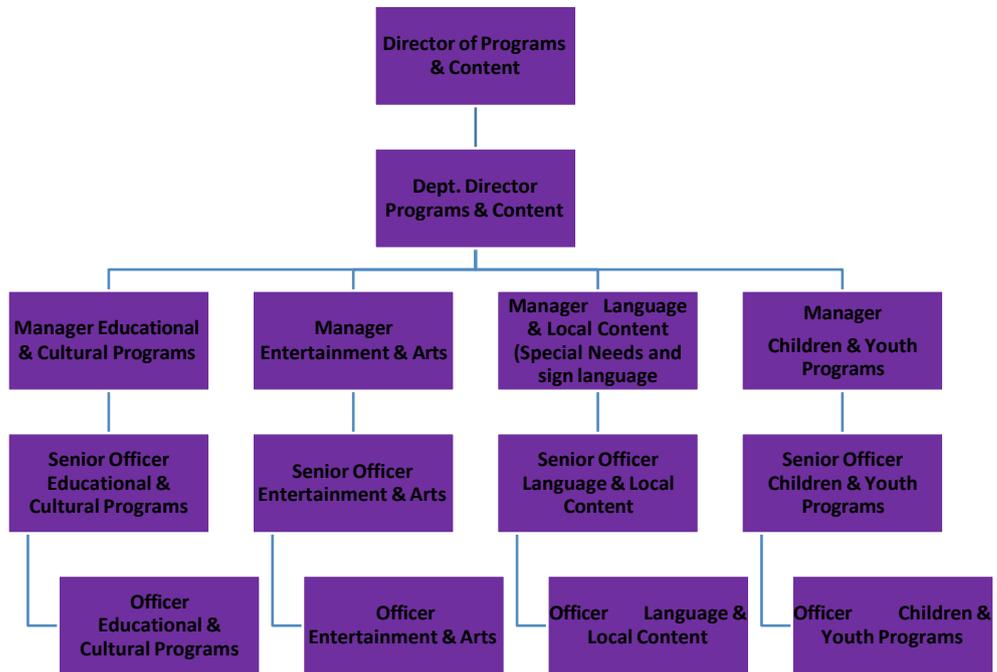


Figure 5: Directorate of Technical Services

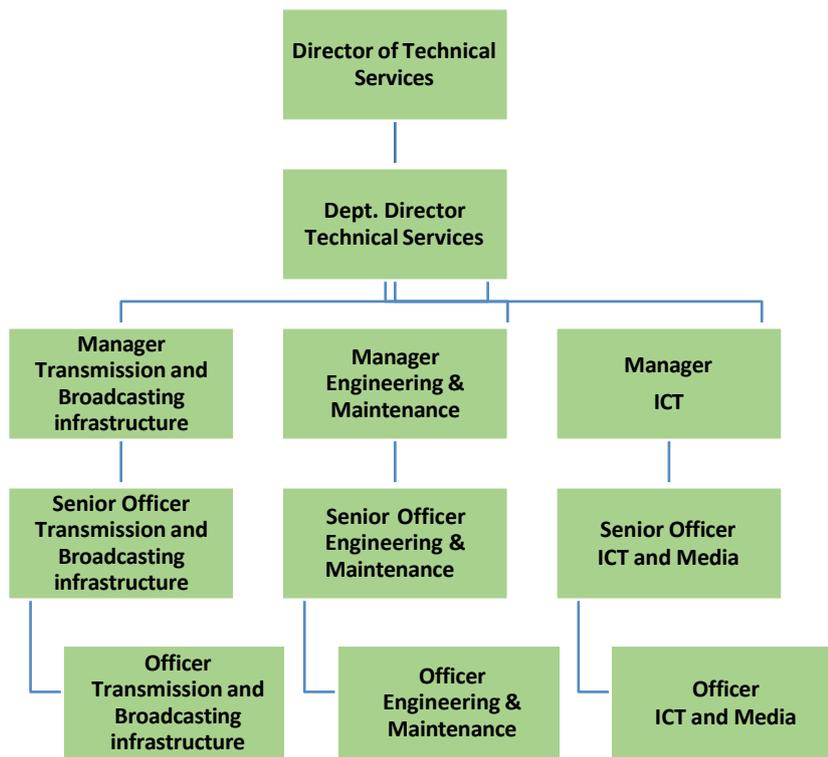


Figure 6: Director of Corporate Services

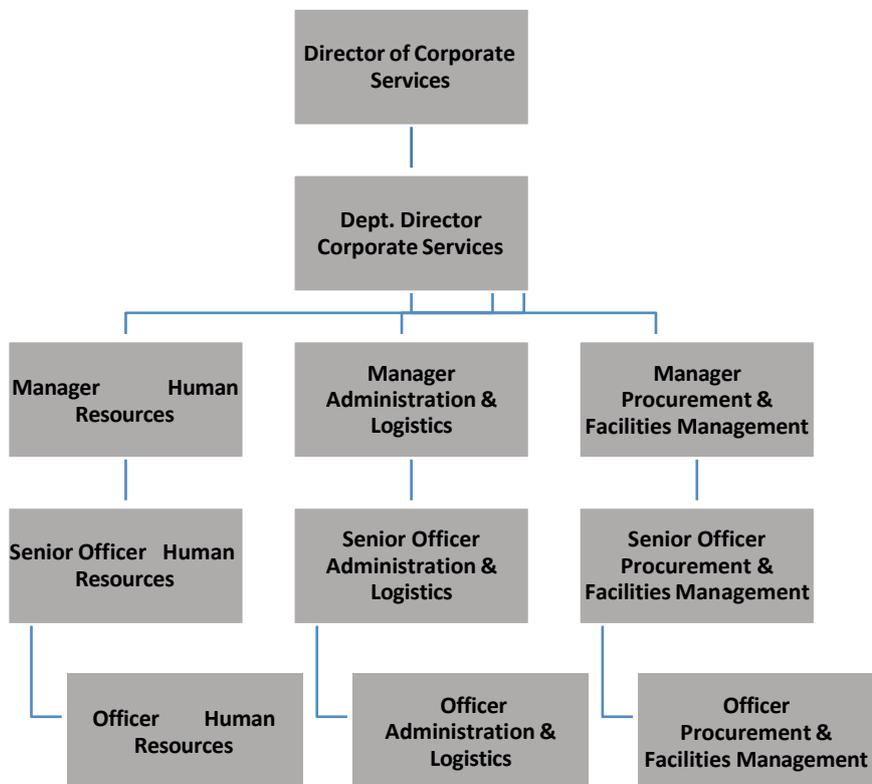


Figure 7: Directorate of Finance and Planning

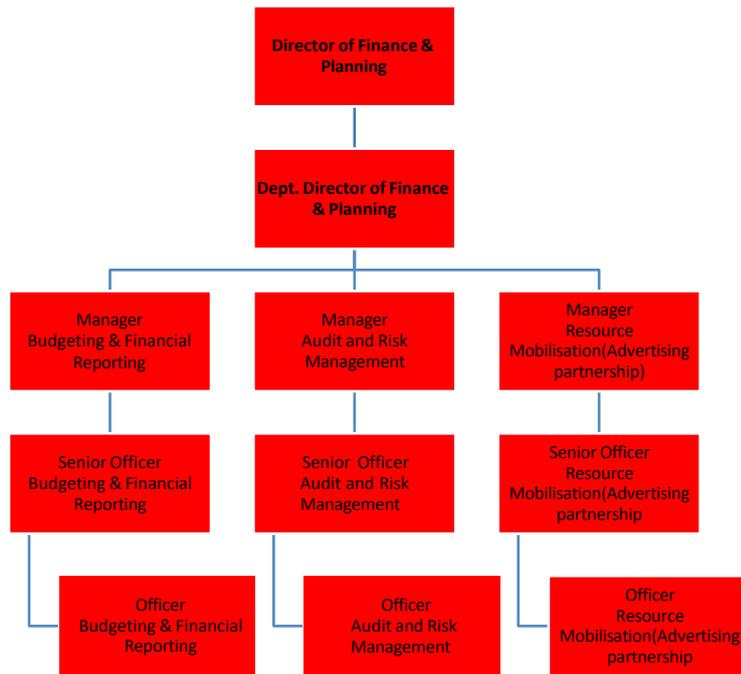


Figure 8: Directorate of Marketing, Public Relations & Audience Engagement

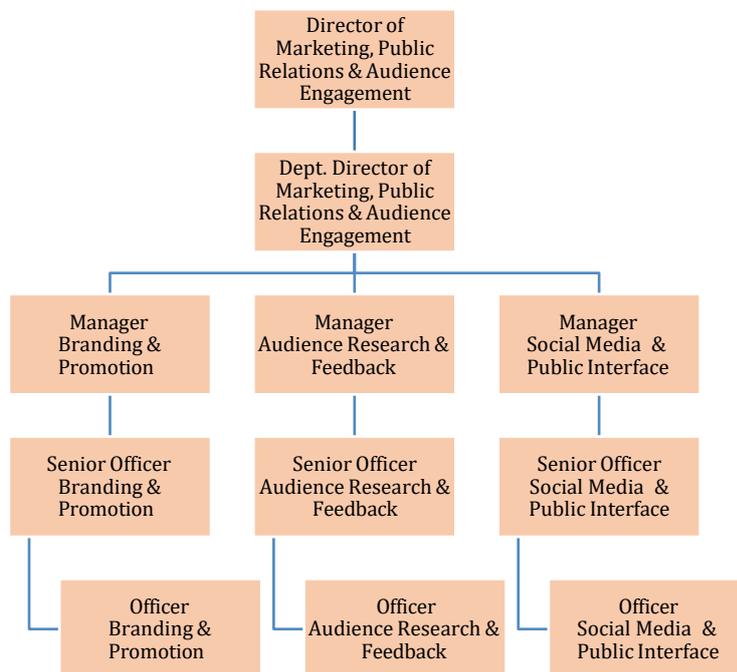
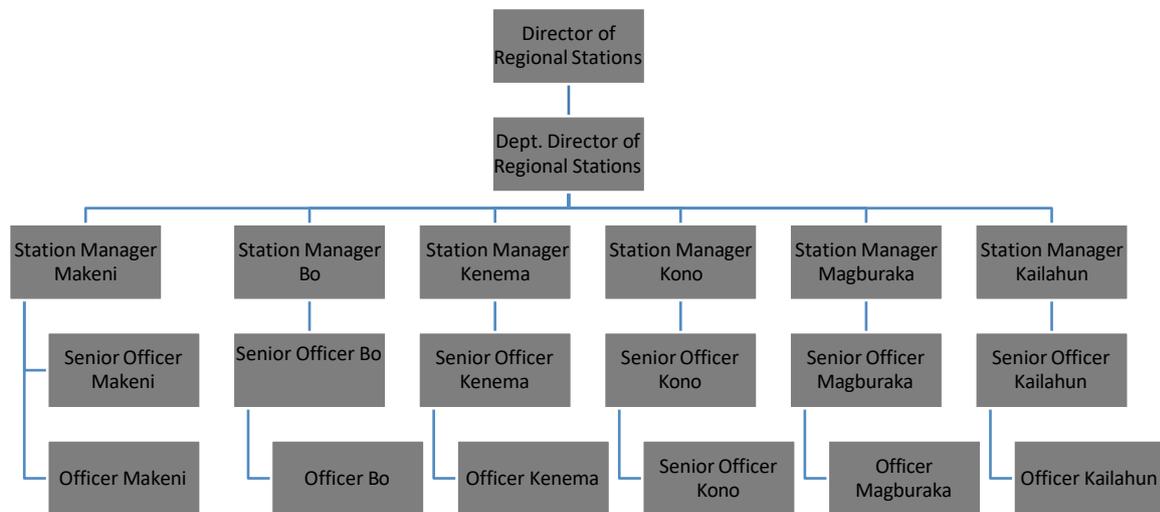


Figure 9: Directorate of Regional Stations



#### 4.2.4 Proposed Governance Structures

Based on the new proposed organogram the Corporation will be governed by a Board of Trustees that is responsible for policy and strategic guidance. The DG who doubles as Secretary to the Board is responsible for the day-to-day management of the affairs of SLBC. The Corporation is structured in a directorate system with the following proposed directorates.

1. Directorate of News and Current Affairs
2. Directorate of Programme
3. Directorate of Technical Services (Engineering)
4. Directorate of Corporate Affairs
5. Directorate of Finance and Planning
6. Directorate of Sales and Marketing,
7. Directorate of Regional Stations



## Section Five

# Findings and Recommendations

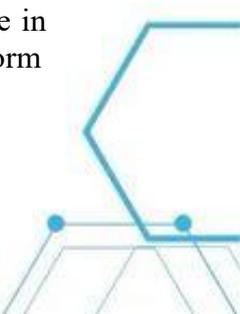
### 5.1 Introduction

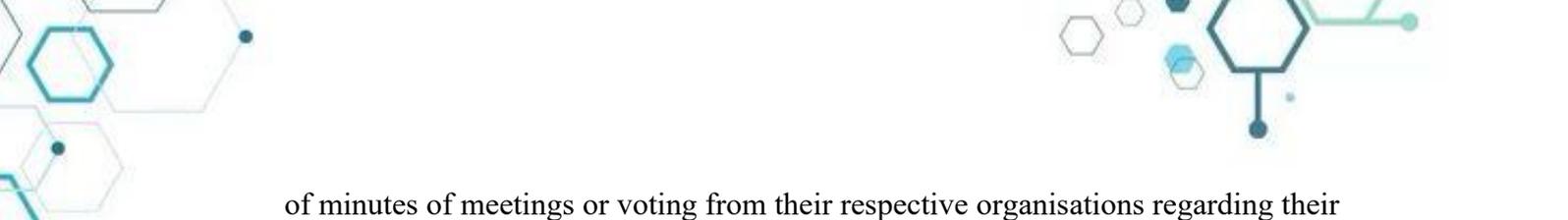
This section presents the findings and recommendations based on the data collected during the course of the IMFR. It focuses on analysing the factors that have influenced the performance that led to the deterioration and near collapse of SLBC. The institution has gone through governance, structural, management, infrastructural, and financial challenges that have affected its growth and effective functioning. This Institutional assessment has informed the choices of recommendations proffered in this report.

### 5.2 Statutory and Regulatory Framework

The Sierra Leone Broadcasting Corporation (SLBC) was born out of the Sierra Leone Broadcasting Service (SLBS) by an Act of Parliament in 2010. The Act of Parliament transformed the then SLBS, which was state-owned, into a Corporation, hence the SLBC. The SLBC Act 2010 mandated the Corporation to provide information, education, entertainment, and reflect all shades of opinion throughout Sierra Leone. While this gives the Corporation legal autonomy in theory, in practice, its institutional independence is compromised due to executive control over key appointments, day-to-day running of the corporation, and budgetary allocations.

#### Findings:

- The review noted the absence of a policy and a regulation to guide the implementation of the Act.
  - SLBC is governed by the SLBC Act of 2010, which does not fully address the contemporary realities of digital broadcasting, online content regulation, or convergence between telecommunications and media. There are gaps in the Act relating to digital migration, content diversity obligations, funding mechanisms, and independence guarantees.
  - The review revealed that SLBC lacks a strategic plan to guide its operations by defining its direction, setting priorities, and ensuring that all efforts and resources are aligned with their long-term goals. The strategic plan that the review team was provided with was obsolete, it was not validated, and has not been implemented since it was drafted. Furthermore, the duration for the Strategic Plan has elapsed.
  - The review noted that the roles of the Ministry of Information and Civic Education, the regulators, the Board, and Management are not clearly articulated in the act, which has led to functional overlaps and potential conflicts.
  - The review also noted that opposition political parties, especially the main opposition, are complaining of not being given an even platform or airtime to articulate their views on governance, especially during the time of political campaigns.
  - The review also recommends that the roles of the Ministry of Information and Civil Education, the regulators, the board, and management should be clearly articulated in the act to avoid functional overlaps and over-centralization of authority
  - The review also noted that the appointment of the board of trustees was not done in accordance with the act, as there was no evidence from the board members in the form
- 



of minutes of meetings or voting from their respective organisations regarding their nominations.

### **Recommendations:**

- **Develop a policy to precede the revised Act:** The review recommends the development of a National Public Broadcaster Policy and Guidelines that will guide and inform the revised Act.
- **Review and Revise the SLBC Act (2010):** Initiate a multi-stakeholder review process to amend the Act to reflect digital broadcasting realities, clarify SLBC's public service remit, and strengthen provisions on editorial independence, funding and clarify the roles of the board, management, and the ministry
- The review recommends establishing in the revised legislation a limit on the maximum amount of airtime that political parties and candidates can buy on SLBC during an election campaign period, in order to avoid disadvantages between those parties with greater financial capacity and the other parties.
- **Develop a 5-year strategic plan:** The review recommends the development of a 5-year strategic plan to clearly define the long-term direction of the corporation, with a clear mission, vision, priorities, and goals that will be aligned with resources for improved decision-making.

### **5.3 Independence of SLBC**

In order to ensure that SLBC is fully independent and provides the platform for all shades of opinion, including access to opposition political parties to air their views on governance, Recommendation 77 of the Tripartite Agreement noted that the state broadcaster, SLBC, should be transformed into an independent public service broadcaster with editorial independence from government and financial autonomy.

According to section 12 of the SLBC Act 2010, the Corporation is not under the direction or control of any individual or authority. However, the review noted that in as much as substantial amount of SLBC's funding is coming from the GoSL, in the form of budgetary allocations and payment of salaries of SLBC's staff, it does not in any way interfere with the day-to-day operations of the Corporation, as there are policies and regulations that guide the independence of the institution.

### **Recommendations:**

- The review recommends for the strict adherence of section 3(1)(b) of the SLBC Act 2010 regarding the appointment of the board of trustees by their respective organisations. The appointment process must continue to be free from political interference, transparent, merit-based, and representative of diverse sectors (civil society, council of paramount chiefs, Inter-Religious council, women's forum, Sierra Leone Bar Association, University of Sierra Leone (Engineering Department), Youth Council, and Sierra Leone Association of Journalists). The review also recommends for safeguards in the Act that prevent undue influence by the Executive or any political body. The appointments should be accompanied by the minutes of nomination and recommendations.
- 

## 5.4 Inadequate Provisions on Digital Broadcasting in the Act

The Act does not reflect the current digital media environment, such as online broadcasting, streaming services, and social media content standards. No regulatory basis for SLBC's participation in or management of digital multiplex infrastructure.

### Recommendation

- The review recommends that the SLBC Act be reviewed to include definitions and regulatory frameworks for digital terrestrial television (DTT), Internet Protocol Television (IPTV), and online broadcasting that will allow SLBC to legally operate digital channels and platforms.

## 5.5 Governance and Organizational Structure

Governance and organizational structure are critical to the effectiveness and sustainability of the Sierra Leone Broadcasting Corporation (SLBC) as a national public broadcaster. A well-defined governance framework ensures transparency, accountability, and strategic decision-making, while a functional organizational structure enables efficient operations and service delivery.

According to Section 8(1) of the Act, Board Members should meet at least once every month and are entitled to sitting fees. The review also noted that since the current board was constituted, they have held twelve sittings, including three emergency meetings. However, the review team noted sections of the act that mandate the board to set their allowances and other emoluments, but given the enormous financial challenges the corporations is facing, that section of the act should be reviewed.

Analysis of the current organisational structure is shown in **figure. 1** above reveals a number of weaknesses, including an over-bloated staff strength of 203, lack of clearly defined career pathways, making promotion and growth of officers difficult. The review further noted overlapping functions amongst the many directorates, which have undermined the effective functionality of the Corporation.

### Recommendations:

**Remuneration for the Board of Trustees:** The review recommends for the examination of (Article 6 of the SLBC Act 2010) regarding the remuneration of the board. It is the view of the review team that remuneration should not be set by the board, as this has been one of the controversies between the board and management. The review recommends that this section of the act should be reviewed to remove the onus of the board to determine its own remuneration, as this might have huge implications on the already weakened financial position of the Corporation. The remuneration should be set by MOF, as it is done for all other boards, taking into consideration double dipping.

The review recommends that SLBC reorganize its organizational structure and adopt the proposed structure to ensure that it is aligned with its objectives and provides clear career paths for employees. This may involve revising job titles, redefining roles and responsibilities, and implementing mechanisms for professional development and advancement within the organisation.



As a step further to address structural and operational weaknesses of the SLBC, as a result of its current over-subscribed staff strength, the review team has developed a proposed organizational structure for consideration and adoption. The implementation of the organizational structure as proposed will require SLBC to develop a staff rationalization strategy that seeks to assess competencies and qualifications for proper placement and redeployment of staff.

The review recommends that SLBC develop and adopt internal governance rules, editorial guidelines, and codes of ethics that are legally grounded in the revised Act, and mandate the Board to submit annual reports to Parliament and the public.

## 5.6 Appointment of the Chairman and other members of the Board and Management:

The appointment of the Chairman of the Board of Trustees and the Director General is done by the President, which is consistent with section 3(1)(a) and section 13(1). However, the review noted that the appointment of both the Chairman of the Board of Trustees and the Director General of the Corporation by the President has led to a poor working relationship between them, which has negatively affected the operations of the Corporation.

### Recommendations:

We therefore recommend the strict adherence to the provisions of the act in the appointment of the Chairman of the Board of Trustees and the Director-General of the Corporation to address the overlapping of functions and roles.

The review is also recommending that the appointment of the Board of Trustees be guided by the highest principles of merit and professionalism, and not by political lineage and patronage. The review further recommends for the development of a Management and Administrative Manual that captures policies and procedures on all administrative, procurement, and operational matters; the various manuals that SLBC already has can be incorporated into this comprehensive guide, which should be readily available to all staff and the general public.

## 5.7 Human Resources and Capacity

Human resources are the backbone and bedrock of any organization and institution. SLBC is no exception to this theory, and hence, the Human Resources component of the corporation was critically looked into, and the findings are presented below.

### Findings

The review noted the absence of job descriptions for the various positions and a Scheme of Service, which establishes standards for recruitment. Although there is an existing HR manual, this has not been popularized among staff members, giving rise to arbitrary decisions from management that are not guided by any policy. There is no available training plan, and a training needs assessment has not been done for quite a long time.

Staffing levels are inadequate in some areas, with limited ongoing training and professional development, as many employees lack up-to-date skills in digital media production, editing, and online content management.



## Recommendations

The review recommends that the SLBC utilize the expertise of PSRU to review and/or develop job descriptions for the various positions and also develop a scheme of service for all Staff. The review also recommends that the leadership of SLBC, in consultation with PSRU, develop a training policy, conduct a Training Needs Assessment, and a training plan to guide the implementation of the identified training.

The review recommends for the recruitment of qualified media professionals and investing in continuous staff training; introduce performance-based incentives, career development plans, and better working conditions.

### 5.7.1 Analysis of Staff by Age and Gender

The staff list provided to the review team shows a staff strength of 203. An analysis of the staff strength by age and gender as shown in the table below:

*Table 4: Table showing distribution of the SLBC workforce by Age and Gender*

Age Group	No. of Staff		Age profile
	Male	Female	
25 - 29	3	5	8
30 - 34	28	7	35
35 - 39	33	9	42
40 - 44	21	9	30
45 - 49	26	8	34
50 - 54	17	3	20
55 - 59	19	11	30
60+	2	0	2
Error	1	1	2
<b>Total</b>	<b>150</b>	<b>53</b>	<b>203</b>

Source: SLBC Staff List

From the Table above, it is observed that there are more male (153) than female (50) in the Corporation. This implies that there is a male to female ratio of 3:1 which meets the requirement of the GEWE Act of 2022. In addition, the table shows that the corporation has a relatively young staff of 149 staff (73.4%) compared to 54 staff (26.6%) who are to retired in the next five (5) to ten (10) years.

### 5.7.2 SLBC workforce by Job Category

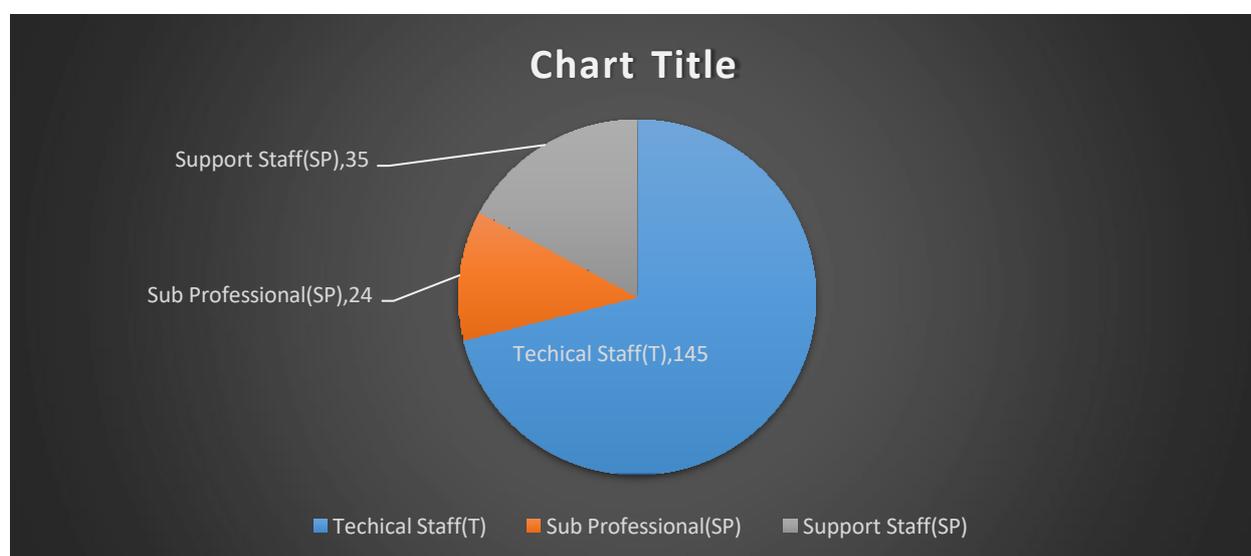
The breakdown of job categories is detailed in the table below.

<b>Job Category</b>	<b>No. of Staff in Post</b>
Professional/Technical Staff	125
Sub-Professional Staff	36
Support Staff	42
<b>Total No. of Staff</b>	<b>203</b>

**Source: Current Staff List, 2025**

In the table above, the Professional/Technical staff includes the Director General, Deputy Director General, Directors, Managers and Officers. While the Sub-Professional and Support Staff are Administrative Assistants, Office Assistants, and Drivers respectively. This breakdown is represented in the pie chart below.

*Figure 10: Analysis of Job Categories*



**Source: Current Staff List, 2025**

The analysis of the staff job categories, as illustrated in the pie chart, revealed that SLBC is overstaffed across all categories. This overstaffing has resulted in overcrowding, with many staff members lacking specific roles and responsibilities. One identified cause of this issue is that there are a good number of contract staff in the payroll of the corporation whose tenures are unending, which has a huge implication on the wage bill of the corporation. This abnormal situation contradicts sound HR management principles.

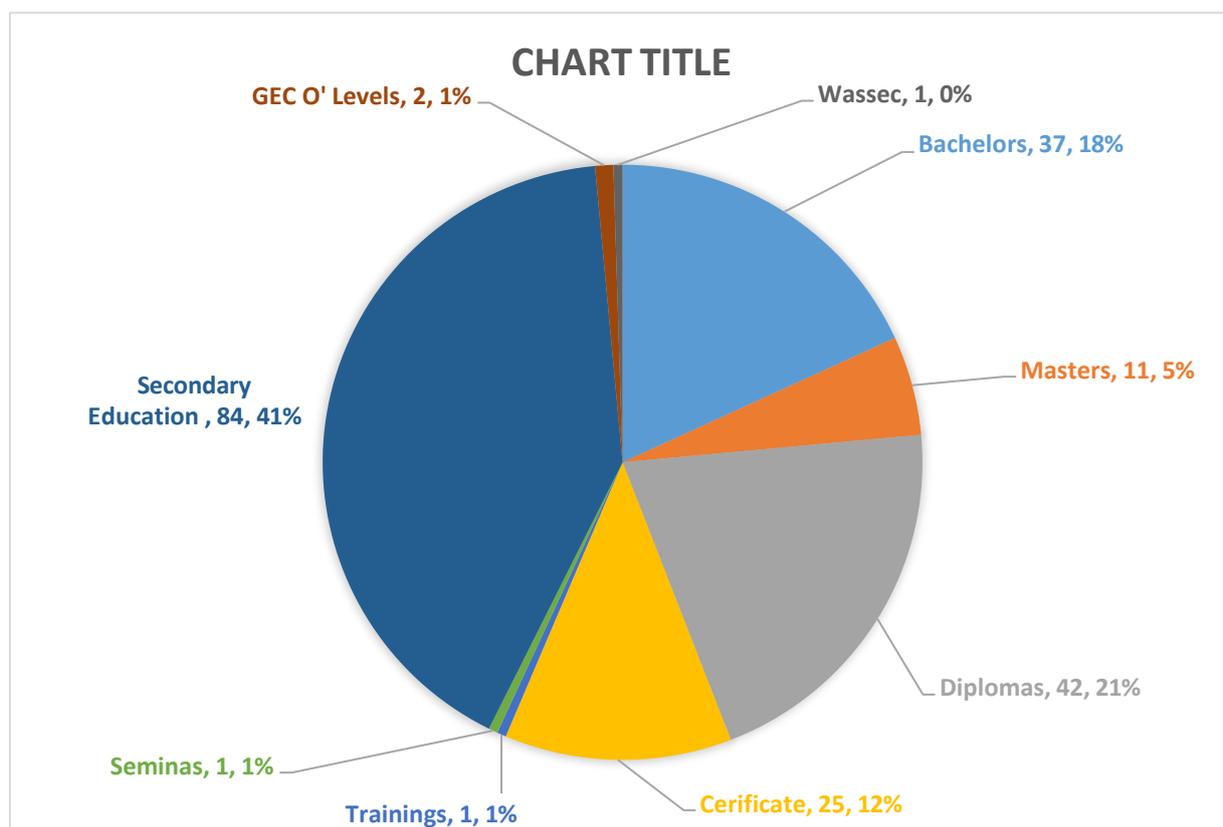
### **Recommendations**

- Perform a comprehensive audit to assess the current staffing levels and identify areas of redundancy. This will help in understanding the extent of overstaffing and inform decisions on restructuring.
- Clearly define roles and responsibilities for each position to ensure that all staff members have specific duties and contribute effectively to the Corporation's objectives.
- Re-evaluate the policies regarding contract staff to ensure that contracts are adhered to and that there is a clear process for contract termination or renewal based on performance and organizational needs.

## 5.8 Staff qualifications

The functional review revealed that the Corporation boasts a moderately qualified workforce in terms of academic credentials. Out of the total 203 employees, 37 hold a bachelor's degree, 11 possess a master's degree, 42 have a diploma, 25 have certificates in different fields, and 84 have secondary education. The distribution of these qualifications among the Corporation's staff is illustrated in the pie chart below.

Figure 11: A Pie Chart Showing the Qualifications of Staff



Source: Current Staff List, 2025

## Recommendations

Based on the review findings, **we therefore recommend the following:**

- Develop and implement training programs tailored to the specific roles and responsibilities of each staff member. This will ensure that employees gain skills and knowledge directly applicable to their job functions.
- Since most staff members' academic qualifications are not directly related to their current roles, SLBC should provide priority training that bridges this gap and focuses on industry-specific skills and competencies.
- Encourage ongoing professional development by offering workshops, seminars, on digitalization and other related courses that align with the latest trends and requirements in their respective fields.

## 5.9 Conditions of Service

### ***Findings:***

Analysis of the payroll by the review team reveals distortions in the wage bill. The absence of a scheme of service has led to inequity in remuneration and salary disparities. There is also a sharp contrast in terms of salaries from senior management to middle and lower levels, which is creating discontent and demotivation among staff members. The current conditions of service are not adequate to attract or retain qualified personnel.

### **Recommendations:**

- The review recommends an evaluation of the SLBC salary structure with a view to harmonising disparities and addressing issues of discontent among staff members.
- The review also recommends clear policies on allowances, medical benefits, and pension schemes to motivate staff.
- The review further recommends for the introduction of recognition, incentives, and reward systems to motivate personnel and boost performance.

## **5.10 Records Management and Inventory Control**

### ***Findings***

The review observed that SLBC lacks a comprehensive records management policy and system at both the headquarters and in the regions. Most records, including personnel files, financial documents, and editorial logs, are stored in hard copy format. Filing systems are inconsistent across departments, with limited access controls. There is no digital archive or central database for record retrieval or preservation. The review however, noted that the absence of a proper records management system has led to poor retrieval of records. Accessing key records for decision-making or audits can be time-consuming and may lead to non-compliance with public accountability standards and laws. The review further revealed that most of the personnel responsible for managing records do not have the requisite qualifications and experience in records or archival management.

Meanwhile, inventory of equipment such as cameras, transmitters, studio hardware, vehicles, and ICT tools is not consistently updated. There is no integrated asset tracking system in use. Procurement records are not systematically matched against inventory records, while stock of office supplies is poorly monitored, leading to shortages or over-purchasing. The review team observes that SLBC does not maintain a real-time or digitized inventory control system, as equipment can be misappropriated or misused without detection, as there is no lifecycle tracking of assets, leading to unplanned maintenance and replacement.

### ***Recommendations:***

- The review recommends the development of a Records Management Policy through the introduction of a digital recordkeeping system that will establish a centralized electronic archive with appropriate security protocols. The review also recommends that an officer be assigned for Records Management and that training be provided on modern records management techniques.
- The review recommends the implementation of an Electronic Inventory Management System to allocate, track, and monitor all SLBC assets and materials in real time by



deploying asset management software for periodic stock-taking and reconciliation procedures.

- The review further recommends the development of a policy on the disposal and reuse of obsolete or excess materials to optimize resource utilization.
- The review also recommends the Incorporation of inventory control as a key performance area in departmental evaluations and conduct regular audits of inventory to ensure accountability and identify areas for improvement.

### 5.11 Programming and Content Delivery at the Sierra Leone Broadcasting Corporation (SLBC)

#### Findings

Programming and content delivery are at the core of Sierra Leone Broadcasting Corporation (SLBC)'s mandate as a public service broadcaster. SLBC is responsible for providing diverse, informative, educational, and entertaining content that serves the interests of the people of Sierra Leone. SLBC offers a mix of news, entertainment, education, culture, and public service content across its television and radio stations, but faces challenges in limited content variety with a huge focus on government programmes. The Corporation is also challenged with outdated production methods, weak audience engagement, technological adaptation, inconsistent program scheduling, frequent power outages, and competition from private and digital media outlets. In a nutshell, programming lacks diversity and innovation, often repeating outdated formats. Editorial independence and professionalism are sometimes compromised by political interference. These factors have seriously affected programming and content delivery, which has greatly impacted viewers and listenership. To address these problems, the following have been recommended.

#### Recommendations

- The review recommends the expansion of Content Diversity by increasing entertainment, lifestyle, and investigative journalism programmes.
- The review also recommends the adoption of modern storytelling techniques by utilizing visual storytelling, data journalism, and interactive formats.
- In order to enhance audience engagement, the review recommends the introduction of more live discussions, call-in shows, and social media interactions, and also to standardize program scheduling with a view to ensuring consistent programming to retain audience loyalty.
- The review also recommends for content and editorial reforms to promote inclusive, diverse, and locally-relevant programming in order to strengthen editorial independence through a revised governance and oversight structure.

### 5.12 Financial Management and Sustainability

Effective financial management and sustainability are essential for the SLBC to fulfil its public service broadcasting mandate. A well-managed financial system ensures transparency, accountability, and efficient resource utilization, while a sustainable funding model allows SLBC to operate independently and deliver high-quality content without undue reliance on external influences. The review noted that the primary sources of revenue for the corporation are government subventions, advertising and sponsorship, commercial partnerships, grants, and donor funding.





SLBC's financial management and sustainability face significant challenges, including overdependence on government funding, declining advertising revenue, weak financial controls, and high operational costs. However, by implementing strong financial management reforms, diversifying revenue sources, optimizing expenditures, and embracing digital transformation, SLBC can achieve long-term financial stability and maintain its role as an independent, credible public broadcaster.

## **Findings**

The review revealed that SLBC is heavily reliant on annual government subvention to fund its operations, which is often delayed and inadequate, and to a very large extent, undermines long-term planning and independence.

The review also noted that SLBC's Commercial revenue (advertisement, sponsorships, paid content) is inadequate due to weak marketing strategies, outdated pricing structures, and low brand appeal and audience trust. The review also noted that opportunities like content licensing, production services, digital monetization, and event coverage are underutilized. Though the SLBC Act (2010) makes provision for a broadcast license fee, there is no system in place for implementation or enforcement. This has deprived SLBC of a potentially stable, citizen-based funding stream.

## **Recommendations**

- Operationalize the license fee system by developing a legal and administrative framework, conducting public sensitization campaigns, and piloting digital/mobile payment options.
- The review recommends that SLBC develop a Revenue Mobilization Strategy and a business plan for robust and sustained revenue mobilization. The review further recommends exploring monetization of digital platforms (YouTube, social media, etc.) and leveraging SLBC's infrastructure for event coverage, studio rentals, and content sales.
- Leverage Digital Monetization – Generate revenue from online platforms through YouTube ads, streaming subscriptions, and content licensing.
- Strengthen Revenue Collection Systems – Improve invoicing and debt recovery mechanisms;
- Develop a Public-Private Partnerships (PPPs) strategy to collaborate with private sector stakeholders to modernise SLBC's operations.

### **5.13 SLBC Broadcasting House New England**

#### **Findings**

The SLBC building is aging and deteriorating, with visible signs of wear, including cracked walls, leaking roofs, outdated electrical wiring, and broken plumbing. The studio spaces are poorly soundproofed, making it difficult to produce high-quality audio content. Office furniture and interior fittings are outdated and, in many cases, unserviceable. Most of the radio and television equipment is obsolete, with analogue systems still in use for certain functions: cameras, mixers, transmitters, and editing suites are limited, slow, and often malfunction. There's a lack of backup systems, leading to frequent interruptions and downtime. Internet connectivity is slow and unreliable, hindering real-time updates, streaming, and digital broadcasting. The website and social media presence are inconsistent and poorly managed. No





proper digital archive system is in place, risking loss of institutional memory and media content.

## **Recommendations**

- The review recommends that the SLBC building be fully rehabilitated, including studios, control rooms, and administrative offices, and an upgrade of electrical and plumbing systems to ensure safety and efficiency.
- The review recommends for a huge investment in state-of-the-art broadcasting and production equipment, including HD cameras, digital editing software, and automated broadcasting systems for quality production.
- The review also recommends for the establishment of a fully digital newsroom and production suite, and ensuring that all systems have backup power (generators and solar solutions) and technical redundancies.
- The review also recommends for an upgrade to high-speed internet, a functioning website, and an expansion of digital platforms, including mobile apps and streaming services.

### **5.14 Leicester Peak Broadcasting Site**

#### **Findings**

Leicester Peak is the main hub for SLBC transmission throughout the country. The broadcasting infrastructure is outdated and deteriorating due to prolonged underinvestment. Transmission towers and support structures are rusty and require urgent rehabilitation or replacement. The facility is heavily reliant on backup generators, which is unsustainable as a result of frequent power outages that have resulted in the destruction of vital equipment and have also forced some co-locators to seek more reliable and sustainable facilities. The site lacks modern cooling systems, putting sensitive equipment at risk of overheating.

Most transmission equipment, including transmitters and antennas, is analogue or obsolete digital systems. Signal coverage is inconsistent, especially during bad weather or power outages. Lack of redundancy systems means that any equipment failure often leads to complete broadcast disruptions. Leicester Peak lacks a structured maintenance plan as maintenance is reactive as and when the situation demands rather than proactive. Staffing at the site is limited and lacks continuous technical supervision, as only two staff members are deployed at the site and are working on a rotational basis. Remote monitoring of the facility is non-existent as it lacks the technology to undertake such a challenging task.

Security at the site is inadequate, with limited physical barriers and no surveillance systems. This has given rise to encroachers as they have grabbed a huge chunk of land for their personal use. Telecom operators have also taken advantage of this situation by requesting for lease agreements from the Ministry of Lands and Country Planning so as to circumvent the payment of co-location fees to SLBC. If Leicester Peak is properly secured, it is a huge source of revenue generation for SLBC.

#### **Recommendations**



In order to address the myriad of problems at Leicester Peak in an efficient and effective manner, the review team is recommending the following:

- The review recommends that the Leicester Peak facility be either rehabilitated or reconstructed, and ensure the installation of modern climate control systems for sensitive equipment.
- The review recommends for stronger collaboration among MDAs, including; the Office of the President, the Attorney General and Ministry of Justice, the Ministry of Information and Civic Education, and the Ministry of Lands and Country Planning, for ensuring that Leicester Peak becomes the legitimate property of the Corporation and that the entire site is fenced to ward off encroachers. The review further recommends that all leases of land agreements regarding Leicester Peak be revoked.
- The review also recommends that all co-locators should pay the co-location fee to SLBC and that SLBC should ensure that they review upwards all co-location fees.
- The review recommends that SLBC be fully digitized by replacing outdated analogue transmission systems with digital transmitters and repeaters.
- The review also recommends for the introduction of redundant systems to ensure uninterrupted broadcast during equipment failure and also to integrate remote monitoring tools for real-time performance tracking and troubleshooting. The review also recommends for the installation of lightning arrestors and surge protectors to safeguard against electrical damage.
- The review recommends for the strengthening of on-site security with perimeter fencing, CCTV cameras, and motion detectors, and also assigning a full-time technical supervisor and establishing a 24/7 presence at the site. The review also recommends for an upgrade to the power systems that will guarantee a consistent power supply to the site. This effort includes negotiation with the Electricity Distribution and Supply Authority (EDSA) management to ensure that Leicester Peak and New England Office are given priority for an uninterrupted supply with solar backup and modern inverters to reduce generator dependency.
- For the longevity and durability of equipment, the review recommends for the development of a comprehensive preventive maintenance schedule for all equipment and facilities by conducting regular technical audits and risk assessments, and also establishing partnerships with telecoms or engineering firms for exchange of technical expertise.

### 5.15 Regional and District Offices

#### Findings

SLBC operates regional stations in six districts, including Bo, Kenema, Makeni, Kono, Kailahun, and Magburaka. However, these stations face serious challenges that limit their ability to fulfill their public broadcasting mandate effectively. The infrastructures that house SLBC's regional offices are dilapidated, with most buildings requiring major renovation or reconstruction. Most of the studios lack proper studio setups, with poorly insulated rooms, inadequate lighting, and inconsistent power supply with minimal or no backup systems like generators or solar panels. The review also revealed the short supply or, in most cases, the unavailability of equipment such as cameras, audio consoles, transmitters, and non-existent editing software. There is minimal internet connectivity, affecting content production and live streaming. All the regional and district offices lack vehicles or field kits, restricting coverage of events and community news.



Staffing and capacity are another major problem that is affecting Regional stations. According to the review, all the regional stations are understaffed, with many relying on volunteers or part-time workers who lack regular training and exposure to modern broadcasting techniques. Due to the fact that the regional stations are solely responsible for their day-to-day affairs and they are not generating enough revenue, it makes it extremely difficult to incentivize their volunteers. There is limited incentive or career growth for regional employees compared to headquarters. Although the regional stations have their localized programmes, they are mostly challenged with regard to content management. Contents at regional levels are overshadowed by news bulletins and rebroadcasts from Freetown. Regional programming lacks diversity and largely does not reflect local culture, languages, or development issues. There is minimal audience engagement or feedback systems. Budget allocations from headquarters are not forthcoming as regional stations are expected to self-generate their own revenue to address their daily operations, but revenue generation from local advertisements or sponsorships is minimal due to weak commercial relationships and poor equipment.

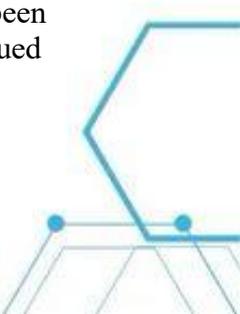
### **Recommendations**

- The review recommends for the conduct of a full audit and renovation of all regional facilities, prioritizing roofing, studio spaces, and office environments, with stable electricity and backup generators or installation of solar power systems to ensure uninterrupted broadcasting.
- The review also recommends for the provision of each station with a minimum digital broadcasting package, including digital video cameras, audio mixing boards, Computers with editing software, Mini-transmitters, backup recorders, reliable internet connectivity, and archive systems.
- On the area of human capacity development, the review recommends for the recruitment of additional technical and editorial staff to fill critical gaps, together with the introduction of annual regional staff training programs in journalism, editing, technical operations, and content creation and the creation of a regional exchange program to build cross-station experience and morale.
- The review recommends for the development of community-based programming in local languages, including education, health, agriculture, and culture, establishing a content production fund to support original regional shows and partnering with local councils, schools, and civil society for content collaboration.

### **5.16 SLBC's Transition from Analogue to Digital Broadcasting**

Sierra Leone is committed to the International Telecommunication Union (ITU) mandate for digital switchover (DSO), originally targeted for 2015. SLBC has been actively working on transitioning from analogue to digital broadcasting. This initiative began in 2013 when SLBC signed an agreement with StarTimes, a Chinese digital TV provider, to establish a digital TV signal distribution network and offer multimedia services; however, it was short-lived. Despite these advancements, SLBC still broadcasts television signals in analogue on the UHF band.

In addition, other International partners such as BBC Media Action, through the PRIMED Project, provided SLBC with a new radio studio and refurbished two others, enhancing the corporation's capacity to deliver digital content. While SLBC has made notable progress toward digitalization, the complete transition from analogue to digital broadcasting has been slow and fragmented, due to financial, technical, and institutional limitations. Continued





investment and support are essential to fully realize the benefits of digital broadcasting for Sierra Leone's population.

## **Recommendations**

- The review recommends for the development of a clear National Digital Migration Road Map by establishing a dedicated national task force to coordinate migration efforts.
- The review also recommends updating the digital migration policy with clear timelines, budgets, and responsibilities, and ensuring strong collaboration between SLBC, NATCA, IMC, and telecom operators.
- The review recommends for upgrading transmission and studio Infrastructure by deploying modern Digital Terrestrial Television (DTT) transmitters and digital head-end systems across the country, installing signal monitoring and distribution systems, and upgrading studio equipment to HD/4K digital-ready production systems.
- The review recommends strengthening public access and engagement and partnering with the private sector to subsidize set-top boxes and smart TVs, and working with retailers to ensure affordable and available digital reception equipment.
- The review also recommends for the launch of a national public awareness campaign on the benefits and processes of the digital switchover.

### **5.17 Capacity Building and Technical Support**

#### **Findings**

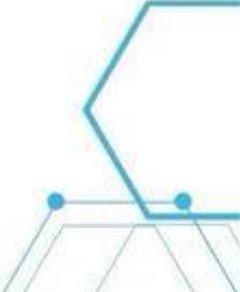
A good number of SLBC staff have not benefited from professional training both locally and internationally for a very long time. Their lack of professional training has limited their ability to bring innovation into their daily tasks to the disadvantage of the Corporation. The review noted that SLBC lacks a systematic staff capacity development in digital technology as an effective tool to drive service delivery. Staff at both headquarters and the field level noted that capacity-building opportunities hardly exist within the organization

#### **Recommendations:**

- In order to strengthen the capacity of personnel on digital broadcasting, the review recommends for the training of SLBC staff on digital transmission technologies, content digitization, and digital editing;
- The review also recommend for the establishment of a technical support unit to manage and troubleshoot digital systems across SLBC branches;
- The review recommends for a public/private partnership agreement with SLBC in the areas of infrastructure deployment, content aggregation, and commercial operations to facilitate the digitalization transition;

### **5.18 Staff Promotion**

#### **Findings**





Promotion is a vital component of every Institution that support staff growth and progress. Interviews conducted and desk review indicate that most of the staff at SLBC have not benefited from promotion since the transformation fifteen years ago. The lack of scheme of service at SLBC has led to inconsistencies in staff career progression and motivation. Absence of a scheme of service affects employee motivation and retention.

***Recommendations:***

- SLBC should develop a scheme of service and a promotion policy that guides career growth and development.
- Define structured career pathways for different job categories within SLBC;
- Promotion should be tied to key performance indicators (KPIs) and annual performance appraisals;
- Implement clear guidelines and communication mechanisms to prevent favoritism and enhance fairness.

## 5.19 Stakeholder Collaboration and Coordination

### Findings

The review discovered limited internal coordination mechanisms within SLBC with evidence of weak coordination mechanisms within departments, resulting in delays in service delivery. There were also overlap of functions, fragmented reporting lines, and unclear delegation of authority within some units. The review also discovered fragmented external stakeholder engagement as there were limited or no formal mechanism for regular engagement between SLBC and civil society, academia, or development partners on issues of content, performance, or governance. There were also concerns from civil society and media groups on editorial independence, political influence in editorial decisions, limited content diversity and low engagement with community voices. These concerns reinforced the need for stronger editorial autonomy and accountability.

**Recommendations:**

- The review recommends for the strengthening of collaboration with relevant stakeholders of SLBC for the effective functioning of the institution through the establishment of a Reform Implementation Committee including SLBC, PSRU, MoICE, CSOs, and donors.
  - The review also recommends for the development of a Stakeholder Engagement Framework for SLBC with annual consultative forums.
  - The review further recommends for the strengthening of an Interdepartmental Coordination within SLBC through organogram realignment and clearer reporting lines.
- 

**LIST OF PEOPLE CONTACTED**

No	Name	Sex	Mobile	Designation	Location
	Chernor Bah	M		Minister of Information & Civic Education	Freetown
	Andrew Kamara	M		PS, Ministry of Information and Civic Education	Freetown
	Joseph Kapuwa	M		Chairman, IMC	Freetown
	Williette John	F		Chairperson, SLBC Board	Freetown
	Emmanuel Turay	M		Ag. Director, GIS	Freetown
	Josephine Fatima Kamara	F	076-267-951	Director General	Headquarters
	Asmieu Mohamed Bah	M	078-445-300	Deputy Director General	Head Quarter
	Lucy-Ann Ganda	F	076-814174	Director of Administration and Human resources	Head Quarter
	Ransford Kabia	M	077-640300	Director of Media	Head Quarter
	Fatima B Koroma	F	074-331027	Director of Commercial and Marketing	Head Quarter
	Exzendral Hawa Sannoh	F	076-211319	Director of Finance	Head Quarter
	Tilly J Barrie	F	076-625948	Head of News and Current Affairs	Head Quarter
	Salia Coker	M	076-920510	Head of Marketing	Head Quarter
	David H Garber	F	076-532531	Head of Radio	Head Quarter
	May Kalokoh	F	088-577388	Makeup Artist	Head Quarter
	Abraham B. Mattia	M	078-711177	Regional Director	Region
	Suliaman Fofanah	M	077-204476	Personal Assistant to Regional Director	Region
	Sandy Bangura	M	088-897604	Regional Technician	Region
	Thomas Victor Neale	M	078-372537/ 088-778017	Regional Station Head Bo	Bo
	Tawio Kamara	F	079-757424	Deputy Regional Station Head	Bo
	Regina Bangura	F	077-697175	Marketing Coordinator	Bo
	Abdul F.B.B Kamara	M	077-767054	Production Manager	Bo
	Ibrahim Papanie Conteh	M	034-137695	Finance Manager	Bo
	Francess Mummy Jabati	F	099-646100	Regional Reporter	Bo
	John Gabriel Kanyako	M	088-173117	Admin/ Finance Officer	Bo
	Foday Musa	M	088-244279	Regional Electrician	Bo
	Peter Kalma	M	077-302119	Community Journalist	Kenema
	Momoh Foray	M	088-769060	Station Head	Kenema
	Hawanatu Bangura	F	077-346302	Head of Newsroom	Kenema
	Duada Kamara	M	077-315346	Regional Station Head	Kenema
	Shaka Sheku Mohamed	M	088-909383	Head of Commercial	Kenema
	Mustapha Momoh	M	088-604194	Technician	Kenema
	Mohamed Adam Kamara	M	077-534687	Ag Station Head	Magburaka
	Amadu John Barrie	M	077-232194	Community Journalist	Magburaka

	Samuel Forster Jones	M	088-404014	Studio Operator	Magburaka
	Benjamin James	M	077-990273	Security	Magburaka
	Isata Mabinty Koroma	F	077-644573	Finance Officer	Kono
	Mohamed Duada Kamara	M	030-804743	Community Journalist	Kono
	Milton Gbassay Kamara	F	088-233012	Presenter	Kono
	Augustine Brima Kanu	M	088-102798	Assistant Regional Station Head	Kono
	Mohamed Kargbo	M	077-774543	Engineering Supervisor	Kono
	Joseph Kenneh	M	088-671252	Regional Reporter	Kailahun
	Sorie I. Koroma	M	077-480974	Marketer	Kailahun
	Julius Tamba Lahai	M	030-258752	IT Officer/Reporter	Kailahun
	Rahman Lahai	M	088-321404	Regional Technician	Kailahun
	Foday Nabieu	M	077-244890	Community Journalist	
	Soriba Samura	M	088-542259	Regional Station Head	Kailahun
	Umaru Sannoh	M	088-639519	Internal Auditor	Kailahun
	Abass Sesay	M	088-639519	Regional Technician	Kailahun
	Amadu Falilu Sesay	M	077-997007	Assistance Regional Head	Kailahun
	Jefferson Tamba Sorie	M	076-272554	Security	Kailahun
	Samuel Abioseh Stanley	M	030-527796	Camera Operator	Kailahun
	Sheku Sumaila	M	077-404478	Head of Television	Kailahun
	Jestina Swaray	M	088-344926	Producer	Kailahun
	Mahmoud Ibrahim Tarawalie	M	088-859926	Admin/Finance Officer	Kailahun
	Seneh A. Thoronka	M	077-638416	Regional Station Head	Kailahun

# QUESTIONNAIRE

## THE BOARD OF TRUSTEES OF SLBC

### Governance & Oversight

1. What is the primary role of the Board of Trustees in overseeing SLBC's operations?
2. How does the Board ensure that SLBC operates in accordance with its mandate as the national broadcaster?
3. What measures are in place to maintain SLBC's editorial independence from political or external influences?
4. How does the Board ensure transparency and accountability in SLBC's management?
5. What is the Board's approach to addressing governance challenges within the corporation?

### Strategic Direction & Policy Implementation

6. What are SLBC's key strategic priorities for the next five years?
7. How does the Board evaluate SLBC's performance in fulfilling its public service broadcasting role?
8. What policies are being developed to modernize SLBC and keep up with global broadcasting trends?
9. How does the Board ensure that SLBC serves diverse communities across Sierra Leone?
10. What role does the Board play in guiding SLBC's transition to digital and online platforms?

### Financial Sustainability & Funding

11. What are the main sources of funding for SLBC, and are there plans to diversify revenue streams?
12. How does the Board ensure financial accountability and sustainability for the corporation?
13. What challenges does SLBC face in securing adequate funding, and how is the Board addressing them?
14. Are there any plans to introduce new funding models, such as public-private partnerships or donor support?

### Media Landscape & Public Engagement

15. How does SLBC compare to private media houses in terms of reach, influence, and competitiveness?
16. What strategies are in place to improve SLBC's public image and audience engagement?

17. How does the Board ensure that SLBC upholds ethical journalism standards and combats misinformation?

18. What role does SLBC play in national development and promoting democratic values?

### **Challenges & Future Plans**

19. What are the biggest challenges currently facing SLBC, and how is the Board addressing them?

20. What is the Board's vision for the future of SLBC as a leading broadcaster in Sierra Leone?

## **THE DIRECTOR GENERAL OF THE SIERRA LEONE BROADCASTING CORPORATION (SLBC)**

### **1. Leadership and Vision**

- What is the mission and vision of SLBC
- What is your strategic direction and vision for SLBC under your leadership?
- What are your top priorities for improving SLBC's operations and content?
- How do you plan to make SLBC more competitive in the evolving media landscape?

### **2. Organizational Management & Challenges**

- What are the biggest challenges currently facing SLBC?
- How is SLBC addressing financial sustainability and revenue generation?
- What strategies are in place to improve staff capacity and professionalism?
- How does SLBC balance its role as a public broadcaster while maintaining editorial independence?

### **3. Content & Programming**

- How does SLBC ensure diverse and high-quality programming for its audience?
- Are there plans to introduce new programs that cater to a wider audience?
- How does SLBC handle content regulation and ensure journalistic integrity?

### **4. Digital Transformation & Technological Upgrades**

- What steps is SLBC taking to modernize its broadcasting infrastructure?
- How is SLBC adapting to digital media and online platforms?
- Are there plans to expand SLBC's digital reach and engage younger audiences?

### **5. Public Engagement & Stakeholder Collaboration**

- How does SLBC ensure that it represents the views and interests of the public?
- What role do partnerships with government and private entities play in SLBC's growth?
- How does SLBC plan to improve its engagement with the Sierra Leonean diaspora?

### **6. Future Plans & Sustainability**

- What long-term strategies are in place to ensure SLBC remains relevant and sustainable?
- Are there any major reforms or initiatives planned for SLBC in the coming years?
- How do you see SLBC evolving in the next five to ten years?

- What message do you have for SLBC's audience and stakeholders regarding its future direction?

## **DIRECTOR OF FINANCE SLBC**

### **1. Financial Overview & Current Position**

- Can you give us an overview of SLBC's current financial standing?
- What are the primary sources of revenue for SLBC?
- What have been the biggest financial challenges facing SLBC in recent years?
- How does SLBC balance its public service mandate with financial sustainability?

### **2. Financial Sustainability & Revenue Generation**

- What steps is SLBC taking to improve financial sustainability?
- Are there plans to diversify revenue sources beyond government subventions and advertising?
- Has SLBC considered subscription-based services, licensing fees, or partnerships to generate additional income?
- What role do advertising and sponsorship deals play in SLBC's financial strategy?
- How does SLBC plan to attract more corporate investments and donor funding?

### **3. Budgeting, Cost Control & Financial Accountability**

- What measures are being taken to ensure efficient budgeting and cost control at SLBC?
- How is financial accountability ensured within SLBC's operations?
- What steps are being implemented to prevent financial mismanagement or waste?
- How does SLBC plan to improve financial reporting and transparency?

### **4. Government Support & Stakeholder Collaboration**

- What level of financial support does SLBC currently receive from the government?
- How can the government assist in stabilizing SLBC's finances?
- What role do development partners, media organizations, and private investors play in SLBC's financial future?

### **5. Digital Transformation & Financial Investments**

- How does SLBC plan to fund technological upgrades and digital transformation?
- Are there plans to invest in new broadcasting infrastructure to enhance service delivery?
- What financial strategies are being considered to expand SLBC's digital and online presence?

### **6. Implementation of MFR Recommendations & Future Outlook**

- What are the top financial recommendations from the review, and how does SLBC plan to implement them?
- How soon can stakeholders expect to see positive financial changes?
- What is your vision for SLBC's financial future over the next five to ten years?
- What final message do you have for stakeholders, investors, and the public regarding SLBC's financial reforms?

## **HEAD OF TELEVISION SLBC**

### **1. Role & Responsibilities**

- As the Head of Television, what are your primary responsibilities at SLBC?
- How do you manage the day-to-day operations of SLBC's television programming?
- What is your approach to ensuring that SLBC's television broadcasts align with its public service mandate?

### **2. Television Programming & Content Strategy**

- How does SLBC ensure that its television programming remains relevant and engaging to a broad audience?
- What strategies do you use to balance entertainment, education, and news content on SLBC's TV channels?
- How do you determine the mix of local, regional, and international content on SLBC's television broadcasts?
- How does SLBC ensure cultural representation and diversity in its television programming?
- Can you describe any unique or signature programs on SLBC TV that have gained popularity among viewers?
- How do you address the challenge of creating content that appeals to both urban and rural audiences?

### **4. Audience Engagement & Feedback**

- How does SLBC engage its television audience to ensure programming reflects their needs and interests?
- What strategies are in place to collect viewer feedback, and how is it used to shape future programming?
- How does SLBC ensure its television content reflects national interests and diverse viewpoints, especially in news and current affairs?
- Are there initiatives to increase viewer interactivity, such as live voting, call-ins, or social media integration?

### **5. Challenges & Opportunities in Television Broadcasting**

- What are the biggest challenges SLBC faces in terms of content production, technical infrastructure, or audience reach for television broadcasting?
- How does SLBC manage the challenge of limited resources to ensure high-quality television production?
- How does SLBC address issues related to signal coverage and broadcast quality, particularly in remote areas?
- How do you see the role of SLBC Television evolving in the digital era, with increasing competition from online streaming platforms?

### **6. Television & Technological Advancements**

- How is SLBC integrating new technologies in television broadcasting, such as digital transmission, mobile apps, or online streaming?

- Are there any plans for expanding SLBC TV's digital presence, such as offering content via on-demand streaming services or YouTube?
- How do you stay ahead of technological trends in the television industry to remain competitive?
- How is SLBC adapting to multi-platform broadcasting, where viewers access TV content through a variety of devices (e.g., smartphones, tablets, smart TVs)?

## **7. Future Plans & Vision for SLBC Television**

- What are your long-term goals for SLBC TV in terms of content development, audience growth, and technological advancements?
- Are there any new programming ideas or content formats that you plan to introduce in the coming years?
- How do you plan to expand SLBC's television offerings to better serve national and international audiences?
- What role do you see SLBC Television playing in national development, especially in educating and informing the public on key issues?

## **HEAD OF RADIO SLBC**

### **1. Role & Responsibilities**

- As the Head of Radio, what are your primary responsibilities at SLBC?
- How do you manage the day-to-day operations of SLBC's radio programming?
- How do you collaborate with other departments at SLBC, such as engineering, media, and advertising?

### **2. Radio Programming & Content Strategy**

- How does SLBC ensure that its radio programming aligns with its public service mandate?
- What strategies do you use to keep SLBC's radio programming relevant and engaging for diverse audiences?
- How does SLBC ensure a balanced and unbiased approach to content, especially in news and current affairs?
- Can you describe how community radio programming is integrated into SLBC's offerings, and how it serves the public?
- How do you determine the mix of music, talk shows, and news content for your radio stations?
- How does SLBC address the challenge of creating content that resonates with both urban and rural audiences?

### **3. Audience Engagement & Feedback**

- What steps does SLBC take to engage its radio audience and gather feedback on programming?
- How do you ensure that SLBC's radio programming reflects the interests and needs of various demographic groups, including youth, women, and the elderly?
- How does SLBC respond to listener complaints, suggestions, or concerns?
- Are there initiatives to increase interactivity, such as call-in shows, live polls, or social media integration?

#### **4. Challenges & Opportunities in Radio Broadcasting**

- What are the biggest challenges facing SLBC's radio stations in terms of content production, technical infrastructure, or audience reach?
- How does SLBC overcome the challenge of limited resources or equipment to deliver high-quality programming?
- How do you see the role of SLBC Radio evolving in the digital age, especially with the rise of podcasts, online streaming, and other digital media?
- What opportunities do you see for expanding SLBC Radio's reach, both locally and internationally?

#### **5. Radio & Technological Advancements**

- How is SLBC integrating new technologies to improve radio broadcasting, such as automation, digital radio, or mobile apps?
- Are there plans to expand SLBC Radio's digital presence, such as live streaming or podcasting?
- How do you ensure that SLBC Radio stays competitive with other media outlets, both in terms of content and technical capabilities?

#### **6. Future Plans & Vision for SLBC Radio**

- What are your long-term goals for SLBC Radio in terms of programming, audience engagement, and technological innovation?
- How do you plan to expand or improve SLBC's radio offerings to meet the needs of a modern, diverse audience?
- Are there any new partnerships or collaborations SLBC is exploring to enhance its radio programming or reach?
- How does SLBC plan to integrate community feedback into its long-term strategic vision for radio broadcasting?

### **DIRECTOR OF COMMERCIAL AND MARKETING**

#### **1. Role & Responsibilities**

- As the Director of Advertising and Marketing, what are your key responsibilities at SLBC?
- How does SLBC balance its role as a public broadcaster with the need to generate advertising revenue?
- What are the biggest challenges and opportunities in marketing SLBC's platforms to advertisers?

#### **2. Advertising Strategy & Revenue Generation**

- What are the main revenue sources for SLBC's advertising and marketing department?
- How does SLBC attract corporate advertisers, sponsors, and commercial partners?
- What strategies are in place to increase advertising revenue?
- How does SLBC determine advertising rates, and how do they compare to private broadcasters?
- Are there any new advertising models SLBC is exploring, such as product placements or digital ads?

### **3. Market Positioning & Competitive Advantage**

- How does SLBC differentiate itself from private radio and TV stations in attracting advertisers?
- What makes SLBC an attractive platform for local and international brands?
- How does SLBC ensure that advertising content aligns with audience interests and public service values?
- Are there specific strategies to promote local businesses and SMEs through advertising?

### **4. Digital & Social Media Marketing**

- How is SLBC leveraging digital platforms and social media for advertising and revenue generation?
- Are there plans to expand online and mobile advertising on SLBC's digital platforms?
- How does SLBC plan to compete with online media outlets and digital advertising networks?
- What role does content marketing and influencer partnerships play in SLBC's marketing strategy?

### **5. Audience Engagement & Advertising Effectiveness**

- How does SLBC assess audience reach and engagement for advertisers?
- What metrics or tools are used to measure the effectiveness of advertising campaigns?
- Are there initiatives to improve customer relations and advertiser satisfaction?
- How does SLBC ensure that advertisements are culturally relevant and resonate with the audience?

### **6. Future Plans & Vision for SLBC's Marketing Strategy**

- What new advertising and marketing initiatives is SLBC planning to introduce?
- Are there any partnerships with international media agencies or brands to expand advertising revenue?
- What is your vision for SLBC's advertising and marketing growth over the next five years?
- What final message would you like to share with advertisers, sponsors, and stakeholders about SLBC's marketing strategy?

## **DIRECTOR OF ENGINEERING SLBC**

### **1. Role & Responsibilities**

- As the Director of Engineering, what are your primary responsibilities at SLBC?
- How does the engineering department ensure the smooth operation of SLBC's broadcast infrastructure?
- What are the key technical challenges SLBC currently faces?

### **2. Broadcasting Infrastructure & Maintenance**

- What is the current state of SLBC's broadcasting infrastructure?
- How does SLBC ensure regular maintenance of its broadcasting equipment?
- Are there any major technical limitations affecting SLBC's signal strength and broadcast quality?
- How does SLBC ensure consistent coverage across the country, especially in rural areas?

- What steps are being taken to modernize and upgrade transmission equipment?

### **3. Digital Transformation & Technological Upgrades**

- How is SLBC adapting to digital broadcasting technologies?
- Are there plans to transition from analog to full digital transmission?
- What efforts are being made to improve online streaming and digital media presence?
- What role does automation and artificial intelligence (AI) play in modernizing SLBC's operations?
- How does SLBC ensure cybersecurity and data protection in its digital operations?

### **4. Signal Coverage & Broadcast Quality**

- What steps are being taken to enhance signal strength and coverage nationwide?
- How does SLBC handle signal interruptions, transmission failures, or equipment breakdowns?
- Are there plans to expand SLBC's reach to the Sierra Leonean diaspora through satellite or digital platforms?

### **5. Engineering Workforce & Capacity Building**

- What strategies are in place to train and develop technical staff?
- Does SLBC collaborate with international organizations or technology providers for technical support?
- How does the engineering department manage resource constraints while maintaining high-quality broadcasting?
- What challenges does SLBC face in recruiting and retaining skilled engineers?

### **6. Future Plans & Vision for SLBC's Technical Growth**

- What are your long-term goals for SLBC's engineering department?
- Are there any major infrastructure projects or technical upgrades planned for the next five years?
- How does SLBC plan to stay competitive with private broadcasters and global media trends?
- What final message would you like to share with stakeholders, staff, and the public regarding SLBC's technological advancements?

## **DIRECTOR OF MEDIA AND PUBLIC AFFAIRS SLBC**

### **1. Role & Responsibilities**

- As the Director of Media and Current Affairs, what are your primary responsibilities?
- How do you ensure that SLBC fulfills its public service mandate while remaining competitive in the media industry?
- What strategies are in place to enhance the credibility and relevance of SLBC's news and current affairs programming?

### **2. Content Development & Editorial Independence**

- How does SLBC ensure balanced and impartial reporting, especially on political and national issues?

- What editorial guidelines does SLBC follow to maintain journalistic integrity?
- What steps are being taken to improve investigative journalism and in-depth reporting?
- How does SLBC handle sensitive topics while maintaining press freedom and responsibility?
- What mechanisms exist to address public complaints or feedback regarding SLBC's news coverage?

### **3. Audience Engagement & Programming**

- How does SLBC determine what content and programming best serve the interests of the Sierra Leonean public?
- What initiatives are in place to make SLBC's programs more interactive and engaging?
- How does SLBC cater to diverse audiences, including youth, women, and rural communities?
- What efforts are being made to modernize content delivery, including incorporating social media and digital platforms?

### **4. Digital Media & Technological Advancements**

- How has SLBC adapted to the digital transformation of media?
- Are there plans to expand SLBC's digital footprint, including live streaming and social media broadcasting?
- What challenges does SLBC face in keeping up with modern broadcasting technologies?
- How does SLBC plan to remain competitive in an era dominated by online news platforms and private media houses?

### **5. Challenges & Opportunities in Media Operations**

- What are the biggest challenges facing SLBC's media and current affairs department today?
- How does SLBC ensure the professional development of its journalists and media personnel?
- Are there partnerships with international media organizations to improve training and content quality?
- What opportunities do you see for SLBC to enhance collaborations with independent journalists, content creators, and media stakeholders?

### **6. Future Plans & Vision for SLBC's Media Landscape**

- What are your long-term goals for SLBC's media and current affairs programming?
- How do you see SLBC evolving over the next five to ten years?
- What final message would you like to share with SLBC viewers, listeners, and media stakeholders?

## **DIRECTOR OF ADMINISTRATION AND HUMAN RESOURCE**

### **1. Roles & Responsibilities**

- As the Director of Administration, what are your main responsibilities at SLBC?
- How do you ensure efficient administrative operations within the corporation?
- What are the biggest administrative challenges facing SLBC today?

## **2. General Administration & HR Policies**

- What are the key administrative and HR policies currently guiding the SLBC?
- How does SLBC ensure compliance with national labor laws and regulations?
- What challenges do you face in managing both administrative and HR functions within the organization?

## **3. Human Resource Management & Staff Welfare**

- How does SLBC handle staff recruitment, training, and capacity building?
- Does the current recruitment process ensure fairness and transparency?
- Are there specific qualifications and experience required for hiring new journalists, producers, or technical staff?
- What policies are in place to promote staff motivation, retention, and career development?
- How does SLBC address staff grievances and workplace conflicts?
- Are there any staff incentive programs to boost performance and job satisfaction?
- How does SLBC keep employees updated on evolving media trends and digital transformation?
- What measures are being taken to ensure gender equality and diversity in the workplace?

## **4. Organizational Efficiency & Performance Management**

- How does SLBC ensure smooth coordination between departments?
- What performance evaluation systems are in place to measure staff productivity and accountability?
- How does SLBC manage workplace discipline and adherence to corporate policies?
- Are there ongoing efforts to reduce bureaucracy and improve decision-making processes?

## **5. Budgeting & Resource Allocation**

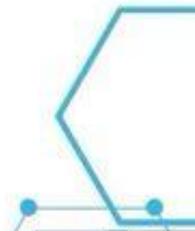
- How does the administration department contribute to budget planning and resource management?
- What strategies are in place to ensure cost-effective administrative operations?
- Are there any challenges in securing adequate funding for staff development and operational needs?
- How does SLBC ensure compliance with financial regulations and government policies in administrative matters?

## **6. Infrastructure & Workplace Environment**

- How does SLBC maintain a conducive working environment for employees?
- Are there any plans to upgrade office facilities or improve working conditions?
- How does SLBC ensure the safety and security of employees in the workplace?
- What role does technology and automation play in improving administrative functions?

## **7. Organisational growth and Future Plans**

- What are your long-term goals for improving administrative efficiency at SLBC?
- Are there any new HR or administrative policies being introduced to strengthen internal operations?
- How does SLBC plan to align its administration with international best practices?

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- What final message would you like to share with SLBC employees, stakeholders, and the public regarding administrative improvements?
  - How does the HR and administration department contribute to SLBC's long-term strategic vision?
  - What are your key priorities for improving HR and administrative functions in the next five years?
  - How is SLBC adapting to the challenges posed by digital media and changing audience preferences?
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**INTERVIEW SCHEDULE FOR THE SIERRA LEONE BROADCASTING CORPORATION (SLBC)**

<b>No.</b>	<b>DESIGNATION</b>	<b>DATE</b>	<b>TIME</b>
1	DIRECTOR-GENERAL	Monday 24 <sup>th</sup> March	11 am
2	DEPUTY DIRECTOR-GENERAL	Monday 24 <sup>th</sup> March	12 noon
3	BOARD OF TRUSTEES	Monday 24 <sup>th</sup> March	1 pm
4	Director of Admin	Tuesday 25 <sup>th</sup> March	10am
5	Director of Finance	Tuesday 25 <sup>th</sup> March	11 am
6	Director of Engineering	Tuesday 25 <sup>th</sup> March	12 noon
7	Director of Commercial and Marketing	Tuesday 25 <sup>th</sup> March	12:30 pm
8	Director of Media and Public Affairs	Tuesday 25 <sup>th</sup> March	1:30 pm
9	<b>Focus Group Discussion</b> All Deputy Directors All Heads of Units Rest of staff members	Wednesday 26 <sup>th</sup> March	10 am 11 am 12
10	<b>Stakeholder consultations</b> Min of Info & Civic Education (MoICE) Independent Media Commission (IMC) Sierra Leone Ass of Journalists (SLAJ) National Tele Comms Authority (NaTCA)	Thursday 27 <sup>th</sup> March	11 12 1pm 2pm
11	Leicester Peak	Friday 28 <sup>th</sup> March	11 am
12	<b>Provincial Visit</b> Kenema Kono Kailahun Bo Makeni Magburaka Port Loko	Monday 31 <sup>st</sup> – 5 <sup>th</sup> April	

## Technical Team that Developed the Report

No.	Name	Designation	Institution
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7	Mohamed Abdulai	Analyst Institutional Reform	PSRU