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**United Nations Development Programme  
Country: Georgia**

**“Free and Credible Media for an Informed Electorate”**

**Executive Summary**

The proposed project aims to contribute to a peaceful, free and credible media environment during the 2016 parliamentary elections in the country. It will be achieved through an evidence-based assessment of media performance via comprehensive and qualified media monitoring (MM) and public discussions. The MM will be organized prior, during and immediately after the upcoming elections. The MM should promote a non-biased and balanced coverage as the media sources will be widely informed about the intended monitoring. As media cares about its image and reputation and has an ambition, at least stated, of providing the public with accurate and non-biased information, it will be concerned about the quality of the assessment of their performance in the eyes of public. The public demand for the professional coverage should positively influence the supply side. While the MM will be performed through the Civil Society Organizations (CSOs) whose fundamental capacities have already been built within the previous rounds of similar joint undertakings by EU and UNDP, media experts and professionals will also be actively involved during the public discussions and debates that are planned to be regularly organized. Involvement of citizens as the primary consumers of the information and key target audience will also be sought.

Programme Period:	2016
Key Result Area (Strategic Plan):	Outcome 2
Atlas Award ID:	00089254
Atlas Output ID:	00095581
Start date:	1 March 2016
End Date:	31 December 2016
LPAC Meeting Date:	
Management Arrangements	DIM

Budget:	<b>EUR 300,000</b>
Total resources required	<b>EUR 300,000</b>
Total allocated resources:	<b>EUR 300,000</b>
(Equivalent USD 325,379.80 (Jan-2016 UNXRATE))	
Regular:	TRAC
<b>Other: EU</b>	<b>EUR 300,000</b>
Unfunded budget:	_____
In-kind Contributions:	

**Agreed by UNDP:**

Niels Scott  
Resident Representative

Date:



## Summary Table

Total duration of the action	10 months
Objectives of the action	The objective is to promote a peaceful, free and credible media environment during the 2016 parliamentary elections in the country.
Partner(s)	Georgian Charter of Journalistic Ethics (GCJE) – TV news and talk show monitoring; Civic Development Institute (CDI) – internet and print monitoring; Internews – radio monitoring
Target group(s)	Georgia-based journalists and other representatives of mass media outlets (TV, internet, print and radio), Civil Society Organizations (CSOs); voters.
Final beneficiaries	Georgia-based journalists and other media representatives; Civil Society Organizations (CSOs); voters and society at large
Estimated results	<ul style="list-style-type: none"> <li>- Evidence-based assessment of media performance through a comprehensive and qualified media monitoring and public discussions;</li> <li>- Non-biased and balanced coverage promoted;</li> <li>- Protected rights of journalists and media professionals;</li> <li>- Informed public decisions during elections;</li> <li>- Enhanced practice of informed public discussions based on the accurate quantifiable data/reports;</li> <li>- Oversight capacities and sustainability of CSOs strengthened;</li> <li>- Informed external partners on media performance and electoral developments;</li> </ul>
Main activities	<ul style="list-style-type: none"> <li>- Conducting media monitoring of major media sources (TV, internet, print and radio) during 2016</li> <li>- Public awareness on findings</li> <li>- Public participation in discussions over findings</li> </ul>

### 1. OBJECTIVE

The objective of the action is to contribute to a peaceful, free and credible media environment during the 2016 parliamentary elections in the country. It will be aimed to be achieved through an evidence-based assessment of media performance via comprehensive and qualified media monitoring (MM) and public discussions. The MM will be organized prior, during and immediately after the upcoming elections. The MM should promote a non-biased and balanced coverage as the media sources will be widely informed about the intended monitoring. As media cares about its image and reputation and has an ambition, at least stated, of providing the public with accurate and non-biased information, it will be concerned about the quality of the assessment of their performance in the eyes of public. The public demand for the professional coverage should positively influence the supply side. While the MM will be performed through the Civil Society Organizations (CSOs) whose fundamental capacities have already been built within the previous rounds of similar joint undertakings by EU and UNDP, media experts and professionals will also be actively involved during the public discussions and debates that are planned to be regularly organized. Involvement of citizens as the primary consumers of the information and key target audience will also be sought. Media itself will be certainly involved in those discussions to provide them with an opportunity to obtain additional reflections or clarifications about their performance and respond, if necessary, to the findings. Needless to mention that CSOs will further hone their MM skills in particular and watchdog capacities in general.

The rights of journalists and media managers will also be protected as, based on the past experience, they will be able to use the MM processes as a shield against an undue political influence.

The public that will be provided with the objective data on MM will be able to make informed decisions during elections and be less vulnerable to the opportunistic insinuations the amount of which are usually on increase in the run up to elections.

The action will also provide an informed opportunity to the external partners observing the developments in Georgian media in particular and the progress on the democracy fund in general.

## 2. RELEVANCE OF THE ACTION

Despite late progress in terms of press freedom in the country, the upcoming parliamentary elections of 2016 increase the risk of political pressure on local journalists and media outlets. The previous elections proved that media is one of the key players during elections in Georgia and therefore supporting local media's free and objective performance during election cycles is essential for fair elections and democratic governance.

Georgia continues to exhibit the signs of successful transition towards consolidating the democracy. Its press freedom ratings have consistently improved over the last few years. The EU/UNDP relevant initiatives have contributed considerably to it through the following activities: building the media monitoring capacities for the civil society organizations (CSOs) by refining their watchdog skills, raising Georgian journalists' awareness on professional reporting and increasing access to information and transparency on ownership and financial flaws in media by promoting relevant legislative amendments. As a result, a number of positive changes were observed in how media covered various topics including during latest three national elections. It became less polarised, more objective and balanced in accordance with media monitoring reports of not only EU/UNDP, but also by Freedom House, OSCE/ODIHR, IREX, etc. In 2015 IREX Media Sustainability Index (MSI) assigned Georgia to the category of "nearly sustainable system" moving it up from the "unsustainable mixed system" in 2012<sup>1</sup>. However, there has been a minor decline in 2015 (from 2.63 to 2.51) in comparison to the previous year of 2014.

The main challenge remains to sustain the achievements and help to regulate political temperatures in the run up to upcoming parliamentary elections of 2016 where the risk of re-polarisation seems realistic. It is critically important that the democratic transition towards free and fair state respecting rule of law and human rights is not compromised. Open, unbiased and balanced media certainly has a vital role in terms of promoting a level playing field among electoral subjects. Despite latest changes towards the transparency of media ownership and improved media freedom indices, certain impressions on possible limitations to media freedoms have emerged after firing some journalists without clear grounds at various media stations as well as closing down several talk shows that could have served an important fora for a pre-electoral debate. And while the journalists are able to continue to their journalistic activities on some other channels, yet, the processes are worth to be monitored.

While disputes over the media coverage of different candidates during the election campaign are an underlying cause of constant argumentation, the proposed actions should enhance the credibility of media and strengthen the foundation for a stable democracy. It should improve dialogue and agreement among the target and beneficiary groups. The increased knowledge among the stakeholders of the media's strengths and weaknesses will contribute to the improvement of professional standards.

The EU policy documents and instruments - such as the Convention for the Protection of Human Rights and Fundamental Freedoms; Charter of Fundamental Rights of the European Union; the Association Agreement - refer to the need of ensuring freedom of the media in the context of human rights and fundamental freedoms to strengthen respect for democratic principles, the rule of law and good governance and to contribute to consolidating domestic political reforms. They encourages proper implementation of the broadcasting legislation and ensuring freedom of speech and expression, call for promoting exchange of views and bringing legislation in full compliance with European standards with a view to future participation in international instruments of regulatory framework, including the progressive approximation with the EU framework.

Current proposal addresses key issues related to the above through addressing the media challenges from multiple perspectives in the run up to the coming elections of 2016. The proposed activities include strengthening the media monitoring practices and publicising the findings. In fact, this is also believed to contribute to equal access to the media for all political subjects during the election campaign.

It is likely that closer to the election period the political temperatures will raise and media may become polarized. It is crucially important to sustain earlier efforts and further raise the awareness of media outlets on the importance of unbiased and professional media coverage so that they can better function as neutral and fair mediators between the public and authorities, thus, encouraging public involvement in statehood building.

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<sup>1</sup> Unsustainable. Anti-Free Press (0–1), Unsustainable Mixed System (1–2), Near Sustainability (2–3), Sustainable (3–4)

While disputes over the media coverage of different candidates during the election campaign are an underlying cause of constant argumentation, the proposed action should enhance the credibility of media and strengthen the foundation for a stable democracy. It should improve dialogue, understanding and agreement among the target and beneficiary groups. The increased knowledge among the stakeholders of the media's strengths and weaknesses will contribute to the improvement of professional standards.

The MM was undertaken during previous engagements during municipal elections of 2010 as well as parliamentary and presidential elections of 2012 and 2013. This promoted provision of reliable and independent data of the pre-electoral broadcasts of the selected media sources from the point of view of their content trends and balance of coverage. The findings of the monitoring, namely those related to a) quantitative time allocation balance among political subjects; b) media reporting about usage of administrative resources; c) substance (i.e. electoral programmes, platforms and messages) vs. references to other non-substantive matters (i.e. personality characteristics, etc.) were later discussed by the representatives of the civil society and media experts. This helped informing the discussions on following subjects: political neutrality of journalists and their ability to reflect all important opinions across the political spectrum; the ability of journalists to set the agenda for news and the level of professional and neutral evaluation of the issues included in the news report; self-censorship; information flow; spin doctoring; black PR; propaganda; types of hidden advertisement; hate speech; etc. If at the outset, there have been mixed results among monitored media sources, the project has demonstrated the interest to improve the news coverage as a result of the MM results.

Airing of balanced and neutral information during the election-related coverage without missing any particular important topics shall be promoted again through organizing the media monitoring (MM) exercises in the above mentioned media sources the results of which will be actively discussed and debated over. The project will aim at enhancing public debate on media's performance during the election cycles through presentations, seminars and TV appearances. The project activities will address the identified problems through promoting the formation of free environment for journalists and the improved access to information for public in general.

### **3. DESCRIPTION OF THE ACTION AND ITS EFFECTIVENESS**

The provision of proper MM and the publicity of its findings should sensitize various media sources including TV, on-line, print, and radio towards the need of ensuring non-biased and balanced coverage. The findings, to be discussed publicly are meant to facilitate open discussion among the wide range of stakeholders such as public in general and CSOs, specialized and media experts as well as political parties. This should help identify and correct biased tendencies. It should also stimulate further public debates as a necessary pre-requisite for democratic processes.

The CSOs that will perform pre-elections monitoring of the relevant media sources will be identified from the pool of organizations the capacities of which were built under previous EU/UNDP project. The CSOs will both perform the monitoring and be involved in the thematic debates. They will be able to independently apply various tools of media monitoring as well as produce and disseminate professional assessments of the media. All CSOs commissioned to conduct MM will participate at the initial phase of the debates.

The planned initiation of the MM will signal various media sources to be better prepared for a professional coverage of elections. In other words, those media sources will have enough time prior to elections to consider the ways of improving on neutrality and balance in their coverage. This also underlines the fact that the MM is in fact provided as a preventive rather than criticizing tool of Georgian media.

During the discussions, the representative from the respective CSOs will present the key findings and invite relevant civil society or media experts to further debate on those.

New electoral monitoring will be initiated in May 2016 and will last during the pre-electoral period as well as during and immediately after the elections to continue the MM during the results consolidation phase.

The proposed activities are as follows:

- The action will facilitate the process of designing methodology and criteria to support the production of the reliable and independent data of the electoral broadcasts of the selected TV stations, online publications, print media and radio broadcast. The presented data will meet the international standards and good MM practices as acquired from the initial capacity building by the "Memo 98" organization. It will contribute

towards improved media monitoring framework and recognition of the relevant standards of coverage by major players.

- The news coverage will be analysed and evaluated based on standards agreed with the selected CSOs. The qualitative monitoring of political and elections related talk shows aired during prime time will also be conducted on major TV Channels according to the following components: role and interference of the journalist, attitude towards the guest, hate speech, etc. Where feasible, other key popular programmes such as political debates and talk shows may be included to ensure an objective picture. These programmes will be assessed from the point of view of their objectivity, content trends and balance of coverage.

- The findings will be presented by the monitoring organizations and discussed by the above mentioned stakeholders in a roundtable format with regards to a) quantitative balance among political subjects, b) political neutrality of journalists and their ability to reflect all important opinions across the political spectrum (content analysis), c) whether and how the politicians in power are using administrative resources during the pre-election period, d) types of hidden advertisement, e) ability of journalists to set the agenda for news and the level of professional and neutral evaluation of the issues included in the news report.

- The regular discussions will provide broadcasting companies with the necessary analysis of the coverage of electoral subjects and issues and provide them with a better understanding of the gaps and ways to overcome them in the interests of becoming more impartial and professional.

- UNDP will ensure the broadest possible involvement of the stakeholders in the ongoing processes.

More specifically, the project will involve the following set of activities distributed over the 10 months period of project lifetime:

- 1.1 Recruiting the project staff (the first month of the project)
- 1.2 Contracting local CSO's which will implement the monitoring (the first month of the project);
- 1.3 Recruiting the team of monitoring experts and media researchers (first two months of the project);
- 1.4 Designing the special methodology for the monitoring by adapting it to the latest situation on the ground (based on the previous experiences and good practices) (one month before monitoring);
- 1.5 Training the monitoring experts according to the methodology (the month before monitoring);
- 1.6 Organising an informative meeting with local media representatives before MM (the month before monitoring);
- 1.7 New monitoring of approximately 8 TV channels, 12 radio stations, 12 online news portals and 7 newspapers within 7 months' time frame prior-, during- and after the elections (May-November 2016);
- 1.8 Talk Show monitoring during 5 months (July-November 2016);
- 1.9 Organising presentations about MM findings (5 presentations in total during the MM);
- 1.10 Activating and promoting the bilingual online data-base [www.mediamonitor.ge](http://www.mediamonitor.ge) established within the EU/UNDP media project (during the project lifetime and beyond);
- 1.11 Providing MM reports and spreading those widely to a wide range of stakeholders (each quarter);
- 1.12 Organising media appearances (mid-term, pre-elections and post-elections in 2016); organising relevant presentations and discussions with a wide range of stakeholders (during project lifetime).

#### 4. METHODOLOGY

The informed dialogue involving representatives of Civil Society Organizations (CSOs) and media experts will be ensured with an aim to raise awareness of media professionals and general public as to what represents positive and negative media practices. Specific methodology and criteria will be established to monitor electoral broadcasts. Several CSOs will perform a quantitative and qualitative analysis of news, political and elections related talk shows and other programmes aired during prime-time. The information will include a range of indicators, such as: air time given to different candidates, frequency of mentioning, tone of coverage, equal treatment, "hate speech" and others. The indicators will be agreed upon in details between UNDP and the CSOs prior to the actual start of the monitoring. The obtained statistical data will be presented at the various discussion fora and analysed accordingly. The project will encourage understanding of the role and duties of impartial and professional media in democracy.

Considering the lessons learned from the previous initiatives, the number of diagrams/charts will be limited to focus only on key findings to allow strategic discussions. The MM reports and findings will be placed online at the interactive and easily accessible information platform <http://www.mediamonitor.ge> which has been maintained by UNDP after the completion of the previous undertakings. The data is organized in the user-friendly manner to provide an opportunity for media experts and most importantly for an average user

to filter the information customized to their own interest. As there is no statistical data or alternative monitoring data available, this platform will give the opportunity for various interested stakeholders - Georgian public, media, authorities, CSOs, international organizations as well as all other interested players abroad - to view the results and make conclusions about the media situation in the country. The platform allows the stakeholders to track appropriate tendencies in Georgian media. The platform was designed in an open data format allowing the monitoring organizations to administer their respective information.

The proposed platform will promote the concept of media monitoring among local and international stakeholders. This should contribute to the achievement of its overall objective of fostering transparent and balanced media environment during the Parliamentary elections. Through raising the profile of the project, the platform will expose Georgian media outlets to the increased public attention and subsequent debates.

The platform will complement the information used through the traditional means of communication by representing an easy and user-friendly reference point for fresh results. Cross-referencing will be ensured by placing appropriate links both at the social networks and at the platform. In addition, where necessary UNDP county office, at its own cost, will use the Facebook and Twitter accounts to promote the awareness on MM and provide additional updates and references.

All four CSOs will have a common list of subjects of the MM, which will be developed prior to the commencement of the monitoring. Based on the previous experience, the list should be maintained as a living document providing an opportunity to add or remove subjects during the monitoring process. While those included in the attached list will be monitored starting from May 2016, the list may actually change within the field of political parties when they will be officially registered for the elections, i.e. about two months in advance to the actual election day to be announced.

The detailed schedule of the planned programmes of MM will also be developed prior to the initiation of the monitoring.

UNDP's role will be assuring implementation of and coherence between agreed activities towards achievement of identified results. UNDP will ensure that activities are implemented in conformity with agreed principles, budget, workplan and in line with EU and UNDP rules and regulations.

## 5. THE ROLE AND PARTICIPATION OF THE VARIOUS ACTORS AND STAKEHOLDERS

The project will be characterised by active involvement of CSOs, media experts and professionals. The involvement of public in general will be sought not only through informing them about media findings, but also through their participation in debates to the extent possible. All stakeholders will be invited to actively contribute to the programme implementation, and thus relevant steps will be taken to promote broad based ownership of the programme achievements by the beneficiaries.

## 6. DURATION AND INDICATIVE ACTION PLAN FOR IMPLEMENTING THE ACTION

The duration of the action will be 10 months

Year One/ Activity	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Project establishment and preparations for monitoring	X	X	X							
Media monitoring of news			X	X	X	X	X	X	X	
Media monitoring of talk shows					X	X	X	X	X	
Publicity of the elections media monitoring		X	X	X	X	X	X	X	X	X

## 7. SUSTAINABILITY OF THE PROPOSED ACTION

Ensuring sustainability of the initiative will remain the highest priority for UNDP. The experience and lessons learned of the previous interventions will feed into the sustainability strategy of this project.

The action aims to reach sustainable results through promoting openness and transparency as well as the culture of holding structured and evidence-based debates. The action should also be contributing to the stable nature of political processes in the country. MM will further hone the local CSO research skills in general. Media monitors will be empowered with a specific skill that will help them to be engaged in future monitoring activities of other type, i.e. not only related to the elections. Through special training sessions they will gain knowledge of media research tools which will also enable them to participate in media research projects and operate independently in future. The MM reports will also serve for the academic researches of Georgian media. The project shall also contribute to more stable nature of professional reporting by media by getting such coverage more into the habit.

The project will aim at sustaining the results and products through its focus on capacity building/development of CSOs. The provided knowledge on media techniques and practices will remain within the public at large. At the same time, the CSOs will be used as a resource for future media monitoring as well as for the knowledge transfer to other (e.g. regional) organizations. It is expected that as a result of the project interventions, the CSOs will be able to generate additional financial resources from other donors.

The project will make sure that its activities and interventions promote gender equality and the empowerment of women. To this effect, close attention will be paid to ensuring that women are pro-actively involved in the development and implementation of the project activities, equally benefit from the results, are fairly represented in different consultative processes and discussions, and that qualified female experts are recruited where possible. Additionally, gender-segregated data would be collected/presented where applicable.



**8. RESULTS AND RESOURCES FRAMEWORK**

**UNDAF (or equivalent) Outcome involving UNDP. Outcome 1:** By 2020, expectations of citizens of Georgia for voice, rule of law, public sector reforms, and accountability are met by stronger systems of democratic governance at all levels

**Strategic Plan Development Outcome 2 :** Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance

**Strategic Plan Development Output 2.4:** Frameworks and dialogue processes engaged for effective and transparent engagement of civil society in national development

**Partnership Strategy:** Project will be implemented in close collaboration with civil society organizations.

**Project title and Atlas ID :** "Free and Credible Media for an Informed Electorate" **Award ID:** 00089254 **Project ID :** 00095581

Intended Outputs	Output Targets for (years)	Indicative Activities	Resp. parties	Inputs
<p><b>Output 1:</b> Conducting evidence-based assessment of media performance via comprehensive and qualified media monitoring (MM) and public discussions during and immediately after the 2016 parliamentary elections.</p> <p><b>Baseline 1.1</b> Specific methodology and criteria are already established to analyse news, political and elections related talk shows. The previous experience will allow to better communicate the results of the monitoring to the wider audience</p> <p><b>Indicator 1.1.1/</b> Number of improved coverage tendencies at the monitored media;</p> <p><b>Indicator 1.1.2/</b> Number of monitored media outlets; published reports, presentations and other products contributing to positive change;</p> <p><b>Indicator 1.1.3. /</b> Number of online visitors at the project website <a href="http://www.mediamonitor.ge">www.mediamonitor.ge</a></p>	<p><b>Target 2016:</b></p> <p><b>1.1.1/</b> Advanced MM capacities in place with MM results available for structured debates for parliamentary elections 2016</p> <p><b>1.1.2/</b> Key media sources monitored prior-, during and immediately after Parliamentary Elections 2016</p> <p><b>1.1.3. /</b> The quantitative and qualitative data reflecting the performance of Georgian media in particular during 2016 and showing the latest state of media in general.</p>	<p><b>1.1.</b> Project establishment and reparations for monitoring</p> <p><b>1.2.</b> Media monitoring of news</p> <ul style="list-style-type: none"> <li>- Approximately 8 Georgian TV channels, 12 online news portals, 7 newspapers and 12 radio stations will be monitored within 7 months;</li> </ul> <p><b>1.3.</b> Media monitoring of talk shows</p> <ul style="list-style-type: none"> <li>- TV Talk shows will be monitored during 5 months. 5 discussions, 5 MM presentations and 5 TV appearances will be organized to enhance public awareness on media performance and promote debates.</li> </ul> <p><b>1.4.</b> Publicity of the elections media monitoring</p>	<p>UNDP</p>	<p>Project staff; CSOs, Experts</p>

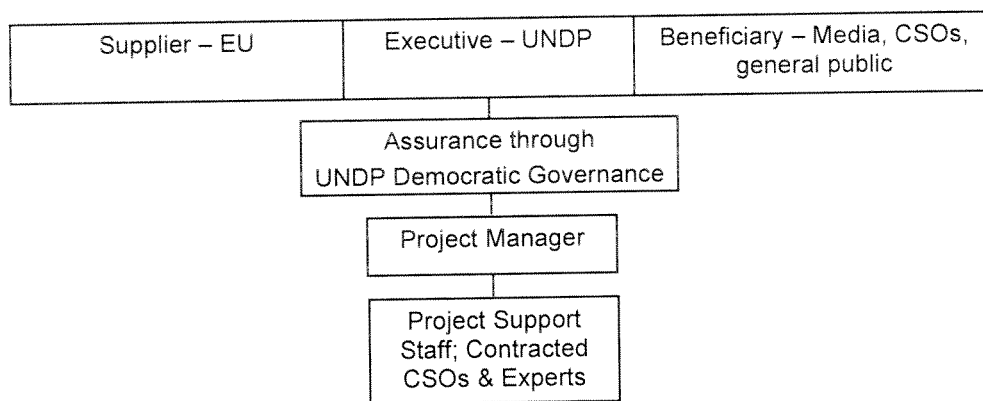
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## 9. IMPLEMENTATION ARRANGEMENTS

The project will be implemented under UNDP Direct Implementation Modality (DIM) in accordance with UNDP rules and regulations. UNDP will be responsible for the achievement of results and the use of resources. As such, it will bear the overall accountability for delivering the project in accordance with its applicable regulations, rules, policies and procedures (ref.: UNDP Programme and Operations Policies and Procedures). As per UNDP's Financial Regulations and Rules, the following general principles will be given due consideration while executing procurement in connection with the project: Best Value for Money; Fairness, Integrity & Transparency and Effective Competition.

The project will be implemented with the team as presented in the attached budget. Project assurance will be provided by the UNDP Georgia Democratic Governance portfolio.

The basic project structure is the following:



The Project Manager will be in charge of requesting funds to cover project-related expenses. In the absence of the Manager, the designated person will take over relevant functions. Official summary records of all transactions will be provided by UNDP to the Manager, who will in turn be responsible for keeping comprehensive relevant records.

As per UNDP internal procedures and requirements, project activities will be steered by the Project Board. The Project Board will assume the roles of executive (UNDP), senior supplier (EU) and senior user (Media, CSOs, general public).

The Project Board will review and clear Annual Work Plans (AWP) and annual progress achieved by the project through Annual Project Reviews based on the approved annual work plans. The Project Board will meet on a bi-annual basis (more often if required). Prior to the meetings, the PM will duly submit the progress report on the previous period and the plan for the next one. The Board will evaluate submitted documents and be in charge of approving plans and budgets.

By the closure of each financial year, UNDP will confirm the incurred costs by signing Combined Delivery Report (CDR) reflecting the expenditures for implementation of the project according to the work-plan preliminary agreed with the project board members.

UNDP will ensure the project assurance at mid-management level together with relevant programme support staff.

### **The main means proposed for the implementation of the action (equipment, materials, and supplies to be acquired or rented);**

The project will attempt to fit within the office space where other UNDP projects are also located. In such case, it will pay only a share of the rental costs which shall economize the expenses. The project will transfer some of the equipment and furniture from the previous UNDP projects. Thus, no purchase of furniture is planned within this action.

The project will share a vehicle from other UNDP project and the maintenance and fuel costs will be borne accordingly. The project will cover staff communication costs (telephone/internet) and other required expenditures.

## **The attitudes of all stakeholders towards the action in general and the activities in particular**

The proposed initiative has been discussed with the CSOs to be involved in the media monitoring while the idea of possible monitoring has been mentioned with many local and international stakeholders. Overall, there is a highly positive attitude towards the planned monitoring. And what is more, it is considered of an utmost importance in view of the upcoming pre-electoral year.

EU and UNDP's facilitation in building consensus with regard to promoting fair and impartial media, as a basis for a consolidated democracy, is also appreciated by the concerned stakeholders as the organizations stand as neutral parties to the process. EU and UNDP will serve as active facilitators and involve all available resources to reach consensus with all stakeholders.

The established reputation of the organizations in front of representatives of civil society, media, other organizations and public in general, will be used for the benefit of the proposed project and will guarantee close involvement of these stakeholders in the processes.

EU and UNDP have established positive working relations with international partners within and outside of the project scope.

**Staffing.** The project staff will consist of a Project Manager, Project Admin/Finance Assistant, Driver/Logistical support, Media Researchers, Media Consultant.

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## **10. MONITORING AND EVALUATION**

Monitoring, evaluation and reporting will be the responsibility of UNDP and its Project staff. The implementation team will agree the relevant indicators against which to monitor project progress and measure impact. The work plan will be produced setting output targets and detailing activities to reach these targets.

Progress report will be provided after 5 months of implementation and annual (e.g. final) report will be produced by the project staff and approved by UNDP within 6 months after the project completion for presentation to the Donor. Project Board will be established and will meet at least twice during the project lifetime.

The final report will include an assessment and analysis of project performance over the reporting period including outputs, constraints, lessons learned and recommendations for avoiding key problems in future projects. All reporting procedures as per UNDP and EU requirements will be followed.

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

### Within the annual cycle

- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

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## 11. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the Standard Basic Assistance Agreement and all CPAP provisions apply to this document.

Consistent with Article III of the Standard Basic Assistance Agreement, the responsibility for safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

## 12. Risk Analysis

<b>Project Title: "Free and Credible Media for an Informed Electorate"</b>	<b>Award ID: 00089254</b> <b>Project ID: 00095581</b>
<b>Date: 1 March 2016</b>	

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner
1	Risks of interference in editorial freedoms of media as well as the media providing particular spinning to their reporting.	1-Mar-2016	Political	<b>Probability:</b> 1 (low) to 5 (high); P = 3 <b>Impact:</b> 1 (low) to 5 (high); I = 3	<b>Mitigation measures:</b> Such risk will be mitigated through the media monitoring proper and wide publication of results as well as public meetings where such instances could be brought to the spotlight.	UNDP
2	General public's lack of interest in MM.	1-Mar-2016	Operational	<b>Probability:</b> 1 (low) to 5 (high); P = 3 <b>Impact:</b> 1 (low) to 5 (high); I = 2	<b>Mitigation measures:</b> Previous good practice of media monitoring will be used and by consulting with local and international experts the reporting techniques will be further advanced.	UNDP
3	Some media outlets might be unhappy about their performance results. Thus, negative PR of the project and its experts may follow.	1-Mar-2016	Operational	<b>Probability:</b> 1 (low) to 5 (high); P = 3 <b>Impact:</b> 1 (low) to 5 (high); I = 2	<b>Mitigation measures:</b> Public campaign will be intensified and individual meetings held with media representatives to explain in more details the rationale behind existing results. In case of continued performance, other communication strategies not involving the concerned media outlet will be applied.	UNDP
4	Devaluation of GEL (since November 2014 by 42% against USD with hitting its historical low in January 2016).	1-Mar-2016	Operational	<b>Probability:</b> 1 (low) to 5 (high); P = 3 <b>Impact:</b> 1 (low) to 5 (high); I = 3	<b>Mitigation measures:</b> While the risk itself is beyond the project control, it may nevertheless be decreased by converting limited amount of funds into the local currency and more frequently during the project lifetime.	UNDP

