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**PROJECT DOCUMENT**

**UNDP Georgia**

**Project Title:** "Study and Research on Election Media Coverage for the 2017 Local Government Elections in Georgia". Short title: Media Monitoring for Local Elections

**Project Number:** 00100922; **Output Number:** 00103619

**Implementing Partner:** UNDP

**Start Date:** January 2017

**End Date:** December 2017

**PAC Meeting date:** 31 January 2017

**Brief Description**

The project aims to contribute to a peaceful, free and credible media environment during the 2017 local government elections in Georgia. The specific objectives are: a) To improve media reporting standards through monitoring activities of Georgian media during the elections, b) to enhance capacities of CSOs in implementing oversight of media performance and electoral developments, and a) to make Georgian voters benefit from balanced and unbiased media coverage of electoral developments that will allow them to make informed decisions during the elections,

These objectives will be achieved through implementing evidence-based assessment of media performance via comprehensive and qualified media monitoring (MM), raising regional journalists' awareness on professional reporting, and enhancing public discussions on media coverage of electoral developments.

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.

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.

**CONTRIBUTING OUTCOME**

**UNPSD 2016-2020 Outcome:** 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

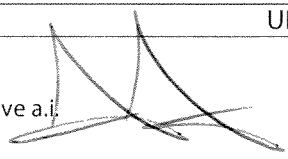
**CPD 2016-2020 Outcome:** Outcome 1. By 2020, expectations of citizens of Georgia for voice, rule of law, public sector reforms, and accountability are met by stronger systems of democratic governance at all levels

**INDICATIVE OUTPUT**

**CPD 2016-2020 Output:** Output 1.3. By 2020, representative legislature, independent judiciary and accountable executive powers are underpinned by functioning system of checks and balances.

<b>Total resources required:</b>	Euro 286,663	
<b>Total resources allocated:</b>	Euro 286,663	
	<b>UNDP TRAC:</b>	Euro 10,000
	<b>EU:</b>	Euro 276,663
	<b>Government:</b>	n/a
	<b>In-Kind:</b>	n/a
<b>Unfunded:</b>	n/a	

Agreed by:

UNDP
Shombi Sharp Resident Representative a.i. 
Date: 13.02.2017



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## I. DEVELOPMENT CHALLENGE

Georgian media enjoys broad public outreach and social influence, which require higher level of responsibility and greater demand for professional standards. Elections are the flashpoints for the media, putting its impartiality and objectivity to the test. Responsible practice of professional journalism is crucial especially during election campaign coverage as it empowers the electorate.

Therefore, supporting media's free and objective performance during election cycles is essential for credible and transparent elections and democratic governance, while the evidence-based media monitoring provides the general public with benchmarks to judge the fairness of the process.

Georgia continues to exhibit the signs of successful transition towards consolidating the democracy. Its press freedom ratings have 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 during the 2016 Parliamentary Elections. The coverage of the election subjects became less polarized, more objective and balanced, in accordance with media monitoring reports of not only EU/UNDP, but also OSCE/ODIHR as well as NATO, European Parliament, and Council of Europe, represented in different capacities within the observation mission of the 2016 Parliamentary Elections in Georgia.

In 2016 IREX Media Sustainability Index (MSI) assigned Georgia to the category of "nearly sustainable system" moving it up from the "unsustainable mixed system" in 2012. However, there has been a minor decline in 2015 and 2016 in comparison to 2014.

The main challenge remains to sustain the achievements and help to regulate political temperatures in the run up to elections. Thus, the statement of International Election Observation Mission indicates to the polarized campaign coverage along the political lines even though the "parliamentary elections of 8 October 2016 had been competitive, well-administered, and fundamental freedoms had been generally respected".

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## II. STRATEGY

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 analyzed accordingly. The project will encourage understanding of the role and duties of impartial and professional media in democracy.

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 country 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 CSOs will have a common list of MM subjects, 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.

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

The project will develop a visibility strategy which will be submitted to the Contracting Authority for approval.

UNDP will keep the Contracting Authority regularly informed about the implementation of the project by submitting monthly implementation briefs to the Project Manager, Head of Political Section and Head of Communication Section in the EU Delegation.

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-UNDP agreement and UNDP rules and regulations.

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### **III. RESULTS AND PARTNERSHIPS (1.5 - 5 PAGES RECOMMENDED)**

#### ***Expected Results***

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 decisions made by Tbilisi City Court and Appellate Court over the complicated and lingered ownership issue of "Rustavi 2" TV. The Grand Chamber of Georgia's Supreme Court will soon discuss the case. And while the channel is able to continue broadcasting, the processes is under close scrutiny of international community.

The proposed actions should further improve dialogue among the target and beneficiary groups. The increased knowledge among the stakeholders of the media's election reporting strengths and weaknesses will contribute to the improvement of media professional standards.

The proposed action will also monitor the coverage of 2017 local government elections in regional news outlets. It is expected that the national media will pay main attention to Tbilisi and few other politically important election districts. Thus, it will be an important task for the regional media to inform their local constituencies about political parties, candidates, campaign issues and voting processes in their respective regions and municipalities.

Lack of resources and fewer opportunities for professional growth are some of the key problems the regional media faces in today's Georgia. With little formal training, regional journalists gain all their experience on the job and basic journalism standards are often sacrificed. They also display lower media autonomy, and limited diversity/pluralism in their content, views and formats. On the positive side though, the absorption capacities of the regional media are high and thus the project will aim to make and effective use of such opportunity.

The proposed action will raise skills and knowledge of regional journalists on election media reporting methodology and help them enable full public participation in the local elections by better reporting on the performance of municipalities, providing information about procedures related to the local elections and educating voters on how to exercise their rights, reporting on the development of district and regional level campaigns, providing a platform for local political subjects to communicate their message to the electorate, and reporting results and monitoring vote counting in local districts.

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 encourage 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 2017. The proposed activities include strengthening the media monitoring practices and publicizing 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.

The MM was undertaken during previous engagements during municipal elections of 2010 as well as parliamentary and presidential elections of 2012, 2013, and 2016. 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. The projects have 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.

### **Partnerships**

- The action will revisit lessons learned from the 2016 media monitoring cycle and 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 action will make greater emphasis on monitoring the coverage of 2017 local self-government elections in the regional media. It will also contribute to enhanced awareness of regional journalists on professional election reporting, and, therefore, help to foster public participation in the local elections.
- Media rating research will be implemented to select only most rated/influential media sources. The research will combine population surveys, focus group discussions, media expert interviews, and the desk research to assess user base of particular central and regional media outlets and evaluate their direct or indirect influence over the media environment. While the primary aim of the research will be the assistance of the project team in the selection of the most appropriate media sources to monitor, it will be an effective instrument to evaluate the current media landscape in the country. The research will be implemented through a service contract with a research organization selected through a tender. The applicant will be requested to provide detailed research methodology.
- The partners of the Project are CSOs established in Georgia. Namely, Georgian Charter of Journalistic Ethics (GCJE) – TV news and talk shows monitoring; Civic Development Institute (CDI) – internet and print monitoring; Internews – radio monitoring. Their fundamental media monitoring capacities have already been built within the previous rounds of similar joint undertakings by EU and UNDP as well as through training and consultancy provided by "Memo 98", a Slovak organization, which has contributed the media monitoring methodology, which is exceptionally known to these particular CSOs. In addition, the financial and management viability of the partner CSOs has been assessed by external auditors within the 2016 media monitoring cycle. The assessment identified that the organizations have sufficient structures and instruments on the ground to cope with the tasks assigned to them.
- A standard Micro-Capital Grant Agreement will be established between UNDP and the partners. UNDP provides micro-capital grants through its projects to support the activities of non-governmental and civil society organizations in strengthening their institutional capacity. According to the UNDP guidelines, CSOs as micro-capital grant recipients are exempted from competitive procurement process and shall be selected under programming modalities.

The agreement signed with the partner CSOs will be a lump sum grant agreement covering the costs of salaries, office rent, office services and consumables, Internet and communication expenses, and purchase of media archival services. To be eligible under the Agreement, costs under the CSO budgets shall be verifiable and traceable to the activities, comply with the requirements of national tax legislation, be incurred during the duration of the action, and be necessary for the implementation of the action.

- Approximately 14 Georgian TV channels, 20 online news portals, 14 newspapers and 16 radio stations will be monitored by partner CSOs within 6 months of the 2017 local self-governance elections monitoring. They will produce 4 ongoing monitoring reports and a final report, and present monitoring findings at 5 discussions/presentations to enhance public awareness on media performance and promote debates.

- The news and talk-shows coverage will be analyzed and evaluated based on the methods agreed with the selected CSOs, and the findings will be presented by the monitoring organizations and discussed by the above mentioned stakeholders 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 media 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.

The project will last for 12 months. Salaries for the first two months (Jan-Feb 2017) of the operation will be entirely funded by the UNDP contribution. Prior to the actual start of the media monitoring, the project is to undertake a complex set of activities during the first six months of the project life including updating of the media monitoring web site and the online data analysis system involving the need for the development of technical specifications based on the analysis of the current website, tendering, system upgrade through active engagement of the project team and the partner CSOs, testing and benchmarking, reorganization and transfer of the existing content; and, finally, the development of the website management manual and training of media monitors. The media research will also require substantial time investments. The scope and volume of the research will be identified by the research company through the interaction with the project team, its partner CSOs, and other main stakeholders, such as, for example, the Georgian Association of Regional Broadcasters (GARB). One of most critical parts for the success of a research is the development of an effective questionnaire, which will also require active participation of the project team and the partner CSOs. The project stakeholders will also provide their networks to identify the candidates for expert interviews. Similarly, sufficient time is needed to contract an international expert, update monitoring methodology by adapting it to the latest situation on the ground, and plan seminars for journalists of the identified regional media outlets and training of CSO media monitors according to the monitoring methodology as well as the use of the updated online data analysis system. The activities shall also involve organizing an informative meeting with media representatives before the media monitoring

### ***Risks and Assumptions***

There is a risk of interference in editorial freedoms of media as well as the media providing particular spinning to their reporting. 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.

Some of the media outlets might be unhappy about the result of their performance. Thus, they may resort to the negative PR of the project and its experts. In such case, the former practice will be used to hold individual meetings with the respective media representatives to explain in more details the rationale behind the existing results. In case of continued performance, other communication strategies not involving the concerned media outlet will be applied.

General public's lack of interest in MM reports can be defined as another risk of the project. In such case the previous good practice will be used and by consulting with local and international experts the reporting techniques will be further advanced.

Devaluation of GEL is also a risk as the project – according to the local legislation – shall operate in the local currency. 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.

As for the assumptions, it is expected that the project activities will successfully address the identified problems. The media monitoring (MM) will keep local media outlets more accountable to public and the principles of fairness and objectivity. As previous MM experience has proven, most of media outlets are particularly alert during the MM cycles. Thus, it is expected that the action will succeed to promote local media's free and professional operation during the 2017 elections in Georgia.

### ***Stakeholder Engagement***

The project will be characterized 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. Most importantly, to efficiently reach out regional media, the networks of the Georgian Association of Regional Broadcasters (GARB), and Georgian Regional Media Association (GRMA), two biggest advocacy organizations representing regional media outlets, will be used.

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 years.

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.

### ***Knowledge***

The knowledge products produced by the project will be regular media monitoring reports.

### ***Sustainability and Scaling Up***

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 the previous interventions has showed, the media practices improved considerably after the several cycles of MM. Thus, it is expected that such practices will be further sustained and consolidated. The culture of holding structured and evidence-based debates will also be promoted through the presentation events to be organized within the project based on the quantifiable findings. The action should also be contributing to the stable nature of political processes in the country as when the MM subjects are aware that they are also the part of the monitoring process, their respective pre-electoral activities have higher chances of more responsible conducts and approaches MM will further hone the local CSO research skills in general. In addition to building on the institutional capacities of the CSOs, which have been developed within the previous similar interventions, the project will mobilize to the extent possible the same media monitors individually that were involved before. 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. The website and public presentations will be used to provide such information to the public based on the MM reports. At the same time, the CSOs can 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 as their respective capacities will be strengthened.

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 proactively 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.

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#### **IV. PROJECT MANAGEMENT (1/2 PAGES - 2 PAGES RECOMMENDED)**

##### ***Cost Efficiency and Effectiveness / Project Management***

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 receive sufficient type and pieces of computer hardware and office equipment and furniture from the previous UNDP projects. Thus, only a limited purchase of such items is planned within this action.

The project will cover staff communication costs (e.g. telephone/internet).



V. RESULTS FRAMEWORK<sup>1</sup>

<p><b>Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:</b>  <b>CPD Outcome 1 / UNPSD Outcome Outcome 1.</b> 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.</p> <p><b>Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:</b>  Indicator 1.1 Worldwide Governance Indicators (voice and accountability, rule of law and government effectiveness index) for Georgia  Target (2020): Voice and Accountability index &gt;60%; Rule of law index &gt;58%; Government Effectiveness index &gt;72%  Indicator 1.2 1.2 % of citizens that have confidence in and satisfaction with election systems, legislature, Judiciary, government, democratic systems and public service delivery by government  Target (2020): Confidence in CEC &gt; 59%, President's office &gt;56%, Parliament &gt;54%, Cabinet of Ministers &gt;52%, court system &gt; 46%, prosecutor's office &gt; 41% and local authorities &gt; 37%; &gt;51% believe that Georgia is a democratic country; Citizen's satisfaction with local government services in 10 regions (including Tbilisi) &gt; 57%.</p> <p><b>Applicable Output(s) from the UNDP Strategic Plan:</b>  1.1.2. Legal amendments in place ensuring completion of civil service reform  1.1.3. Number of public agencies with gender-sensitive institutional development plans adopted and implemented;  1.2.1. Implementation of the National Human Rights Strategy and Action Plan, including sections targeting people with disabilities, minorities; gender equality</p> <p><b>Project title and Atlas Project Number: "Study and Research on Election Media Coverage for the 2017 Local Government Elections in Georgia". Project ID: 00100922/ Output ID:00103619</b></p>
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<sup>1</sup> UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>2</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)		DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	FINAL	
<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 2017 Local Government elections.</p> <p>Baseline 1.1 Number of improved coverage tendencies at the monitored media;</p> <p>Baseline 1.2 The action builds upon the activities implemented within the 2016 media monitoring cycle, as well as other monitoring initiatives...</p>	<p><b>1.1</b> Number of monitored media outlets, published reports, presentations and other products contributing to positive change;</p> <p><b>1.2</b> Number of online visitors at the project website <a href="http://www.mediamonitor.ge">www.mediamonitor.ge</a></p>	CSOs	<p>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>	2017	<p>1.1.1/ Advanced MM capacities in place with MM results available for structured debates for parliamentary elections 2016</p> <p>1.1.2/ Key media sources monitored prior-, during and immediately after Parliamentary Elections 2016</p> <p>1.1.3. / 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>1.1.1/ Advanced MM capacities in place with MM results available for structured debates for parliamentary elections 2016</p> <p>1.1.2/ Key media sources monitored prior-, during and immediately after Parliamentary Elections 2016</p> <p>1.1.3. / 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>Method: detailed research methodology</p> <p>Risk: no risk identified</p>

<sup>2</sup> It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

## VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: [Note: *monitoring and evaluation plans should be adapted to project context, as needed*]

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
<b>Track results progress</b>	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	CSOs	
<b>Monitor and Manage Risk</b>	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	CSOs	
<b>Learn</b>	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	CSOs	
<b>Annual Project Quality Assurance</b>	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	CSOs	
<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	CSOs	
<b>Project Report</b>	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved	Annually, and at the end of the project (final report)		CSOs	

	against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.					
<b>Project Review (Project Board)</b>	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	CSOs		

### Evaluation Plan<sup>3</sup>

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final Evaluation		Output 1.3. By 2020, representative legislature, independent judiciary and accountable executive powers are underpinned by functioning system of checks and balances.	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.	December 2017	EU; UNDP	Euro 4,000

<sup>3</sup> Optional, if needed

## VII. MULTI-YEAR WORK PLAN <sup>45</sup>

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

#	Activities	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1	Contracting the media research organization												
2	Contracting the international expert												
3	Contracting the web development agency												
4	Signing micro-capital grant agreements with CSOs for media analysis												
5	Development of the Visibility Strategy/Action Plan												
6	Implementing the media research and identifying the most relevant outlets for media monitoring of 2017 local government elections												
7	Updating media monitoring methodology by adapting it to the latest situation on the ground												
8	Redeveloping the media monitor web site and the online data analysis system												
9	Organizing seminars for journalists of the identified regional media outlets.												
10	Training of CSO media monitors according to the monitoring methodology												
11	Training of CSO media monitors on the use of the updated online data analysis system												
12	Organizing an informative meeting with media representatives before MM												

<sup>4</sup> Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

<sup>5</sup> Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

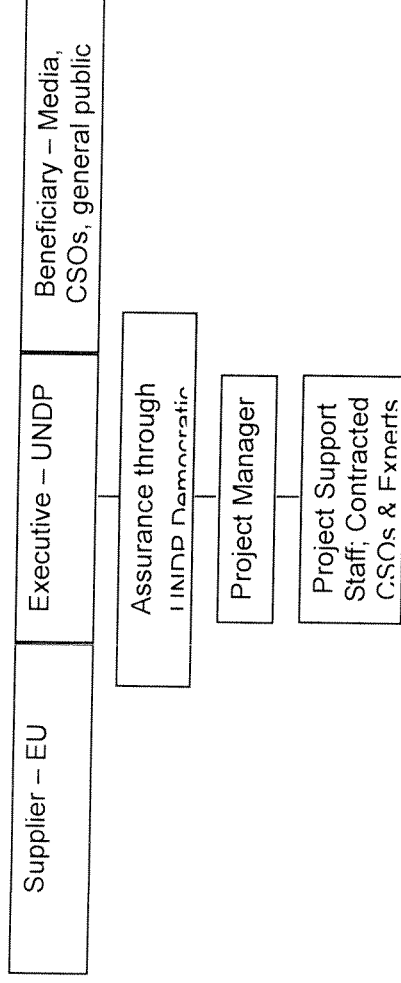
#	Activities	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
13	Analysis of TV news												
14	Analysis of TV talk shows												
15	Analysis of radio channels												
16	Analysis of press												
17	Analysis of online media												
18	MM reports of the 2017 local self-government elections												
19	Presentations about MM findings												
21	Review of the monitoring cycles with the CSO monitors and agreement on the format of the final report												
22	Project phase closing event and presentation of the final report and recommendations of the international expert												

## VIII. GOVERNANCE AND MANAGEMENT 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:



**Project Manager:** Responsible for day-to-day management of the project including timely and efficient delivery of the project technical, operational, financial and administrative outputs and substantive project inputs; regular outreach and coordination with the project partners and beneficiaries. The Project Manager will be 100% charged to the project budget.

**Project Admin/Finance Assistant:** Responsible for performing financial and administrative duties related to implementation of the project activities, assisting with organizing administrative processes for project needs and providing support to office maintenance including administering the project documentation and performing other finance related and administrative tasks. The Project Assistant will be 100% charged to the project budget.

UNDP Governance Team Leader: The team leader is responsible for strategic guidance, quality assurance, strategic and technical inputs and direction to the project team in coordination with UNDP senior management and ensuring effective linkages with other similar initiatives and projects. The Team Leader will be charged through direct project costs for the time spent directly attributable to the implementation of the Action, not exceeding 10% of the working time.

UNDP Programme Associate: Responsible for project support and quality assurance assistance for reporting and monitoring on the progress of the project implementation. The Associate will be charged through direct project costs for the time spent directly attributable to the implementation of the Action, not exceeding 10% of the working time.

Cleaner: Provides cleaning services to the office space, will be charged through direct project costs for the time spent directly attributable to the implementation of the Action, not exceeding 25% of the working time.

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## IX. LEGAL CONTEXT AND RISK MANAGEMENT

Select the relevant one from each drop down below for the relevant standard legal text:

### 1. Legal Context:

**X Country has signed the Standard Basic Assistance Agreement (SBAA)**

- Country has not signed the Standard Basic Assistance Agreement (SBAA)
- Regional or Global project

### 2. Implementing Partner:

- Government Entity (NIM)
- X UNDP (DIM)**
- CSO/NGO/IGO
- UN Agency (other than UNDP)
- Global and regional projects

Or click here for the [MS Word version of the standard legal and risk management clauses](#).



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**X. ANNEXES**

**1. Project Budget**

**2. Risk Analysis.**

## Annex 2. Risk Analysis

Project Title: "Study and Research on Election Media Coverage for the 2017 Local Government Elections in Georgia"		Award ID: 00100922 Project ID: 00103619	Date: 1 January 2017			
#	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.	January 2017	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.	January 2017	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.	January 2017	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 by end of 2016).	January 2017	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