



**PROJECT DOCUMENT COVER PAGE**

**UNDEF Project Number:** UDF-KSV-09-334

**Project Title:** Capacity Development for the Association of Journalists of Kosovo

**Country/Region:** Kosovo

**Executing Agency:** UNDP Kosovo

**Implementing Agency:** Association of Professional Journalists of Kosovo (AGPK)

**Implementing Partner (s):** Kosovo Media Institute  
Kosovo Institute of Journalism and Communication

**Duration:** 24 Months

**Project Start Date:** 1 January 2011

**Project End Date:** 31 December 2012

**Funding Round and Year of Grant:** Fourth Funding Round 2009

**Amount of UNDEF Grant in USD:** US \$200,000

**Project is Co-financed:** No: X Yes \_\_ **Co-financing Amount:**

**Total Project Budget:** US \$200,000

**Project Summary:**

The project aims to facilitate the continuing development and expansion of the Association of Professional Journalists in Kosovo (AGPK) as a vital mechanism for oversight and accountability in Kosovo. The establishment of an accountable and democratic governance system is a core issue for every young democracy and the role that the independent media can play in the development process has been growing. The project will strengthen the contribution of media for promoting democratic governance, through capacity development initiatives including professional training to increase cohesion of the professional body, greater advocacy for freedom of speech and information, enabling greater outreach, and encourage greater participation with the work of the media

Osnat Lubrani, Resident Representative, United Nations Development Programme

Mentor Shala, President, Association of Professional Journalists of Kosovo (AGPK)

Roland Rich, (Executive Head of UNDEF)

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## **1. EXECUTIVE SUMMARY**

The media field is inherently one of high visibility and immense sensitivity. For reputation as well as operation reasons, it's important to get it right. Support for media and environment where they operate is important prong of democracy and governance assistance. Access to information is essential for the health of democracy because it ensures that citizens make responsible, informed choices rather than acting out of ignorance or misinformation.

Media projects require an overarching policy framework, sound design guidance, and continuing office assistance. This goes well beyond training workshops for journalists. In fact, the professional development of journalists requires supportive legal frameworks, a conducive political environment, and the strengthening of the local institutions that educate and represent them. Projects in this area should use proven international best practices, yet each project must be designed and implemented in accordance with local political and socioeconomic realities.

Association of Professional Journalists of Kosovo (AGPK) will aim to facilitate its continuing development and expansion as a vital mechanism for oversight and accountability in Kosovo. The establishment of an accountable and democratic governance system is a core issue for every young democracy. AGPK will strengthen this mechanism for promoting democratic governance, through capacity development initiatives of the AGPK and its members. Key objectives of the project will be to promote professional training to increase cohesion of the professional body, greater advocacy for freedom of speech and information, enabling greater outreach, and encourage greater participation with the work of the media.

The development of a stronger association of journalism, with a wider range of activities and greater outreach, will have a positive outcome on the conduct of the democratic process in Kosovo. It will make political pressure on media institutions much less significant, and will encourage the free media to look more closely at.

## **2. SITUATION ANALYSIS, PROJECT STRATEGY AND SUSTAINABILITY**

### **a. General Background**

The significance of the media in democracy promotion is obvious: a reliable news media enables well-informed citizen decision-making that, when freely exercised, in turn contributes to democratization. Education programmes to establish and reinforce bedrock principles of journalism –accuracy, impartiality and social responsibility- continue to dominate the attention, especially through training activities. Training journalists and other media professionals and supporting the establishment of free and independent media outlets constitute the main forms of media assistance to Kosovo. Although they are important interventions they are not sufficient to meet the demands of a maturing democracy. While one can notice diverse media outlets in Kosovo, in a number of cases it has proved to be a minefield of 'partianized' outlets producing unreliable journalism which in turn hampers the fragile democratization process.

A lot of international media assistance has been dedicated to journalistic professionalism, which although is crucial, in itself does not ensure that news media will be independent. The establishment of a well-functioning media sector with the necessary institutional infrastructure therefore requires long-term commitment from the international

community in what is basically a prolonged process of institutionalizing democracy. In addition to the importance of securing an independent media, there are several other factors which affect the quality of the field in the overall democratic process: the competency of journalists and managers to collect and present reliable information; the long-term viability of independent media outlets, and importantly the presence of an enabling legal and legislative infrastructure which supports public access to information, enshrines free speech and administers media rights and obligations impartially.

In the *Reporters without Border Report*, Kosovo dropped from 58<sup>th</sup> to 75<sup>th</sup>. The European Commission Progress Report noted that the Law on Access to Information is incomplete, and existing self-regulatory bodies, have a weak capacity for enforcement. Kosovo was ranked not free in Freedom in the World, and partly free in the 2009 version of Freedom of Press Report.

It has become largely clear that international assistance should adopt a more holistic approach rather than directly supporting individual media outlets. The legal and constitutional environment in which reliable journalism is to prosper includes legislation and jurisprudence governing freedom of speech and dissemination of news and opinions, respect for international conventions and human rights, legislation regarding public access to information, and media rights and responsibilities including provisions for copyrights, and provisions dealing with media-related iniquities such as libel, sedition, obscenity of business information.

The existing situation in Kosovo requires more support to the media-enabling infrastructure, advocacy, improvement of media dialogue with the government and securing of an operational framework which enables the interaction of media with lawyers, courts, assisting advocates for media freedom, and providing training in journalistic standards and social responsibility. Additionally, media self-regulatory bodies that promote the professionalism and excellence in journalism should establish a symbiotic relationship civil society that lobbying against censorship and infringements upon freedom of media.

Notwithstanding the vast financial and human resources invested in media development, the support to creating sustainable journalists' representative institutions and those that uphold the media enabling environment has been insufficient. The international assistance had mainly been concentrated in developing media outlets and to an extend individual skills, while little has been invested in developing those organisations that own, advocate and maintain the standards of journalism, media policy and infrastructure. The media sector in Kosovo is undergoing yet another transitional phase and an ever-growing challenge is to move from ad hoc, remedial action, and develop a strategy for effective, sustainable institutions that represent journalists.

The organizations representing journalists provide an essential building block with the capacity to organize journalists and gather them around shared professional values of independence and ethical conduct. They are also crucial in developing and creating an environment in which independent quality of journalism can flourish and capable for campaigning and promoting freedom of press and access to information. To this end, it is essential that APJK becomes self-sustainable, stronger and able to mobilize the support for securing a healthy enabling environment for media development in Kosovo. A stronger capacity component is required for them to create real conditions for the development of an Association that is respectable and that enjoys the trust of its members. For this to be achieved it is required that it develops:

- Enhanced leadership skills and a strengthened profile
- Enhanced capacities for collective action
- Increase in membership and commitment
- Improvement in working conditions

- Improvement in their ability to study, analyze, lead and advocate initiatives that support the creation of a media development enabling environment
- Improved capacities to foster editorial independence through campaigns targeting journalists, media, politicians
- Improved capacities to undertake and promote excellence in journalism through training schemes
- Improved capacity to support inter-ethnic cooperation among journalists
- Improved capacity to engage in regional and international networks of journalists and media, and importantly
- Capacity to create a long strategy for institutional sustainability

APJK is the largest organization representing journalists in Kosovo (367 members). As the representative of voice of independent journalists, it has the legitimacy of reaching out and speaking on behalf of local journalists and defending their social and economic rights, together with promoting and self-regulating ethical journalism, defending press freedom, and fostering excellence in journalism. The Association needs critical and immediate capacity building interventions in policy, management, leadership and institutional reform along the outputs listed above. This capacity building initiative should be addressed at the levels of the enabling environment (policies, legislation, and power relations), the organisation (systems, procedures, institutional framework) and the individual (knowledge and technical skills). This approach is driven by ownership and moves beyond training of individual journalists.

## **b. Project Strategy**

The **project** comprises of three interlinked components:

- i. Capacity development for the Association of Professional Journalists
- ii. Promoting freedom of expression and information
- iii. Building capacities for a free, independent and pluralistic media

### **I. Capacity development and assistance to AGPK**

The Capacity Development Strategy will provide a framework for guiding and mobilizing existing and new capacity development initiatives in order to ensure AGPK's capacity to achieve its development goals. The process for the formulation of the Capacity Development Strategy places strong emphasis on the inclusive engagement of key stakeholder groups and partners, striving to achieve a broad-based agreement. The process will be informed by, and fully integrate, the capacity assessment methodology. While the emphasis is on the development of a framework which addresses long-term capacity development needs, the Programme's approach is flexible enough to take into account emerging and revised priorities.

The Capacity Development Assistance component will provide critical and immediate capacity development interventions in policy, management, leadership, and institutional reform. This also includes the consolidation of the various capacity development and technical assistance initiatives that are on-going amongst which are: policy preparation and analytical skills development; promotion of excellence in reporting and transparency.

The exit strategy will include a realistic assessment of the timeframe necessary to ensure achievement of long-term project goals, and will orient project execution toward sustainability.

### **II. Promoting freedom of expression and information**

Legal and policy frameworks relating to the media are a matter of both form and substance. A country may have good laws relating to freedom of expression and the right to information, but they may not be implemented or enforced. Their function may be hampered by a culture of secrecy or corruption, institutional resistance, or a lack of technical and institutional capacity in the public administration.

Citizens' awareness and empowerment is also vital: there may be inhibitions against seeking information or a reluctance to assert the right to free expression, either in the public at large or among marginalized groups. Laws need to be backed up by systematic measures to make citizens aware of their rights, and to make officials aware of their obligations. Where resources allow, public bodies should create mechanisms to share official information proactively and on demand. The state should also provide genuine opportunities for civil society organizations, media organizations and the wider public to influence public policy on the media.

The principle of non-discrimination is paramount. For example, the right to information must apply equally to all sectors of society and to all media organizations.

The project shall focus to sensitize government, public institutions and civil society to the importance of freedom of expression and freedom of press, in particular through the annual celebration of World Press Freedom Day, and campaigns and roundtables to raise awareness of the importance of freedom of expression and freedom of information for development, democracy and inter-ethnic reconciliation. Relatedly, the project shall provide impetus for the systematic monitoring of the situation of press freedom and the safety of journalists with special emphasis on cases of impunity for violence against journalists.

In so doing, it is essential that the project boost associations' capacities to work with the government authorities in building capacity for the establishment and application of internationally recognized legal and regulatory standards for freedom of expression, freedom of information as well as establish mechanisms of dialogue that help sustain an enabling environment for these principles. The media too have an essential role to play in that they observe and adhere to the minimum standards of journalism by applying ethical and professional standards and development of accountability systems based upon self-regulation. The project will therefore work with professional media association and editors to discuss and publish guiding frameworks that lead towards that direction.

### **III. Building capacities for access to information**

There is a widespread recognition that the media has an important role in sustaining and nurturing democracy, good governance and human rights. It is a reasonable requirement that the media, in order to fulfill its democratic potential, reflects the diversity of society. Social diversity has many facets: gender, age, ethnicity, language and so on. Media organizations have considerable power to shape a society's experience of diversity. They can report on the concerns of every community and enable every group to have access to information – gain visibility and to be heard. The capacity to represent social diversity is also dependent on the make-up on its workforce and level of adherence to internationally advocated standards e.g. women representation. It is important that media pluralism is fostered for the inclusion of marginalized groups in policy and decision making processes related to sustainable development and democratic life in general.

Therefore, the project shall attempt to establish enabling frameworks conducive to increasing media content that contributes to strengthening people' understanding of issues related to sustainable development and environment;

provide assistance to media organizations to impart subject-related knowledge to journalists and to strengthen their investigative capacities; and foster partnerships with media to create greater awareness of the importance of education for sustainable development.

Additionally, it is also important to strengthen the institutional capacities of the media training and journalism education institutions and support them in their efforts to comply with the criteria for training excellence, as well as foster equal opportunities for both men and women.

### c. Sustainability, Risks, and Mitigation Strategies

#### Risks and Mitigation Strategies

#	Description	Category	Impact & Probability	Mitigation	Responsible
1	Lack of cooperation from institutions and partners	Operational/organizational	Failure to implement comprehensive capacity development strategy and media frameworks  P = low	Initiate dialogue from early point to ensure cooperation and participation in project and use established networks	Project Manager
2	Lack of interest and politicization of capacity development forum	Operational/political	Lower significance of the forum and capacity development strategy  P = medium	Close communication with Project Board with regard to planning and development of the forum	Project Manager
3	Lack of responsiveness from Kosovo institutions and civil society	Political	Inability to agree on additional improvements to the regulatory and legal framework governing media sector in Kosovo  P = low	Close cooperation with Kosovo civil society and institutions with regard to establishing and agreeing to the minimum standards	Project Manager
4	Delay in approval of work plans and strategies due to organizations management turnover	Organizational	Implementation of project partially hampered  P = medium	Demonstrate flexibility in conducting activities during that time	Project Manager
5	Political tensions due to delays in creating new institutions in Kosovo	Political	Improvements in the transparency and access to information standards delayed	Closely monitor and report to the Project Board	Project Manager

The work plan outlined in this project document illustrates activities that will occur over a two-year period. However, it is clear from the extent of capacity development needs and the nature of interventions that capacities of the journalists' association as well as institutional framework governing media sector and freedom of expression will not occur in full by the end of this period. For this reason, the project will be revisited in the second year to identify which areas of the project may require additional funding and duration. The document shall outline project sustainability in ensuring the following:

- Freedom of expression guaranteed in law and respected in practice
- The right to information is guaranteed in law and respected in practice
- The public and civil society organizations participate in shaping public policy towards media
- Independence of the regulatory system is guaranteed by law and respected in practice
- Regulatory system works to ensure media pluralism and freedom of expression and information
- Media organizations reflect social diversity through their employment practices
- Media practice is not harmed by a climate of insecurity

The Project Manager will be responsible for development of a concrete exit strategy for project-related activities six months after the commencement of the contract. The exist and sustainability strategy will include a realistic assessment of the timeframe necessary to ensure achievement of long-term project goals and will orient project execution towards sustainability.

### **3. GENDER AND MARGINALIZED GROUPS**

Gender equity issues can be addressed and supported through a media development framework on the national and regional level, applying some tested models, including training programs targeting women journalists in program countries. Poverty reduction, to cite one critical instance, can be accelerated by spotlighting the problems of marginalized communities in local media, and by working to ensure that the poor have greater two-way access to regional and national communications channels.

Media continue to be powerful catalysts of the empowerment of women. Consequently, the project, based on the identification of the gender dimensions provides support to devise strategies addressing the capacity-building needs in these areas in order to enhance the potential for women's empowerment including participation in public life, provoking employment opportunities etc. The project seeks to empower women through access to information and knowledge in order to promote their full and equal share in economic, social, cultural and political development.

The project includes action to reflect gender perspectives in media content, to reduce gender stereotyping in the media and to advocate for equal opportunities in decision-making positions in the media. In addition, at all levels of professional media training and education, gender-sensitive reporting will be promoted. Attention will also be paid to developing the critical abilities of young people to evaluate and produce media content with a gender perspective.

Another feature of the project will be the promotion of gender-inclusive national information policies. Furthermore, the project will also seek to reinforce the capacities of women in accessing information.

### **4. RESULTS FRAMEWORK, ACTIVITIES, OUTPUTS, OUTCOMES**

The project aims at reaching three key results (1) improve the capacities of AGPK, (2) establish and/or revise freedom of expression regulatory framework and implementation, (3) access to information and quality of reporting for the disadvantaged groups improved. The achievement of these results will contribute to the outcome of improvement of media development framework in support of democratic and economic progress.

#### ***5.1. Capacities of the journalists' organizations improved***

***Output no. 1: A Vision for the Association of Professional Journalists in Kosovo: strategy, modalities and ownership***

Indicative activities:



### *Establishment of the AGPK Forum*

The Forum will be initiated as a series of regular round table dialogues in the preparation of the AGPK Development Strategy. The Forum will include representatives from media, journalists, civil society organizations, government and international community. The Project Management Unit will function as the Secretariat for the Forum.

### *Consensus-building on the guiding principles for Association of Professional Journalists*

This first step of the process for the formulation of the AGPK 2010 – 2015 includes extensive discussions on (1) the “guiding principles for professional journalism” and (2) the initiation of a comprehensive process to formulate a long-term vision and strategy for the development of AGPK capacities.

### *Launch of the discussions:*

Following the initial consultation with the media representatives, the AGPK Capacity Development Forum will mark the start of the discussion and consultation process. A high-level launching event plans to bring together the Government, the civil society and other stakeholders engaged in media capacity development activities.

### *Consultations and review of the draft Paper “A Vision for Capacity Development for AGPK”:*

Working groups will review the first draft of the Capacity Development Paper and provide their input. The strategy will incorporate key elements of capacity development: Capacity Development Responses, the Costing of Capacity Development and Evaluation Framework. The document shall be based on the following capacity development cycles: short/medium term and long term once the final draft is agreed upon, it shall be submitted to the AGPK Board for approval.

### *Publication and launch of the AGPK Capacity Development Vision*

The AGPK Capacity Development Vision will be launched by a high-visibility event in the presence of the Forum, the Government of Kosovo, representatives of civil society and the private sector as well as international stakeholders and donor organizations.

## ***Output no. 2. Concrete Capacity Development Support Activities***

Indicative activities:

### *Advisory Missions:*

Capacity development for AGPK through national and regional (coaches and advisors) in policy, management, leadership and institutional reform. In cases where no local or regional expertise is available, the mobilization of international experts will be considered.

### *Policy Preparation:*

Support to analytical, planning and management capacities through the creation of capacities to regularly analyze, assess and monitor the media development, freedom of information and journalists’ professionalism indicators.

### *Support to Exchange visits*

The project will support the development and implementation of the exchange initiative between Albanian speaking and Serbian speaking journalists, foster intra-community media cooperation and short fact-finding visits in the region.

### *Support to selected elements of media reform*

The project may, if so requested, provide support to selected components of media regulatory framework initiatives, addressing issues such as the analysis and establishment media regulatory frameworks, media self-regulation bodies and AGPK reform.

## **5.2 Laws and regulatory frameworks for freedom of expression, freedom of the press and freedom of information established or revised according to international standards.**

### ***Output 1: Freedom of expression and information framework analyzed and communicated to journalists, policy-makers and community***

#### Indicative activities

##### *Freedom of information legal survey*

This assessment paper will analyze all national and international legal frameworks for the freedom of information, present it to the Assembly as well as share it with journalists to facilitate their work

##### *Freedom of press and information campaign*

This Kosovo wide campaign will be conducted in cooperation with all media institutions, civil society and other relevant actors and aims at informing journalists, policy-makers, judges and community at large about the rights to information, accessing information and media ethics.

##### *Regional conference on freedom of press*

The aim of the activity is to mark the World Press Freedom Day and gather all respective stakeholders to analyze the state of press freedom, its intersection with democracy and development, exchange good practices and agree on recommendations for improving the framework of press freedom.

##### *Press freedom media contest*

The goal of the contest is to join efforts of media professionals in fostering freedom of expression and freedom of information. Winners of the contest will be selected by a jury of prominent media professionals.

### ***Output 2: Journalists and media professionalism improved***

#### Indicative activities

##### *Media ethics, reporting and investigative journalism course for media professionals*

The Association of Professional Journalist will establish a joint scholarship with Kosovo Institute of Journalism and Communication for key media persons with the aim to develop their understanding of the media enabling environment, media ethics and professionalism and investigative reporting. Two cohorts of ten media appointees will undergo an intensive one-year master programme and commit to work carry those lessons in the media where they come from.

##### *Media and journalists vocational training framework established*

The Association of Professional Journalists in cooperation with Kosovo Media Institute assesses and supports the establishment of a framework for vocational training for journalists.

## **5.3 Access to information for excluded groups and quality of reporting improved**

### ***Output 1: Improve journalists' understanding of development concerns***

#### Indicative activities

### *Journalists' workshops*

AGPK in cooperation with respective partners will organize workshops with journalists on environment, poverty, transparency and gender equality.

### ***Output 2: Improve journalists' excellence in reporting about development***

#### *Poverty Prize*

AGPK in cooperation with United Nations Development Programme run the annual poverty prize which aims at stimulating media reporting on the poor. Best television, newspaper and radio stories to be awarded.

#### *Environmental Journalism Award*

AGPK in cooperation with United Nations Development Programme run the annual environmental journalism award which aims at stimulating media reporting on environmental concerns and climate change. Best television, newspaper and radio stories to be awarded.

#### *Transparency Award*

AGPK in cooperation with United Nations Development Programme run the annual transparency prize which aims at stimulating investigative journalism. Best television, newspaper and radio stories to be awarded.

#### *Gender Media Award*

AGPK in cooperation with United Nations Development Programme run the annual gender media award which aims at stimulating media reporting on gender mainstreaming, gender-sensitive reporting and empowerment of women.

**\*Note – the awarded products above will be translated in English by the grantee in partnership with the Executing Agency and will be sent to UNDEF.**

### ***Output 3: Improve journalists' and media understanding of gender-mainstreaming***

#### *Gender mainstreaming*

Media will be encouraged through joint workshops and dialogue to be trained and informed about gender mainstreaming, gender-sensitive reporting and empowerment of women.

## **5. MANAGEMENT ARRANGEMENTS**

The Project Board is responsible for making consensus management decisions for the Project when Project Manager requires guidance, including recommending approval of Project revisions. The Project Manager will consult the Board for decisions when the Project exceeds tolerances, in terms of time and budget; reviews will also be conducted at designated decision points during the rollout. The Project Board will decide on the Terms of Reference for each activity included in action plan. Complete terms of reference for the Board will be devised subsequent to the Project Board's first meeting.

The Project Board contains three roles:

- Executive (in this case, Project Manager) representing project ownership to chair the group,

- Senior Supplier (in this case, the United Nations Democracy Fund);
- Senior Beneficiary (in this case, Board of the Association of Professional Journalists)

Representatives may be included as *ex officio* members of the Project Board. These may include other representatives upon mutual consensus. An additional *ex officio* member may be added to ensure input from the civil society actors, and another to reflect the perspective of minority communities.

### ***Project Team***

AGPK will establish the Project Management Unit (PMU), which will implement and be responsible for the day-to-day management of Project activities, with the following, general responsibilities:

- I. The PMU will act as the secretariat of the Board, which is the ultimate decision making body. The PMU will prepare Terms of Reference for the Board, which will be presented to the Board for review and approval at the first meeting;
- II. The PMU will provide substantive input and support to the Association, either directly or through sourcing of resource persons on capacity assessment, monitoring and evaluation, leadership, human resources, etc.;
- III. The PMU will serve as the Secretariat for the Association Forum, including support to carrying out capacity assessments and the drafting of the AGPK Capacity Development Strategy;
- IV. All terms of reference for the Project and capacity development interventions will be submitted for *ex ante* approval by the Board

The PMU will consist of one Project Manager; one Project Officer and one Project Associate. Additional local and international experts will be also engaged as necessary. Project Officer will be provided as in-kind contribution of AGPK.

## **6. PARTNERSHIPS AND DONOR INFORMATION**

AGPK intends to work closely with the national aid partners, to bring sustainable solutions to address identified needs in Kosovo. The strengthening of strategic partnerships with the Media, Civil Society, Government, international donor community, and other stakeholders will be the key to the success of the AGPK Capacity Development Project. Coordination and partnership mechanisms will be established to ensure effective collaboration with the main international stakeholders such as the OSCE Mission in Kosovo, the European Commission, USAID, and other parties active in the capacity development area. The project will be implemented in partnership with Kosovo Media Institute, and Kosovo Institute of Journalism and Communication

**Kosovo Media Institute** – will be responsible partner for developing a vocational training scheme and delivering the training materials to journalists.

**Kosovo Institute of Journalism and Communication** – will be responsible for organizing the master level programme for key media professionals

**United Nations Development Programme** – will be responsible for the oversight and evaluation of the project.

(Please see Annex VI Partnership Information)

Contacts:

Implementing Agency –AGPK:

Mr. Imer Mushkolaj (Project Coordinator)

imermushkolaj@gmail.com

Executing Agency – UNDP

Mr. Armend Muja, Head of Communications

armend.muja@undp.org

United Nations Development Programme – Kosovo

## **7. MONITORING, REPORTING AND EVALUATION**

Monitoring and Evaluation of the project will be led by UNDP. There will be a series of measures used for monitoring and evaluation purposes, such as:

**Progress Reports:** The project manager shall prepare quarterly progress reports on project progress. Reports will include updates on the activities of the project, including any delays or problems encountered during the implementation.

**Financial Report:** The project manager will present a quarterly financial expenditures report

**Final Project Report:** The final project report will cover all aspects of the project including an assessment of the partnership arrangements and cooperation among the key stakeholders, the findings and recommendations of the assessments and recommendations for next steps.

UNDP Kosovo will oversee and monitor the project and act as UNDEF's agent for project oversight. It will oversee the project and will bear all financial, monitoring, reporting and evaluation responsibilities. The Association of Professional Journalists of Kosovo will bear responsibility for achieving results in the project.

The Results Framework (RRF) will be the touchstone for performance monitoring and reporting. Further monitoring will be performed on the basis of work plans prepared by the Project Team, which will submit quarterly reports to UNDEF and the Project Board, enabling stakeholders to benchmark and assess progress on rollout of activities.

### ***Monitoring***

A Monitoring Plan will be activated in line with requirement. Progress reports tracking quantitative and qualitative indicators and communicating best practices and lessons learned will be submitted by the Project Manager to UNDP and the Project Board, using the report format, as to be agreed between the partners.

### ***Evaluation***

The Annual Review Report will be produced during the fourth quarter of the first year as a basis for assessing the performance of the Project. This review will involve all key project stakeholders and focus on the extent to which

progress is being made towards outputs, and that these remain aligned to appropriate outcomes. The review will be structured by a set of common standards, and will be subject to external quality assurance assessments. At the conclusion of the Project, UNDP will initiate a full evaluation, utilizing the capacity development monitoring and evaluation as the principal means of assessing accomplishment of Project goals.

### ***Financial Reporting***

The project manager shall submit regular quarterly financial reports to UNDP. An annual report will be prepared and send to UNDEF.

## **8. LEGAL COMMITMENTS**

The Association of Professional Journalists is a legal entity in accordance with UNMIK Regulation for the Registration of Non-governmental organizations.

“Signature of this project document commits all parties to abide by the following:

- a. As per ECOSOC Resolution 1996/31 on consultative relationship, as well as the UNDPI criteria for associated NGOs, the aims and purposes of all Executing and Implementing Agencies are in conformity with the spirit, purposes and principles of the Charter of the UN.
- b. The Executing and Implementing Agency agrees to undertake best efforts to ensure that none of the funds received from UNDEF are used to provide support to individuals or entities associated with terrorism and that the recipient of any amounts provided by UNDEF do not appear on the list maintained by the UN Security Council Committee established pursuant to Security Council Resolution 1267 (1999) and that this undertaking form part of any and all sub-contracts entered into by the grantee.
- c. The Executing and Implementing Agency does not intend to provide any type of support for any member, affiliate or representative of an organization that recommends or is apologetic of the use of violent means in political action in general and of terrorism in all its forms and manifestations in particular, as stated in the 2005 World Summit Outcome document (§81).
- d. All CSO partners to this project are duly constituted nationally or internationally and where applicable, comply with existing national legislation regarding formal registration and public accountability.
- e. All CSO partners to this project have statutes or by-laws providing for a transparent process of decision-making, election of officers and members of the Board, and the CSO has authority to speak for its members through its authorized representatives identified in this project document.
- f. All CSO partners agree to abide by the “UNDEF Branding and Visibility Guidelines” and any related requests from UNDEF in all activities and products of the project in a manner fitting to the local political and cultural context.
- g. The Executing Agency agrees to be responsible for the overall management of the project and will bear all financial and reporting responsibilities including the final evaluation report to UNDEF as per the UNDEF Monitoring and Reporting Guidelines. The Executing Agency also agrees to be responsible for contracts and implementation arrangements with any implementing partners or individuals involved in the project.
- h. All parties agree to take all necessary measures to facilitate monitoring and evaluation as and when required by UNDEF or a third party on its behalf.
- i. All funds will be transferred from UNDEF to the designated Executing Agency in US Dollars. Any onward payments made in currencies other than US Dollars will be determined by applying the rate of exchange in effect on the date of payment. Should there be a change in the rate of exchange prior to the

full realization of the project, which may affect the ability to carry out project activities; the Executing and/or Implementing Agency will be expected to adjust project design so as to stay within available resources.

- j. All financial accounts and statements shall be expressed in US Dollars.
- k. Any interest income accrued on the amount remitted from UNDEF will be reported in the financial statements, unless prohibited by the Executing Agency's financial rules and regulations, and returned to UNDEF after project completion.
- l. All parties agree to provide financial expenditure reports and certified financial statements as per the UNDEF Monitoring and Reporting Guidelines available on the UNDEF website.
- m. Receipts and justification documents for project expenditures must be kept and made readily available in case of any audits.
- n. UNDEF reserves the right to terminate this project should in UNDEF's view, circumstances so require. Upon termination, no further funds will be disbursed.
- o. Assets approved and purchased under this project do not fall under the financial or managerial control of UNDEF at any stage of the project. UNDEF is not involved in their acquisition, in decisions concerning access, or in the assumption of risks associated with these assets. Consequently, the Implementing Agency, in consultation with the Executing Agency if applicable, is responsible for all financial and managerial control and accountability of these assets throughout the life cycle of the project and beyond, in accordance with its own rules."

**ANNEX IV – UNDEF Project Budget (CsOP+EA Project) (in US dollars)**

Implementing Agency: AGPK  
 Executing Agency: UNDP  
 Project Title: Capacity Development for AGPK  
 UNDEF Project Number: UDF-KSV-09-334

**UNDEF PROJECT BUDGET - CSOP+EA project  
 (in US dollars)**

Executing Agency: AGPK  
 Implementing Agency:  
 Project Title: Capacity Development for AGPK  
 Start Date:  
 End Date:  
 IMIS Project ID:  
 UNDEF Project Number.:

Enter Executing Agency Name  
 Enter Implementing Agency Name  
 Enter Project Title  
 To Be Entered By UNDEF  
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**Project Budget**

Project Budget Lines	Object of Expenditure	Project Budget		
		Total	Year 1	Year 2
		US\$	US\$	US\$
<b>1 Staff and other personnel expenses</b>				
a	Ir National Professionals	19,200	9,600	9,600
b	N National Administrative Staff National Administrative Staff	14,400	7,200	7,200
	<b>Total</b>	<b>33,600</b>	<b>16,800</b>	<b>16,800</b>
<b>2 Travel - Note 1</b>				
a	Tickets	1,000	500	500
b	Per diems / meals and accommodation	1,000	500	500
	<b>Total</b>	<b>2,000</b>	<b>1,000</b>	<b>1,000</b>
<b>3 Contractual services</b>				
a	Service contracts	34,400	17,200	17,200
b	Consultants	18,000	9,000	9,000
	<b>Total</b>	<b>52,400</b>	<b>26,200</b>	<b>26,200</b>
<b>4 Operating expenses</b>				
<i>i Meetings and Training</i>				
a	Trainings	20,000	10,000	10,000
b	Study Tours	5,000	-	5,000
c	Sub-total	25,000	10,000	15,000
<i>ii Advocacy/Outreach</i>				
a	Publications, Pamphlets & Brochures	10,000	5,000	5,000
b	Other Media (including web sites)	5,000	2,500	2,500
	<b>Sub-total</b>	<b>15,000</b>	<b>7,500</b>	<b>7,500</b>
<i>iii Miscellaneous</i>				
a	Rent	6,000	3,000	3,000
b	Sundry - Note 2	4,818	2,818	2,000
d	Others			
	<b>Sub-total</b>	<b>10,818</b>	<b>5,818</b>	<b>5,000</b>
	<b>Total</b>	<b>50,818</b>	<b>23,318</b>	<b>27,500</b>
<b>5 Acquisitions</b>				
a	IT Equipment	6,000	3,000	3,000
b	Other Equipment	1,000	500	500
	<b>Total</b>	<b>7,000</b>	<b>3,500</b>	<b>3,500</b>
<b>6 Fellowships, grants and others - pls. specify:</b>				
Ir Media Journalism Awards		20,000	10,000	10,000
		18,000	9,000	8,000
	<b>Total</b>	<b>38,000</b>	<b>18,000</b>	<b>18,000</b>
<b>7 Total Project Cost (TPC)</b>		<b>181,818</b>	<b>88,818</b>	<b>93,000</b>
<b>8 Monitoring and Evaluation - Note 3</b>				
a	Executing Agency Fee and M&E	12,727	12,727	-
b	UNDEF M&E	5,455	5,455	-
	<b>Total</b>	<b>18,182</b>	<b>18,182</b>	<b>0</b>
<b>9 Total Executing Agency Grant Amount</b>		<b>194,545</b>	<b>101,545</b>	<b>93,000</b>
<b>10 Total UNDEF Grant Award</b>		<b>200,000</b>	<b>107,000</b>	<b>93,000</b>

**PLEASE USE BOX 1 TO DOUBLE CHECK FIGURES:**

**Box 1**

Enter UNDEF grant amount here:

TPC should be:

M & E (10% of TPC) 18,182  
 EA fee and M&E 12,727  
 UNDEF M&E 5,455

**Notes:** Please fill in Year 1 and Year 2 columns. 'Total' column will fill up automatically. All amounts should be rounded off to the nearest dollar. Please note yellow cells are formulas and should not be altered. Please use Box 1 to double check your figures.

1 This category refers to travel and per diem (meals and accommodation) for project management team. Participants traveling to workshops and training courses should not be listed here but included in section 4 i "Meetings and Training".

2 Sundry expenses include bank charges, expendable office supplies, telephone lines/tax charges, freight, postage, etc.

3 The Executing Agency may charge an administrative overhead fee of up to 7% of the total project cost (TPC). All EA monitoring and evaluation costs will be covered by this fee. No further overhead charges will be permitted. UNDEF will retain 3% of the TPC.



**ANNEX V – DETAILED PROJECT BUDGET IN US DOLLARS**

<b>Budget Line Description</b>	<b>Unit</b>	<b>Quantity</b>	<b>Total in US\$</b>
<b>1 – Staff and other personnel expenses</b>			
<i>Project Manager</i>	<i>24 months</i>	<i>800 USD/24</i>	<i>19,200 USD</i>
<i>Project Associate</i>	<i>24 months</i>	<i>600 USD/ 24</i>	<i>14,400 USD</i>
<b>Total</b>			<b>33,600 USD</b>
<b>2 – Travel (Note 1)</b>			
<i>Travel costs in the country</i>			<i>2,000</i>
<b>Total</b>			<b>2,000</b>
<b>3 - Contractual services</b>			
<i>Contractual Services with Kosovo Media Institute to design and implement a Vocational Training Scheme for national journalists on key themes, journalism ethics, media standards, self-regulation, investigative journalism, crisis reporting</i>	<i>10 Courses</i>	<i>1,000/10</i>	<i>10,000</i>
<i>Contractual Services for Freedom of Speech Survey and Media Capacity Assessment Report and AGPK Capacity Development Strategy</i> <i>Data Collection and Research (3 X 5000)</i> <i>Writing (3X2000)</i> <i>Printing and Distribution Service (3,400)</i>			<i>24,400</i>
<i>Advisory Missions ( Posting of international experts in key media institutions)</i>	<i>\$200/day</i>	<i>90 days</i>	<i>18 000</i>
<b>Total</b>			<b>52,400</b>
<b>4 – Operating expenses</b>			
<b>1 – Meetings and Training</b>			
<i>National Workshops (Environmental Workshop, Gender Mainstreaming Workshop, Poverty and Media Workshop) for 100 participants (20 participants for workshop)</i> <i>Workshop Facilitators (5 X 1000)</i>	<i>5</i>	<i>4,000</i>	<i>20,000</i>

Venue (5 x 2000)			
Workshop Materials ( 5 X 1000)			
Exchange Visits to Belgrade and Ljubana	1000	5	5000
<b>Sub-total</b>			<b>25,000</b>
<b><u>ii – Advocacy/Outreach</u></b>			
Print materials (design, printing)	1,250 X 2		2,500
Freedom of Expression Public Information Campaign	10,000 X 1		10,000
Freedom of Expression, Media and Development Roundtable (interpretation, materials, rooms)	1,250 X 2		2,500
Media Self-regulation Roundtable (interpretation, materials, rooms)			
<b>Sub-total</b>			<b>15,000</b>
<b><u>iii – Miscellaneous</u></b>			
Rent for 6 months for an additional room for project use			6,000
Sundry			4,818
<b>Sub-Total</b>			<b>10,818</b>
<b>Total</b>			
<b><u>5 – Acquisitions</u></b>			
e.g. Computers and Cameras	\$1000 /1 piece	6 pieces	6 000
e.g. Other IT	\$1000/1piece	1 piece	1 000
<b>Total</b>			<b>7 000</b>
<b>6 – Fellowships, grants and others</b>			
AGPK-KIJAC Media and Communication Fellowship ( 30 journalists will be selected in a competitive process to undertake year long master level course at the Institute )	20	1,000	20,000
Media Journalism Awards	4000	4	16,000

<b>7 - Total Project Cost (TPC)</b>			<b>181,818</b>
<b>8-Monitoring &amp; Evaluation (10% of TPC)</b>			<b>20,000</b>
Executing Agency Fee and M&E (7%) (Note 3)			12,727
UNDEF M&E (3%) (Note 4)			5,454
<b>9 – Total Executing Agency Grant Amount</b>			<b>200,000</b>
<b>10 - Total UNDEF Grant Award (Note 5)</b>			<b>200,000</b>

*Note 1: This section refers to travel and per diem (meals and accommodation) for project management team. Participants traveling to workshop and, training courses should not be listed here but included in section 4 "Meetings and Training".*

*Note 2: Sundry expenses include bank charges, expendable office supplies, telephone lines/fax charges, freight, postage, etc.*

*Note 3: The Executing Agency may charge an administrative overhead fee of up to seven (7) percent of the total project cost (TPC). All EA monitoring and evaluation costs will be covered by this fee. No further overhead charges will be permitted.*

*Note 4: This amount will be retained by UNDEF.*

*Note 5: This line item must not exceed the total UNDEF grant award and must match the amount in the Results Framework (Annex III) and Excel budget (Annex IV)*

**ANNEX VI - PARTNERSHIP INFORMATION**

<b><u>Implementing Agency</u></b>	
<b><u>Name of Organization:</u></b>	Association of Professional Journalists
Address:	Lagjja pejton, 6, Rajoni Nr. 016, Prishtina, 10000
Telephone/Fax:	+377 44 433 460
Web Site:	www.apjk.org
<b><u>Point of Contact:</u></b>	Mr. Imer Mushkolaj
Title:	Project Manager
Telephone/Fax:	+377 44 116 730
Web Site:	www.apjk.org
Email:	imermushkolaj@gmail.com
<b><u>Alternate point of contact</u></b>	Besnik Mula
Title:	Project Associate
Telephone/Fax:	+377 44 433 460
Web Site:	www.apjk.org
Email	b_muja@hotmail.com
<b><u>Implementing Partner(s)</u></b>	
<b>Please provide for every Implementing Partner as applicable:</b>	
<b><u>Name of Organization:</u></b>	Kosovo Media Institute
Address:	Qendra e Rinisw 6/9, Prishtine, 10000, Kosovw
Telephone/Fax:	+381 38 24 84 56
Web Site:	www.imk-ks.org
<b><u>Point of Contact:</u></b>	Aferdita Pustina
Title:	Project Manager
Telephone/Fax:	+381 38 248 456

Web Site:	www.imk-ks.org
Email:	paferdita@gmail.com

<b><u>Contributions to the project</u></b>	
<b>Please indicate contributions made by every Implementing Partner (in cash or in kind )</b>	
Implementing Agency	20.000 (USD) in Kind
Implementing Partners	15.000 USD in kind



## RESULTS FRAMEWORK

**UNDEF Project Title:** Capacity Development for the Association of Journalists of Kosovo

### Intended Outcomes

1. *Capacity of the Association of Professional Journalists increased*
2. *Laws and regulatory frameworks for freedom of expression, freedom of the press and freedom of information established or revised according to international standards*
3. *Access to information for excluded groups and quality of reporting improved*

### Outcome Indicators:

- 1/ *the capacity and skills of AGPK in education training and awareness-raising activities are strengthened, management and policy analysis processes and self-financing mechanisms established (evidenced by the AGPK report and validated by the external assessment)*
- 2/ *Laws and regulatory frameworks for freedom of expression, freedom of the press and freedom of information established or revised according to international standards (evidenced by the AGPK report and validated by the external assessment)*
- 3/ *Of an existing 141 stories per year - At least 50% increase in numbers and significant improvement in quality of media reporting on sustainable development, gender and marginalized groups (quantity- evidenced by numbers, quality – evidenced by international awards and assessed by the external assessors)*

Tick if activity is a milestone      Timeframe  
 (2 years – 8 quarters)  
 Q Q Q Q Q Q Q Q  
 1 2 3 4 5 6 7 8  
Responsible Party(ies)  
Budgetary Inputs (US\$)

Intended Outputs      Key Activities

Baseline Data

<p>1. The Association does not have sufficient capacity in policy, management, leadership thus critical and immediate capacity building interventions and the institutional reform are urgently needed. This capacity building initiative should be addressed at the levels of the enabling environment (policies, legislation, and power relations), the organisation (systems, procedures, institutional framework) and the individual (knowledge and technical skills)</p>	<p>1. Capacities of the Association of Journalists improved: AGPK Forum, Stakeholder workshops; "Vision" publication, advisory missions, exchange visits, policy preparation and needs assessment for media-self regulation.</p>	<p>1.1 Establishment of AGPK Forum                  1.2 Roundtable on guiding principles of professionalism in journalism                  1.3 Stakeholder workshops                  1.4 Drafting and launching of the publication 'A vision for improving capacities of AGPK and media development in Kosovo'                  1.5 Hiring of experts for advisory missions (2 local, 2 international)                  1.6 Exchange visits to SEE countries                  1.7 Policy preparations and needs assessment for media self-regulation</p>	<p>X</p>	<p>X</p>	<p>Association of Journalists</p>	<p>US\$ 40,000</p>
<p>2. In the Reporters Without Border Report, Kosovo</p>	<p>2. Laws and regulatory frameworks for</p>	<p>2.1 Freedom of information legal survey</p>	<p>X</p>	<p>X</p>	<p>AGPK with Kosovo Media Institute and</p>	



<p>dropped from 58<sup>th</sup> to 75<sup>th</sup>. The European Commission Progress Report noted that the Law on Access to Information is incomplete, and existing self-regulatory bodies, have a weak capacity for enforcement. Kosovo was ranked not free in Freedom in the World, and partly free in the 2009 version of Freedom of Press Report.</p>	<p>freedom of expression, freedom of the press and freedom of information established or revised according to international standards: legal survey, media contest, media development scholarships, and training framework for media freedom.</p>	<p>2.2 Freedom of press and information campaign 2.3 Regional conference on freedom of press 2.4 Press freedom media contest 2.5 Workshops with journalists on media ethics, reporting and investigative journalism 2.6 Media Development Scholarship 2.7 Establishment of media and journalists vocational training framework (curriculum development)</p>	<p>X X X X X X X</p>	<p>Kosovo Institute of Journalism and Communication</p>	<p>US\$ 90,000</p>
<p>3. Media organizations have considerable power to shape a society's experience of diversity. They can report on the concerns of every community and enable every group to have access to information – gain visibility and to be heard. The capacity to represent social diversity is also dependent on the make-up on its workforce and level of adherence to internationally advocated standards e.g. women representation. It is important that media pluralism is fostered for the inclusion of marginalized groups in policy</p>	<p>3 Access to information for excluded groups and quality of reporting improved: journalist training, three journalism awards (poverty, environment, transparency); Guide to Gender Mainstreaming, and initial and final assessment of quality improvement</p>	<p>3.1 Conduct journalism training on sustainable development, transparency, gender mainstreaming, poverty 3.2 Organization of the Poverty Prize Award 3.3 Environmental Journalism Award 3.4 Transparency Journalism Award 3.5 Gender Media Award 3.6 A 'Guide to Gender mainstreaming for the media'</p>	<p>X X X X X X X</p>	<p>AGPK in partnership with United Nations Development Programme</p>	<p>US\$ 71.818</p>

