

Communications for Development

Annual Work Plan

2010

Country: Liberia

Project Title:

Communications for Development

UNDAF Outcome(s)/Indicator(s):

Democratic, accountable and transparent governance is advanced in a participatory and inclusive manner and in accordance with human rights standards

Expected Outcome(s)/Indicator (s)

Strengthened media capacity for MDGs advocacy and support to the democratic process.

Expected Output(s)/Annual Targets:

By December 31 2010 (i) Provide training for 75 print and electronic journalists in specialized areas of journalism and reporting and coverage of the 2011 elections (ii) Conduct journalism development award competition (iii) Capacity building support to the Ministry of Information (LINA) (iv) Support development of media laws, accountability and policy initiatives

Implementing partners:

Ministry of Information, Culture and Tourism, Press Union of Liberia, Institute for Media Development & Dignity, University of Liberia (Department of Mass Communications, Liberia Media Center & Center for Media Studies and Peace Building.

Responsible parties:

UNDP-Liberia

Narrative

It is well recognized in the development community the importance the media plays in the democratic process, especially in terms of Access to Information. The media provides a platform for citizens to express their views in a competitive democratic dispensation and advances access to information for effective governance. A report published by the *Partnership for Media and Conflict Prevention in West Africa* in September 2006 points to the need to strengthen capacity of the media in Liberia, especially in its role to facilitate the democratic process by fostering public dialogue, encouraging freedom of expression and promoting confidence in democratic institutions through a functioning and independent public service media.

The partnership comprising ARTICLE 19, FreeVoice, Hironnelle Foundation, Internal Press Center, International Federation of Journalists, International Media Support, Journalists for Human Rights, Media Foundation for West Africa, Media Rights Agenda, Open Society Institute for West Africa and the United Nations Educational, Scientific and Cultural Organization, undertook the mission to Liberia in June 2006 to assess the capacity of the media with particular focus on professionalism and training; media policy and legal reform; and monitoring, advocacy and safety. The mission identified the following needs: developing investigative reporting skills, development journalism skills, access to information, specialized reporting in the areas of human development, finance, economic and environment.


As a means of addressing some of the above issues, the Communications for Development project will help to strengthen the capacity of the media to perform its advocacy role in a transparent and accountable manner. The project supports media development initiatives and giving citizens access to information to allow for informed decision making and broader participation in the reconstruction and development of Liberia. The project will be implemented by UNDP in close consultation with the MICAT. Other private and public sector partnership will be sought.

Programme Period: January 1, 2010 – December 31, 2010
Programme Component: Good Governance & Rule of Law
Project Title: Communications for Development Project
Project ID: _____
Project Duration: 12 months
Management Arrangement: Direct Implementation

Total Budget US\$350,000
Allocated resources:
• Government In-Kind _____
• Regular(Core) US\$350,000
○ Donor _____
In kind contributions: MICAT

Agreed by: 
Ministry of Planning and Economic Affairs

2/10/10
Date

Agreed by (UNDP): 
UNDP Country Director

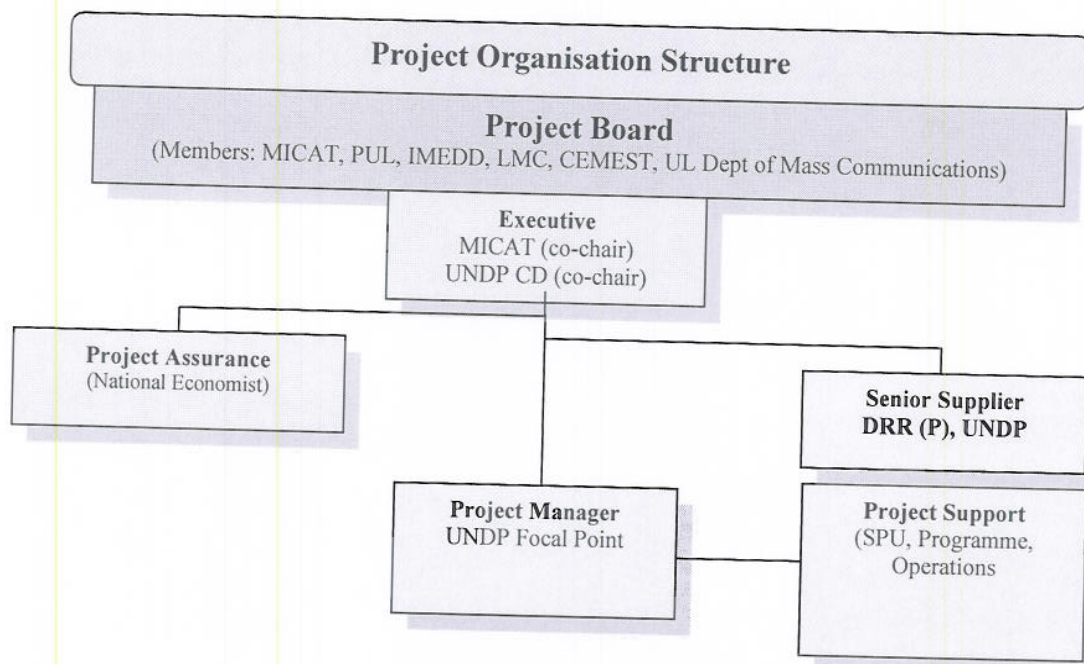
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| | | | | | | | | | |
|--|---|---|---|---|---|-----------------------------|------|---|---|
| <p>Output 2: Improved UNDP – government partnership</p> <p>Indicator: Awareness of UNDP / Government partnership through reports and publications</p> <p>Annual Target: Redesigned of the CO website, distribution of annual report to partners, production of newsletter</p> | <p><i>Publication, lunches, & website redesign</i></p> <p><i>Support to UNCG joint programming</i></p> | X | X | X | X | UNDP | Core | 71200 Intl Consultant, 71300 Local Consultants 72100 Contractual services, 72500 Supplies | 20,000 5,000 |
| <p>Output 3: Project evaluation conducted with support of M&E unit</p> <p>Indicators: 1 mid-term evaluation conducted; 1 end-of-year review held.</p> <p>Annual Target: Conduct 1 mid-term evaluation and end of year review.</p> | <p><i>Programme management, monitoring and evaluation and learning</i></p> <p><i>Common Services</i></p> <p><i>Communication</i></p> <p><i>Supplies</i></p> | X | X | X | X | UNDP, implementing partners | Core | <p><i>Programme management, monitoring and evaluation and learning</i></p> | <p>70,000</p> <p>10,000</p> <p>10,000</p> <p>25,000</p> |

COMPONENT 3: MANAGEMENT ARRANGEMENT

The Communications Project will be executed by UNDP in partnership with the Ministry of Information, Culture and Tourism and other implementing partners using the direct execution modality (DEX). Under this modality, UNDP will ensure full accountability and transparency ensuring that the project is implemented in a timely manner consistent with the objective of the project document.

A Project Outcome Board (POB) will be established and co-chaired by the Ministry of Information Culture and Tourism and UNDP. Membership of the POB will include a representative of the Press Union of Liberia, University of Liberia Mass Communications Department, Liberia Media Center, Center for Media Studies and Peace Building and the Institute for Media Development and Dignity. The POB will meet once every quarter to review progress on the project and approve projects. The day to day management of the project and reporting on resources and activities will be done by a UNDP staff at the level of a Communications Analyst. An international consultant will be recruited through a competitive process and based on a TOR to lead the Partnership and Resource Mobilization effort.



Project Board – to be composed of key stakeholders – MICAT, PUL, IMEDD, LMC, CEMEST, UL Department of Mass Communications and UNDP. The board will retain the overall authority for the project and will be responsible for providing direction, review and eventual closure;

Executive – the Minister of Information, Culture and Tourism and the UNDP Country Director will co-chair the Project Board being responsible for the “business case”, ensuring that the project is delivering value for time and resources; the Executive chairs the Project Board meetings.

Project Manager – the Communications Analyst at UNDP will serve as Project Manager and he/she will plan and oversee the project’s implementation, ensuring overall guidance, quality assurance and will ensure compliance with UNDP rules and procedures; h/she will ensure that the project realizes the results described in the AWP; in all this, he/she will work closely with the Project support, helping to define responsibilities for project personnel and other specialist project teams, ensuring progress reporting to the project board.

Project support – this will be the secretariat based at UNDP and will be responsible for: setting up and maintaining project documentation; updating plans and assessing impact of changes; defining and maintaining project management standards, taking minutes of meeting and compilation of reports;

Senior Supplier – this role, to be played by the Deputy Resident Representative / Programme at UNDP will ensure the design, development and procuring the project’s products, ensuring compliance to applicable procurement rules and procedures;

Project Assurance - This will be the MICAT Team, under the leadership of the Minister; it will ensure adherence to quality systems; assesses all aspects of the project’s performance and products, working on behalf of the project board and keeping it fully informed;

COMPONENT 4: MONITORING AND EVALUATION

The Communications Analyst will take on the responsibility of recording the progress of the project during its implementation period. He/she will coordinate with the implementing partners at all levels to ensure that project requirements are met. The NPP-B will organize monitoring visits with implementing partners and prepare evaluation reports on a quarterly and annual basis that will serve as the subject for a full project evaluation. The evaluation mechanism will be based on results against stated goals using the table in the annex.

Where necessary, field visit will be undertaken jointly by implementing partners and UNDP. Every field visit would be reported following the Field Visit Report Format (Annex-2) as per UNDP’s “Handbook on Planning, Monitoring and Evaluating for Development Result”

COMPONENT 5: Risk

Two risks have been identified that could negatively affect the successful implementation of this project. They are

- (1) Political commitment on the part of stakeholders, and
- (2) Willingness on the part of the media to embrace a more development oriented approach to journalism.

The government has the responsibility of formulating policies and to clearly define the media development agenda. The leading Ministry of Government for Media Activities (MICAT) has outlined a planned referred to as the “Liberian Renaissance - changing minds changing attitudes”. This theme is a political statement that will need to be supported by equal political will. However, this is a low risk to the project considering the national priorities and steps that have been taken by the government.

The other aspect which poses a higher risk is the willingness of the media to embrace the capacity development initiatives and putting into practice what ever knowledge will be acquired from these initiatives.

The project recognizes these risk factors and has put in place some preventive measures including:

- *Resource risks* – MICAT does not have the qualified human and logistical resources to conduct the level of training that is required to transform the reportage and practice of the media. To mitigate the situation, the following are support provisions to circumvent the risk.

Mitigation – UNDP will support MICAT in sourcing the requisite human resources and logistics for an effective media development programme.

- *Acceptance risks* – In the absence of a well tailored training and properly communicated benefit of such training, there is a likelihood that media practitioner may renege on training initiative which could subsequently forestall the process.

Mitigation – Media development training will be planned based on the needs and in full consultation with media institutions. Benefits will be communicated well in advance and heads of leading media organization will form part of the planning process. The strong capacity development component of the project will help to promote interest in the project.

RISK LOG



Project Title: Communications for Development **Award ID:** **Date:**

| # | Description | Date Identified | Type | Impact & Probability | Countermeasures / Mngt response | Owner | Submitted, updated by | Last Update | Status |
|---|--|--|-----------|---|--|------------|-----------------------|-------------|----------|
| 1 | Commitment on the part of government counterpart to contribute resources financially | At the inception of the project and at meetings held during project board meetings | Political | Could lead to UNDP taking full responsibility for funding the project | Requested provision of in-kind support | Government | Project Manager | | On-going |
| 2 | Media adopting the culture of development journalism / reporting | At discussion with media stakeholders | Economic | Could impact negatively on the democratic process | Included additional training on development journalism | Government | Project Manager | | On-going |

COMPONENT 6: LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA signed between the Government of Liberia and the UNDP on 27 April 1977 and all CPAP provisions apply to this document.

COMPONENT 7: ANNEXES

- The CPAP signed by UNDP and the Government is available for reference.

Annual Work plan

ANNEX: 1

The Annual Work Plan (AWP) Monitoring Tool

Year _____

CP Component _____

Implementing Partner _____

| EXPECTED OUTPUTS AND INDICATORS including annual targets | PLANNED ACTIVITIES <i>List all the activities including monitoring and evaluation activities to be undertaken during the year towards stated CP outputs</i> | EXPENDITURES <i>List actual expenditures against activities completed</i> | RESULTS OF ACTIVITIES <i>For each activity, state the results of the activity</i> | PROGRESS TOWARDS ACHIEVING OUTPUTS Using data on annual indicator targets, state progress towards achieving the CP outputs. Where relevant, comment on factors that facilitated and/or constrained achievement of results including: <ul style="list-style-type: none"> ▪ <i>External factors such as timing of inputs and activities, quality of products and services, coordination and/or other management issues</i> ▪ <i>Internal factors such as timing of inputs and activities, quality of products and services, coordination and/or other management issues</i> |
|--|---|---|---|---|
| OUTPUT 1: INDICATOR 1.1 WITH TARGET FOR THE YEAR: INDICATOR 1.2 WITH TARGET FOR THE YEAR: INDICATOR 1.3 WITH TARGET FOR THE YEAR: | | | | |
| OUTPUT 2: INDICATOR 2.1 WITH TARGET FOR THE YEAR: ETC. | | | | |

ANNEX: 2

Field Visit Report Format

The content of the field visit report varies depending on the purpose of the visit. At a minimum, any field visit report must contain an analysis of the progress towards results, the production of outputs, partnerships, key challenges and proposed actions. **This format may be changed to suit local needs.**

Date of visit: ____ / ____ / ____

Subject and venue of visit: _____
[Project number(s) and title(s), venue visited]

Purpose of the field visit:

| Outcomes | Update on outcomes | Outputs | Update on outputs | Reasons if progress below target | Update on partnership strategies | Recommendation and proposed action |
|-----------------|---|---|--|---|---|---|
| | A brief analysis on any relevant changes pertaining to the outcome as stated in results matrix. | State output from project document or work plan | Achievements of the project in outputs (marking if strategic) and soft assistance (if any) | If applicable | | Actions on any matter related to outcome, progress of outputs, and/or partnerships. Corrective measures. Responsibilities/time. |

PROJECT PERFORMANCE—IMPLEMENTATION ISSUES

[If the person conducting the field visit observes problems that are generic and not related to any specific output, or that apply to all of them, he or she should address the ‘top three’ such challenges.]

List the main challenges experienced during implementation and propose a way forward.

PROGRESS TOWARDS RESULTS

LESSONS LEARNED

Describe briefly key lessons learned during the project:

ANNEX: 3

Acronyms

| | |
|-------|--|
| CPAP | Country Programme Action Plan |
| C4D | Communications for Development |
| LINA | Liberia News Agency |
| MDGs | Millennium Development Goals |
| MICAT | Ministry of Information, Culture and Tourism |
| POB | Project Outcome Board |