

United Nations Development Programme

Media Development

(Printed and Electronic)

Through this Project, UNDP will provide support to free and independent Iraqi media and journalists (printed and electronic press) through two broad activities:

- 1) Training and development of media professionals and the organisations/businesses they represent, provision of essential resources to produce professional and accurate media material, promoting media interest for the community, providing support to journalist associations, connecting civil society organisations to media outlets etc.
- 2) Provide support to media professional initiatives offering an independent news exchange where vetted/edited news material can be accessed and subsequently used by other media.

July 2004

SIGNATURE PAGE

Country: _____IRAQ

Programme outcome (as outlined in the 2004 Strategic plan for Iraq)

Emergence of free and trusted media promoted through capacity building initiatives and enhanced dialogue within media and national institutions

Expected Outcome(s)/Indicator (s): _____

Media capacity building in investigative reporting, management, business plan and awareness raising on issues on democratic and independent media standards.

Indicator

Increased awareness in media ethics resulting in more accurate reporting

Baseline

Quality of production and reporting has been too often suspect.

End target

Completion of the workshop cycle, improved reporting, sustainable and independent media trusted by the civil society, media networks created on thematic issues, media self-monitoring mechanisms promoted, policy and media legal framework issues discussed in an Iraq Media Forum, improved understanding of the role of the media in society, especially in relation to coverage of public affairs and the government

Execution modality: NGO Executed

Executing partner: Reuters Foundation

Programme Period: July 2004 – December 2005

Programme Component: _____

Project Title: Media Development

Project Code: _____

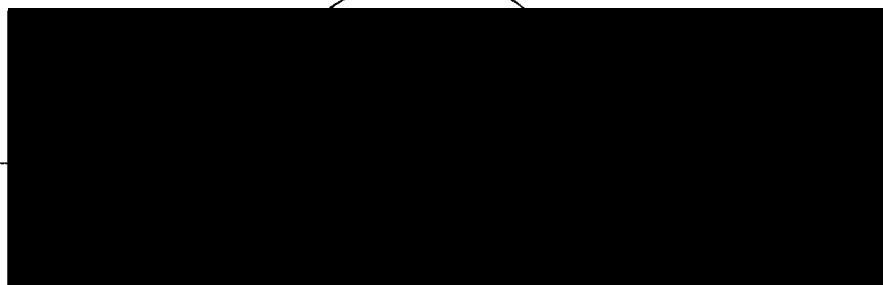
Project Duration: 12 months

Total budget: 550,275

Allocated resources: 550,275

- Other: Spain 499,376
- TRAC Funds 50,899

Agreed by (UNDP):



Section One: Narrative

Part Ia. Situation Analysis

Iraqi Media

"The current state of Iraqi media reflects both the pluralism and the chaos of post-war Iraq. There is abundant freedom of expression, especially in northern Iraq, whose semi-autonomy since the early 1990s allowed the Kurds to establish non-Baathist media outlets several years ago. But a viable independent media with a national reach has yet to develop. The main players in Iraq's emerging media scene are the local press, foreign television stations and so-called small media – pamphlets, booklets and audio and videocassettes.

Previously, the only newspapers available in central and southern Iraq were Baathist-owned. Now there are close to 150 local papers sold on the streets of Baghdad and Basra. While the proliferation of publications gives the impression of a thousand flowers blooming, without a professional, institutional and economic infrastructure few will be able to survive for long. As virtually all papers are owned by or affiliated with political parties, there is not yet an "independent" press... Weak reporting skills mean that what passes for news is usually closer to gossip; many newspapers simply copy stories reported on television. With the exception of the relatively well funded Al-Zaman and Al-Sabah, founded by exiles and supported by the CPA, newspapers have poor distribution networks and shaky finances. Most are not available outside the neighborhoods where they are published."

Excerpt from article by Karim Alrawi, Lebanonwire, *The pluralism and chaos of Iraq's post-war media*

The Original Media Project

The agreed project proposal between UNDP and the Spanish Government was the creation of an Iraq Media Centre ("Centro de Promocion de los Medios de Comunicacion en Iraq", according to "Resolucion de Concesion de subvencion de cooperacion internacional", an agreement signed on 21 October 2003 and valid until 31 December 2005), a training and resource facility to support the development of free, independent and trusted media. This project was based on the outcomes of meetings held between UNDP, representatives of the SRSG, and Iraqi media professionals that sketched out the needs across the sector. The EUR 400,000 USD contribution of the Government of Spain was paid to UNDP in December 2003 and is equivalent to USD 499,376.

A building was located and rehabilitated in August 2003, opened in September 2003, initially funded by UNDP funds. As per the project agreement, the centre was equipped with furniture, office equipment, computers, a satellite connection, and internet. Subsequently connection to news-wire services was provided. Training workshops were carried out in language and basic computer skills, based on modules developed by the UNDP Baghdad Civil Society Learning Centre.

Work continued throughout despite the August 19th bombing of the Canal Hotel, which seriously affected staff of UN agencies, in both direct and indirect fashion, and the subsequent evacuation of all international staff in late September 2003.

This had serious ramifications on UNDP's work in media development. Firstly, without international staff presence on the ground there was little possibility of running workshops that really start to tackle the issues. Further constraints placed on national staff as of October 2003 severely limited their movement, restricting activities to 'essential life-saving', and forbidding them from using UN premises. With this the minimal staff movement, together with the continuing attacks on buildings throughout Iraq, and the lack of operational capabilities on the ground, UNDP decided to close the facility itself until positive developments in the security situation allow an improvement in on-the-ground implementation.

Part II. Strategy

In light of the developments indicated in point one, above, UNDP proposes a six-month implementation plan, using the Spanish Government contribution to the former "Media Promotion Center in Iraq" (agreed in 2003 prior the UN relocation in Amman). The activities considered under this revised project, chosen from the overall 2004 UN Strategic Plan for Iraq, have been selected on the basis that they all can be safely and securely implemented given the current situation on the ground inside Iraq.

A series of workshops will be undertaken in the region with Iraqi media professionals, in line with UNDP strategy for this whole sector, (see attached document.) and seven key areas of training and development have been identified by UNDP as areas of immediate intervention. UNDP will also supplement the project with additional TRAC resources to allow a separate induction course for about 20 young inexperienced Iraqi journalists at the American University in Cairo.

The Media and Public Affairs

It is clear that the media's representation of ongoing issues in Public Affairs is of paramount importance, especially in the context of the increased interest in the electoral process. UNDP first workshop in this area will work with one hundred senior editors and journalists from media outlets (printed and electronic) throughout the country. Issues to be examined will include:

- Professional ethics in accurate and investigative reporting and story development;
- Balanced representation of differing ethnic and political points-of-view;
- Relations with Public Authorities, including government (central, regional and local) and the security forces;
- Exposure to civic education issues and the role of the media in bringing to the people the right message at the appropriate time;
- Role of the press in support of freedoms of speech, assembly, democracy, good governance and human rights to choose freely their political representatives;
- The importance of strengthening the new democratic process, particularly the women's participation, as an emerging key issue in the governance area by means of social empowerment.
- Exposure to the technicalities related to electoral processes, electoral bodies, electoral dispute resolution mechanisms, gender quotas and encouragement of participation of socially excluded communities in the electoral processes.

UNDP's executing partner will pay due diligence in executing this project and will, in particular, keep itself apprised of all issues affecting the electoral process in Iraq. To that end, the executing partner will adequately liaise with the Independent Electoral Commission for Iraq, its Chief Electoral Officer, the International Electoral Commissioner and the Electoral Administration's department in charge of public outreach matters.

Professional Media Skills for Young Journalists (printed and electronic media)

Working with journalists, especially the young and inexperienced ones, to expose them to an intensive induction course (four to six weeks) to develop basic skills and understanding of the media:

- Investigative reporting.
- Interviewing.
- Writing and analysis skills.

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UNDP's executing partner is responsible for vetting and selecting young candidates deemed eligible for the training.

The American University in Cairo will organize this training (Document attached). The Reuters Foundation will sub-contract for that purpose the American University in Cairo under this project, the budget of which is included in this project document.

News Exchange

Complementary to the training in Public Affairs and given the run up to the elections, the provision of independent and well written stories in the Arabic language will be essential as support to the writing of accurate, fair and balanced coverage. Therefore, the project intends to provide support to media initiatives offering an independent news exchange where vetted/edited news material can be accessed and subsequently used by other media.

Pursuant to the NGO-execution modality, the responsible executing partner will be held accountable to ensure that each item is vetted and checked according to best professional practice by an independent editorial team before posting. Core content contributors are likely to be those that have taken part in workshops in Public Affairs coverage undertaken by UNDP and partners in the region.

In view of establishing the grounds for an open society and in the event more than one news exchange initiative are submitted, UNDP reserves the right to share the resources allocated for that purpose, provided the proposals match adequate quality requirements.

UNDP will temporarily hold ownership of the website domain name.

Website

As a training aid and an effective tool for capacity building, Reuters Foundation would set up a website which would be a repository of training materials, useful links and key information about Iraq and its constituencies. This would be in Arabic and would be simply designed and built and hosted. It would also provide reminders of the core principles of impartial reporting. It would be maintained and updated for the election campaign period and the fortnight immediately following voting.

Basic News Exchange

As mentioned above, the establishment of an independent news agency, no matter how small or how temporary, requires substantial funding which would probably take some time to put in place. Instead, a simple facility for exchange of news could provide a useful temporary alternative resource, for a relatively small sum. Such an exchange would not have the kind of governance in place that an independent agency would require – but provided that the media source of each item was well-labelled, and that an independent editor reviewed each before its posting on the site, the news exchange could have sufficient credibility to be valuable to other media organisations and to ordinary civilians seeking good sources of information. The exchange would operate on a section of the training website, very possibly as its "front page".

Other content would be provided from Reuters Arabic Service. Stories relevant to Iraq would be posted on the website and available to Iraqi media for reprinting.

The site would be constructed using Dreamweaver templates to allow subsequent editing using Macromedia Contribute 2. Initially contributions would be manually posted by an Editor but there would be a possibility of expanding later for automated postings and more sophisticated use. The website would be designed in a manner that would make it a good platform for future expansion.

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All Iraqi media would be offered this service free of charge.

Content Contributions

Core content contributors are most likely to be those who have taken part in the Amman training courses. But interest may well grow amongst domestic media outlets generally, leading to a wider sharing of information and items. It is also recommended to hire stringers in various parts of the country who could supply regular updates on the campaigning process in their regions, thereby strengthening the scope and range of the news exchange content. These stringers could be paid simply on a per-story basis, rather than a more formal retainer arrangement. The scale of the stringer network would depend, of course, on the size of grant available to cover its costs. For the purposes of this outline proposal, a sum of US \$ 11,000 has been allocated within the overall budget which should be sufficient to pay six stringers around Iraq during a six-month period.

Note: *Quite separately from this proposal, Reuters Foundation has been drawing up its own plans for training courses to support Iraqi journalists. These will be aimed at more junior reporters and new entrants to journalism and will be longer, at least two weeks, to provide a more solid grounding in good journalism practice and principles. The Foundation is prepared to ensure these include a section on public affairs reporting and it may be that the alumni of such courses would also be able to provide contributions. They would be encouraged to participate wherever appropriate.*

Editors/Coordinators

It is not intended – nor desirable - that the site be structured 'dynamically' whereby contributors' content would publish automatically. In order to guard the editorial integrity of the site, it would be constructed in a manner that would require a pre-publication vetting process. This would also result in a more reasonable 'build cost'. Reuters Foundation strongly recommends that the project funding for the site is sufficient to provide a duty editor or coordinator each day to carry out such a vetting function. The duty editor would review items in accordance with Reuters editorial standards and would decide if they were suitable and/or safe for adding. However, as it would be beyond the practical scope of such an editor to verify the integrity of all the information contained in such items, originating from myriad sources around Iraq, there would need to be a disclaimer – or "health warning" - prominently placed on the site. The actual wording of this would be determined by Reuters lawyers before the launch of the site – and discussed in draft form with the donor(s) - but in essence it would explain that although all items would be reviewed before publication and all reasonable efforts made to ensure the accuracy and fairness of each one, neither Reuters Foundation nor any other party associated with the project, including the donor(s), could take responsibility for the contents of supplied items. Each item would, however, clearly carry the name of its originating journalist and/or media organisation, so that site visitors would know the source of the material and could evaluate it accordingly.

As this vetting, or filtering, process would be essential to ensure the overall validity and reliability of the news exchange, it is most important that funding for the website be sufficient for an adequate level of editorial supervision. At least two senior editors would be needed, to share the daily review process and intensive mentoring, for the duration of the project.

Part III. Management Arrangements

UNDP will recourse to the NGO-executed modality for the completion of this project.

A dedicated UNDP manager shall be recruited to run the project in each of its aspects, ensuring that the initiative remains logical, coherent and relevant. To that end, specialized media training institutions will be contracted. UNDP shall also coordinate work with other specialized media partners to develop and execute projects in each area identified.

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More specifically:

- Syllabus for each training workshop will be developed by UNDP's partner organization.
- The executing partner, although responsible for the selection of candidates, shall closely consult with UNDP prior to formalizing the invitations to participate in any workshop.
- Logistics, such as bringing Iraqi workshop selected candidates to other countries for training, shall be managed by the partner organization, with oversight by UNDP.

The executing partner ensures the highest ethical and professional standards of workshops, training material and manuals, website management, staff and consultants.

In the event a training, workshop, manual, material posted on internet or website is posted in the English language, a translation/interpretation in the Arabic language shall be organized or made available.

Reporting obligations

All reports will be prepared in the English language.

The project will be overseen by a Coordinating Committee composed by three reputed Iraqi journalists, a representative of the Iraqi Union of Journalists, a representative of the Iraqi civil society, a representative of Cluster 9 (Governance and Civil Society), a representative of Cluster 11 (Elections), interested donors and UNDP (Chair). Given the context of the upcoming elections, the Independent Electoral Commission for Iraq (IECI) will be invited to participate.

The Steering Committee is mandated to meet in Amman every two months and examine the progress of the project in all areas, on the basis of written progress reports. In the event the Steering Committee can not meet in Amman, a teleconference between all above-mentioned representatives will be organized. Reports and draft minutes of the Steering Committee Meetings shall be circulated to all participants for input prior to finalization, and the finalized minutes sent to UNDP, UNAMI, interested donors and the IECI.

The main role of the Steering Committee will be to provide guidance and support in the execution of the project, monitor progress, ensure transparency and accountability in project activities and ascertain that decisions are taken in keeping with the overall objectives of the project. Greater interaction between Iraqi stakeholders at the informal level with donors and UNDP is encouraged.

The main role of UNDP will be to provide substantive guidance and administrative support to the project within the framework of the agreed project document.

Part IV. Monitoring and Evaluation

Each aspect of the project will be monitored directly by both the executing agency and UNDP to ensure that training modules are being executed correctly and that they are meeting the identified need.

After each individual workshop UNDP and the executing partner shall review the progress made. Regular feedback gained from each member of the Iraqi media attending the workshops will be used to help guide latter stages of each workshop as well as helping to plan subsequent workshops. As this project may also provide the foundation for further UNDP work in media development, (especially in the run up to the election), this feedback and lessons learnt will become invaluable.

At all times the executing partner will look for linkages to other UNDP and UN programmes, such as our work in human rights, gender, the environment, poverty reduction etc.

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Part V. Legal Context

Until such time as a new Iraqi government is established and alternative provisions are made, this project document will be the instrument referred to as "Project Documents or other instruments" in Article 1 of the Standard Basic Assistance Agreement between the Government of Iraq and the United Nations Development Programme, signed by the parties on 20 October 1976.

The following types of revisions may be made to this project document with the signature of the UNDP Resident Representative only, provided he or she is assured that the other signatories of the project document have no objection to the proposed changes:

- Revisions in, or addition of, any of the annexes of the project document;
- Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of inputs already agreed to or by cost increases due to inflation; and mandatory annual revisions, which re-phase the delivery of agreed project inputs or reflect increased expert or other costs due to inflation, or take into account cooperating agency expenditure flexibility.

Annexes:

Reuters Foundation's Proposal
Reuters Foundation's Proposed Budget
Reuters Foundation's Partners, Background and Previous Activities
CVs of Project Manager and Experts Youssef and Munir
Legal Disclaimer to posted on the News Exchange Facility (Website)
Proposal from the American University in Cairo
Agreement with the Government of Spain
Statement referring to the Bank Transfer of the Contribution from the Government of Spain
UNDP Contract with the Reuters Foundation
Scope of Responsibilities of the Executing Agency
Government "No Objection" Clause
Minutes of the LPAC Meeting
Note to the File related to the LPAC Meeting
TOR of the Media Development Specialist

EXPECTED OUTPUTS & MONITORING ACTIVITIES	Key Activities <i>List all the activities to be undertaken during the year towards stated output</i>	TIMEFRAME				RESPONSIBLE PARTNER	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount
<p>The quality of production and reporting, both in terms of their construction and their content, improves across a range of Iraqi media, both broadcast and print.</p> <p>There is an improvement in the understanding of the role of media in society, especially in relation to coverage of public affairs and the government.</p>	<p>Workshops: The Media and Public Affairs Cost of 4 workshops for 60 participants</p>		X	X	X	Reuters Foundation	Govt of Spain	72100	240,000
	GMS (5%) + Security (2%)			X	X		Govt of Spain	75100	16,800
	<p>Intensive Training Professional Media Skills for Young Journalists Five week intensive programme in all aspects of journalism</p>			X	X	Reuters Foundation (sub-contracting the American University in Cairo)	Govt of Spain	72100	50,000
	GMS (5%) + Security (2%)			X	X		Govt of Spain	75100	3,500
					X		TRAC		50,000
	<p>News Exchange Establishment and four months of operation.</p>			X	X	Reuters Foundation	Govt of Spain	72100	100,800
	GMS (5%) + Security (2%)			X	X		Govt of Spain	75100	6,596
	<p>Staffing Costs International Media Specialist and Media Analyst/Assistant</p>			X	X	UNDP	Govt of Spain	71100	53,812

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	GMS (5%) + Security (2%)				X	X		Govt of Spain	75100	3,767
TOTAL										525,275

EXPECTED OUTPUTS & MONITORING ACTIVITIES	Key Activities <i>List all the activities to be undertaken during the year towards stated output</i>	TIMEFRAME				RESPONSIBLE PARTNER	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount
<p>The quality of production and reporting, both in terms of their construction and their content, improves across a range of Iraqi media, both broadcast and print.</p> <p>There is an improvement in the understanding of the role of media in society, especially in relation to coverage of public affairs and the government.</p>	<p>News Exchange¹ Final one month of operation.</p>	x				TRAC	72100	25,000	
	<p>GMS (5%) + Security (2%)</p>								
TOTAL								25,000	

¹ News Exchange should run until the end of January, hence one month in 2005 plan.