



Ministry of Information and Communications



Kenya

PROJECT DOCUMENT

KEN/08/505-COMMUNICATION FOR DEVELOPMENT
2008-2012

Approved:

| On behalf of: | Signature | Date | Name/Title |
|--|-----------|------------|--|
| Ministry of Information and Communications | | 20/6/08 | Permanent Secretary |
| Ministry of Finance | | 8-7-08 | Permanent Secretary Joseph K. Kingua |
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United Nations Development Programme

Country: Kenya

Project Document-Communication for Development

| | |
|--------------------------------|---|
| Project Title | Communication for Development |
| UNDAF Outcome(s): | Promotion of Good Governance and realization of Rights |
| Expected CP Outcome(s): | Country Programme Action Plan (Component 2, No.54 i, ii) and Item Five No.65. |
| Expected Output(s): | Country Programme Action Plan (Component 2, No.54 i, ii) and Item Five No.65. |
| Implementing Partner: | Ministry of Information and Communications |
| Responsible Parties: | Media Council of Kenya, School of Journalism University of Nairobi, UNESCO-Regional office for East Africa, The Commonwealth secretariat, The Editors' Guild, The Association of Community Radio KCOMNET and Media Owners Association |

Project Summary

The Ministry of Information and Communications, Government of Kenya in collaboration with the United Nations Development Programme and key institutional stakeholders have developed a four year project whose long-term objective is to upgrade the skills of media practitioners in Kenya. The project aims to increase capacity and professionalism within the media, promote dialogue and advocacy on matters affecting development and to gradually develop and entrench the culture of communicating for development. The project will also support the development of a free and independent media. Ultimately, this project will develop and entrench the culture and practice of Communication for Development in Kenya.

Programme Period:
CPAP-2004-2008 and CPAP 2009-2013
Programme Component: Item 5 No.65/Comp 2No.54 i, ii

Project Title: Communication for Development

Key Result Area (Strategic Plan):
Professionalise Media in Kenya

Atlas Award ID: 5KEN 08/ 505

Project Start date: June 2008
End date: June 2012

PAC Meeting Date: 16 June 2008

Management Arrangements: National Execution (NEX)

Total Project Budget – US\$495,582

Allocated resources:

- Government In Kind
- Regular (UNDP) US\$495,582
- Other: NIL
- In Kind contributions: UNESCO-Regional Office for East Africa

This document has been produced to capture and record the basic information needed to correctly direct and manage the Communications for Development (C4D) project, intended *inter alia*, to enhance the culture and practice of professional Communication for Development. It derives from the Common Country Assessment (CCA) as well as the Country Programme Action Plan (CPAP) for Kenya signed between UNDP and the Government of Kenya in April 2004 and where the primacy of an *'enhanced role for media and information in national development'*, has been expressly recognized, with the categorical promise to deliver outputs relating to, *"a national information framework programme including investigative journalism, collection and dissemination of news for sustainable development and poverty reduction"* (p19), among others.

The Project Document (PD) addresses the following fundamental aspects of the Project:

- What the Project aims at achieving
- The importance of achieving the stated objectives
- The outputs and the deliverables that will be produced
- The management responsibilities for the project, including specific roles;
- The procedures for effecting the stated PD arrangements into place.

I. Situational Analysis

In the 1970s and 1980s, a new paradigm of development communication emerged which better recognised the great diversity of cultures, the differences between elite versus popular goals for social change, the considerable political and ideological constraints to change and the endless varieties of how different cultures communicate. A number of development initiatives adopted at the World Congress on Communication for Development held in Rome - Italy, 25-27 October 2006, emphasizes the use of communication as a strategic tool and new opportunities are emerging for mainstreaming communication for development into national policies for sustainable development.

At the 10th UN Inter-Agency Round Table on Communication for Development in Addis Ababa February 2007, a consensus emerged that communication for development means a broader canvas of tools and strategies to ensure stronger governance and participation, and that this should be promoted by UN agencies as an important part of development effort. In Kenya, consultations have been done to pave the way for the Ministry of Information and Communications, Government of Kenya in collaboration with the United Nations Development Programme (UNDP) and key stakeholders to develop a four year project whose long-term objective is to build national capacity to put into practice communication for development.

Communication can contribute to the effective reduction of poverty as well as offering better opportunities for the active involvement of marginalized groups and isolated population into policy-development and decision-making. Within this framework, UNDP-Kenya will work with other partners such as UNESCO on the appropriation of communication for development processes and technologies to ensure that the Media practitioners engage in the development process as agents of change. Modern mass media and new media such as virtual networks will be used as channels to achieve the objectives of this initiative. An added specific to Kenya has been post-election violence in January 2008 and fitting the agenda of development in the healing and national reconciliation process, this is a key objective in communication for development.

The Media Council of Kenya (MCK) has, since its inception, been training journalists on different aspects of the profession. During these trainings the MCK has become aware of the fact that majority of those practicing journalism in Kenya have not gone through professional training in journalism. In the *Media and Elections report 2008*, the MCK states that “The journalists have attended either quack institutes of journalism or none at all. This is supported by the fact that most of the content in the media (especially in newspapers and radio) is gathered, written and presented by untrained people”.

The MCK is also aware that all mainstream media houses remain inadequately staffed and therefore depend mainly on stories from correspondents, stringers or someone out there who has a knack for writing. News management in the newsroom suffers as stories coming in fall in the hands of over-stretched editors with tight deadlines to meet. In addition, there exists; journalists who abuse the code of conduct and employ unethical means in their practice of journalism in Kenya i.e. presence of gutter press and mushrooming of vernacular radio stations, a high number of untrained journalists and also an information gap between journalists and development practitioners in Kenya.

It is against this background that the Ministry of Information and Communications, Government of Kenya in collaboration with the United Nations Development Programme and key institutional stakeholders have developed a four year project whose long-term objective is to upgrade the skills of media practitioners in Kenya.

A three - pronged approach will be used to address the issues mentioned and these include;

1. Initiate dialogue with stakeholders on policy and regulatory frameworks for the development of a free and independent media. The legislature being; Freedom of Information bill and ICT bill into law and also amendments to the Media Act.
2. Capacity building- Mentorship of young journalists, training of editors, journalists, correspondents on their code of conduct as well as offer short courses on thematic priority areas in Kenya with a focus on the current affairs in the country.

3. Develop a model curriculum on Development Communication at School of Journalism, University of Nairobi using technical support from UNESCO.

II. Strategy and Objectives of the Project

The overarching objective of the project is to promote national development. In ensuring that this is attained; technical assistance will be provided both at national as well as regional level to the implementing partners of the project. Within the framework of this project, a series of regional consultations should be implemented in connection with the envisaged programme, to obtain views and proposals of local practitioners and institutions for mainstreaming communication in sustainable development.

The objectives of the regional consultations will be specific, measurable, resourced and timed:

1. To identify key experiences, trends, needs and opportunities for policy advocacy, methodologies and capacity building, in order to include communication into agricultural, rural development and livelihood initiatives at the national and regional levels;
2. To develop regional perspectives in consultation with UNDP Regional Service Centre for East and Southern Africa to recommend strategies for collaborative action to advance communication for development according to different cultural, economic, social and environmental contexts;
3. To identify partnerships means for collaboration in the field of communication for development such as with the UNESCO and Commonwealth Secretariat. In working with UNESCO, UNDP will be promoting the goal of 'working as one' which is part of the new structural reforms in the UN.

The objectives at a National Level will be;

- (i) Entrench the culture of 'Communication for Development' through the promotion of policy and regulatory frameworks as well as support for the development of a free and independent media;
- (ii) Develop capacities in Development Communication; with emphasis on upgrading professional skills embedded in substantive analysis.

- (iii) Revitalise the practice of Communication for Development through the promotion of professionalism; internal checks and balances to ensure a responsible professional media that is a tool for national development.
- (iv) Strengthen institutions for Communication for Development such as Media Council and School of Journalism, University of Nairobi

Collaborative arrangements with related projects

The first stage of the project will essentially depend on core UNDP. The Ministry of Information and Communications will coordinate the necessary linkages with stakeholder institutions. Later stages of the programme will encourage and mobilise funding from other donor partners. Drawing from experience with work in the East African region, The Commonwealth Secretariat and UNESCO will be looking to lend their expertise in certain areas and help coordinate projects while bulk of funding is what's already budgeted for by UNDP-Kenya.

A brief description/summary of the inputs to be provided by all partners

Inputs from Ministry of Information and Communications

In Kenya, the Ministry of Information and Communication's department for information is responsible for gathering, processing, storing and dissemination of information for print and electronic media; public relations; mass media research; public information, education and communication campaigns; and international co-operation in the field of information and broadcasting. It is also mandated to enhance government policy on Information and Communication.

Through the Communication for Development initiative, the ministry will initiate dialogue on policy and regulatory frameworks as well as support for the development of a free and independent media. It will also offer advice to parliamentarians about the existing media laws and policies. The legislature will include but not limited to: The Freedom of Information Bill, the ICT Bill and the Media Act.

Inputs from UNDP-Kenya

In accordance to the UN Development Assistance Framework UNDAF, a special training and mentorship programme for young Kenyan journalists aged between 20 and 30 will be established. UNDP will assist the Media Council to secure attachment opportunities for these 'Media Fellows at UN agencies, the Commonwealth Secretariat, Non Governmental Organisations, private sector and Government of Kenya. The three month attachment will enable media fellows to upgrade their skills and have a wider knowledge base about Millennium Development Goals thus leading to a new crop of well informed development writers and broadcasters.

The UNDP will support this initiative through procurement of at least two renowned experts/advisors to help with the review of the current C4D status in Kenya and subsequently the development of the

curriculum; a regional workshop and at least, two working retreats for the purposes of finalization of the curriculum will be organized. The UNDP will support the publication of the output(s) from the process. The UNDP will also support the hiring of at least one key Communication for Development project officer to steer and implement the agreed programme for the duration of the project cycle.

Inputs from Media Council of Kenya

Media is a social actor whose influence goes beyond that of informing people and organizations. By providing individuals with access to information, it is, in effect, empowering them. One of the means through which journalism is able to surpass its traditional role is by exercising its power of "agenda-setting", that is, by influencing public debate on different issues and assessing the priority each should be given. The Media, therefore, can influence and strengthen the formulation and implementation of a public policy agenda and campaign for one that centers on fighting poverty and promoting development.

The MCK will mobilise protagonists of the News Media & Development approach from different spheres of media. They include: The Media Owners Association, Media Educators and Trainers Association META, Community Radio Network Association KCOMNET, Editor's Guild and various institutes of Mass Communication in Kenya. The Media council will train journalists about the code of conduct for journalists and facilitate workshops that will be dynamic, focusing on concrete cases of press action in accordance to priority thematic areas for Kenyans and offering some impact data to shed light on the effect of positive criticism as opposed to negative or biased reportage.

The MCK workshops will adhere to priority thematic areas such as;

Democratic governance

This thematic area denotes a focus on issues related to systems of governance in Kenya. The object is to analyze the impact and responsibility of communications tools to promote good governance. Intervention areas include; state and civil society relations, to ascertain state transparency and compliance specifically in matters related to the disbursement of public information, ensuring the continuous flow of information both within and between the State's machinery, the political authority and the people. There is a need to improve Ethics in reporting by the Kenyan Media at both community and national level. This is to better support free, pluralistic and independent media systems.

Youth as a tool for development

In the course of the last decade, new means and forms of communication have increasingly been used throughout the world to strengthen and connect local realities, to exchange knowledge and to give voice to marginal communities. The communications for development initiative will engage the

youth from marginalized areas such as North Eastern and in urban slums to start a video training project that documents their daily life. In turn, this project will team up with the Kenya Film makers association to produce short stories that can be aired through the mainstream media. The project will produce, educational features, small reportages, a documentary film entirely shot by the youth from the urban slums and short films written, narrated and filmed by a group of young boys and girls.

The Environment & Climate Change

Whereas the Environment and climate change remain key questions of this decade, and possibly century, it is an area where awareness remains limited in newsrooms and where skills and knowledge need to be reinforced. A number of workshops will be held to reinforce knowledge and understanding of issues in this area to improve reportage and the ability of citizens to understand developments in their sphere. Similarly the media fellows will be posted to work at Environmental institutions such as National Environmental Management Agency NEMA and the UN Environment programme UNEP.

Research Institutions and Virtual Networks

By its very nature, communication works best when part of an overall strategy that could also involve, for example, a tool for information sharing between the development practitioners and media practitioners. The resources from institutions such as Research International, Institute for Economic Affairs, Society for International Development, Media Institute, Media Diversity Centre and Institute for Diplomacy Studies will be important sources of information on development for journalists. These institutions will be part of a virtual network that journalists will plug in for measuring the direct impact of development communication and media development strategies and initiatives on thematic priorities for Kenya and the millennium development goals MDGs.

New media channels include internet or online journalism as well as mobile phones. The internet is a powerful tool in communicating for development and the project will adopt the Kenya Human Development Information Management Network KHIMN, a virtual project that will reinforce partnerships for producing and accessing quality data for programming and monitoring poverty and vulnerability reduction programmes.

Inputs from Commonwealth Secretariat

It was agreed that the on an urgent basis, follow-up activities by commonwealth secretariat, be examined to fully bring the Kenyan media up to speed in covering and managing conflicts. These include: a further course to review progress and the way forward within 3 months; a specialist writing skills course; supporting a fellow at the School of Journalism of the University of Nairobi who can run seminars and speak to newsrooms about conflict for 1-3 months; collation and putting together of experiences by journalists who covered the conflict and thirdly, to improve governance, and the

possibility of supporting a fund managed by the Editors Guild to assist in promoting investigative journalism to strengthen coverage of issues around conflict, governance, corruption and human rights. These were seen as critical in building a strong democratic dispensation in the future.

Inputs from University of Nairobi School of Journalism

This initiative aims at investing in the development of a Communication for Development curriculum at an identified partner institution in Kenya; which curriculum will be freely debated upon design and then agreed upon by key stakeholders. Some of the institutions with which dialogue will be opened in 2008 will include the University of Nairobi's School of Journalism and the UNESCO Regional office for East Africa region. It is considered that a regional approach (East and Southern Africa) to the programme for Development Communication will result in a curriculum that is sensitive to the peculiarities of every country while also introducing relevant components for a regional based programme

Project Scope and Exclusions

The scope of this project includes:

- Promotion of policy and regulatory frameworks by initiating dialogue with shareholders for passing of Freedom of Information Bill and ICT Bill into law as well as amendments Media Act.
- In accordance to the UN Development Assistance Framework UNDAF, a special training and mentorship programme 'Media Fellows'¹ including attachments to UN agencies, the Commonwealth Secretariat, Non Governmental Organisations, private sector and Government of Kenya, will be established this will build up a new crop of well informed and analytical development writers and broadcasters.
- Generic Curriculum Development for Development Communication in University Of Nairobi, School of Journalism.
- Regional Workshops and short-courses for media practitioners on policy and development; There is a critical need to train correspondents as well as journalists working for vernacular radio stations.
- Media awards/recognition for excellence in development reporting;
- Establishing media as peace builders
- Network development for media practitioners in specific thematic areas. These networks will be established through support from the Kenya Human Development Information Management Network (KHIMN), a project that will reinforce partnerships for producing and

¹ Media Fellows are Kenyans aged 20-30 who have just completed formal training in journalism and communication from notable institutions and are interested in pursuing a career in journalism.

accessing quality data for programming and monitoring poverty and vulnerability reduction programmes.

- Programme administration, regional synergies, conference travel and exposure visits;

Defined Method of Approach

In general, the basic methodological strategy for this programme will be underpinned by the strategy of networking, building on previous strengths in order to forge closer partnerships with well-identified stakeholder institutions that are ultimately expected to institutionalise all the aforementioned objectives and practices. It is noted that such a strategy is critical to the long term sustainability, and especially the entrenchment objective of the programme. An observation relating to programme methodology is that the UNDP will aim at supporting policy and regulatory frameworks that ensure the practice of communication for development and that Ministry of Information and Communications as well as partnering institutions will generally be the main implementers and executors of agreed programme activities.

The UNDP will encourage these organizations to be subsequently involved in implementation of the entire Communications for Development Programme through their selective representatives so that in this role, they will be key to the discussions and any decisions leading to the design and implementation of different programme activities as outlined in other sections.

In order to effect and actually commence the activities envisaged in this PD, it is expected that the UNDP will operationalise an Annual work Plan (AWP) that highlights out possible deliverables for the first year. Critical will be the need for introduction of the programme to interested parties for dialogue, networking and detailed discussions before commitment into specific activities. The identification of the appropriate institutions for partnership in activities envisaged in this programme, including workshops aimed at reviewing and subsequently designing a Communications for Development Curriculum to be pursued. The selection of 'Media Fellows' for attachment to development programmes will also be urgent.

Constraints

Constraints to achieving the project objectives include timing and the ability to adhere to the prescribed start date and duration of the project especially in the year of inception. A second constraint would be inadequate or delayed deployment of human capacity at UNDP / Government of Kenya level that will be fully devoted to programme implementation.

Project Benefits (Business Case)

The benefits of mounting a comprehensive and a well integrated programme on Communication for Development are perhaps too numerous to list. They however include the following:

- It will support and supplement the advocacy of key national policy initiatives such as the Millennium Development Goals, the medium term plan for Kenya's Vision 2030 and other critical policy imperatives supported by both the UNDP and the Government of Kenya;
- It will buck-stop the many communication efforts undertaken by different implementing units such as Ministry of Information and Communications, by promoting common standards, quality, group learning and other best practices from all the national initiatives put together;
- It will deepen and entrench a better understanding and appreciation of both the challenges and the prospects inherent in actual policy development and practice in the country and the region at large through the virtual networks formed.
- It will change the perception of journalism in Kenya. From news reporters to investigative media practitioners who regard their work as a professional career not just public watchdogs.
- It will empower younger media practitioners in terms of their professional practices and career growth;
- It will elevate the practice of responsible journalism founded on fact and substance rather than opinion and hearsay because the media institutions will have put internal checks in place; also because the journalists will be trained on the code of conduct.
- The quarterly lectures by development practitioners at media forums will help bridge the well-noted communication gap between development policy making on one hand and the general reportage of 'news' to the public on the other; this will lead to an improved policy and regulatory environment for Media practice
- It will lead to the development of a generic curriculum on communication for development that will be used in institutions such as University of Nairobi and Kenya Institute of Management.

III. Management Arrangements

The key stakeholders of the Project include:

- UNDP Kenya, UNESCO, The Ministry of Information and Communications, the Media Council of Kenya, The Editor's Guild, the Commonwealth Secretariat, Association for

Community Radios in Kenya, Media Owners Association and other NGO or CBO partners who will be partners in implementing some of the grassroots targeted activities.

Project Management – Main Responsibilities

Project Executive Group

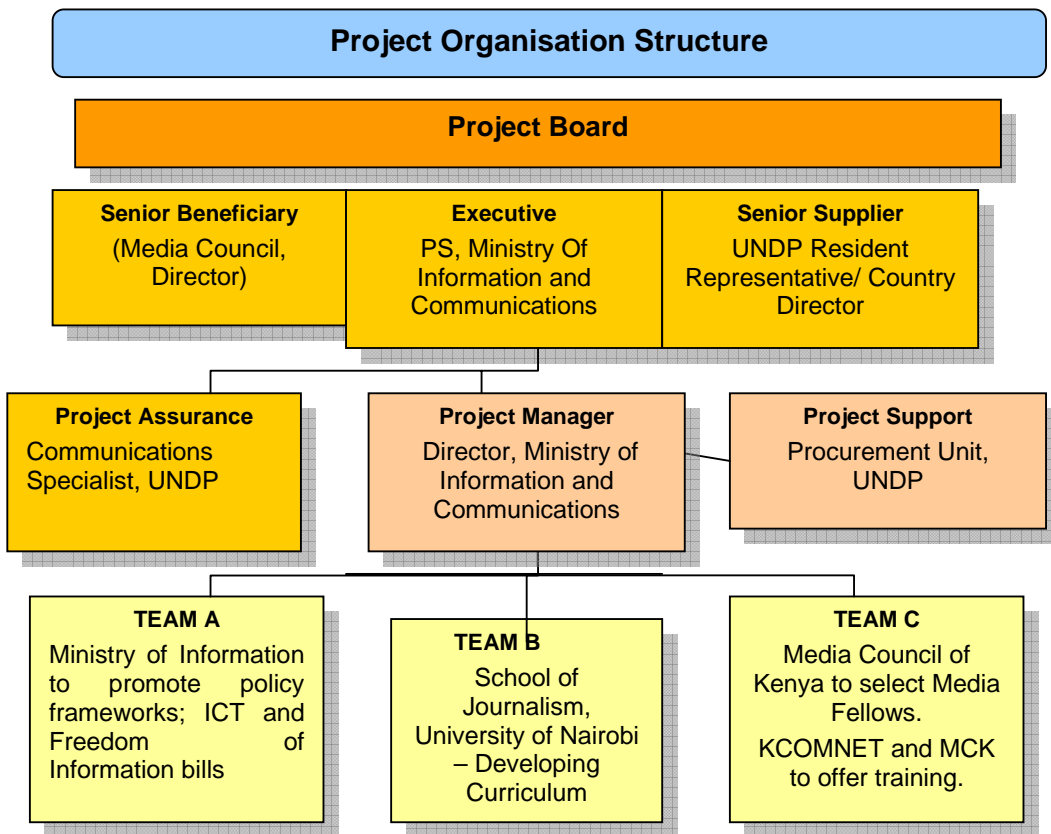
1. Overall direction and guidance for the Project
2. Monitor and control progress
3. Review of each completed stage
4. Commitment of project resources (as required)
5. Delivery of Project results and objectives

Project Assurance

1. Adherence to the business case (on behalf of the Executive)
2. Monitor the compliance with user needs and expectations (on behalf of Senior User)
3. Supplier Assurance carried out by spot-check of deliverables and outputs
4. Review of Deliverables via Quality Review

Project Manager:

1. Day-to-day management of the Project
2. Identify and obtain any support and advice required for the management, planning, and control of the Project
3. Reporting progress through regular updates (e.g. meeting, email briefing, etc.)
4. Responsible for project monitoring
5. Delivery of the projects deliverables as outlined in the Project Document (PD)



The annual work plan will be executed through the appointment of a Communications for Development Officer to offer technical support to the following roles:

1. The Programme Manager role (Director, Ministry of Information and Communications) to be exclusively charged with the responsibility of implementing the communications programme in line with the annual work plan matrix.
2. The Project Assurance role (UNDP Communications specialist) to be charged with monitoring progress and quality of the three project components.

The overall implementation will ideally be drawn from the Ministry of Information and Communications, Media Council of Kenya, University of Nairobi School of Journalism, UNESCO Regional office for East Africa, The Commonwealth secretariat, The Editor's Guild, Media Owners Association and The Association of Community Radios KCOMNET. These partners are critical to the growth and advancement of a Communications for Development (C4D) programme in the country and region, through the holding of quarterly review meetings.

IV. MONITORING FRAMEWORK AND EVALUATION

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

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

An evaluation of the United Nations Development Programme outcome to which the activities of this annual work plan contribute to achieve will be carried out.

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

| Quality Management for Project Activity Results | | |
|--|--|--|
| Atlas Activity ID 5KEN08/505 | Communication for Development | Start Date: June , 2008 End Date: June 2009 |
| Purpose | The United Nations Development Programme (UNDP) working closely with the Government of Kenya proposes to undertake a project/programme whose long-term objective is to elevate the agenda of national development communication. The proposed programme is to be financed and administered through UNDPs support with possible support from other donors. It has four overarching objectives stated below. | |
| Description | <p>(1) Entrench the culture of 'Communication for Development' through the promotion of policy and regulatory frameworks as well as support for the development of a free and independent media;</p> <p>(2)Develop capacities in Development Communication; with emphasis on upgrading professional skills embedded in substantive analysis.</p> <p>(3) Revitalise the practice of Communication for Development through the promotion of professionalism; internal checks and balances to ensure a responsible professional media that is a tool for national development.</p> <p>(4) Promote and champion gender balance in all aspects of media and communications practice, and in particular in the realisation of all the programme objectives identified in this document.</p> | |
| Quality Criteria | Quality Method | Date of Assessment |
| 1. Regulatory and Policy frameworks 1.1 Acceptance of the developed regulatory standards by communication commission of Kenya and Ministry of Information and Communications 1.2 Dialogue on Freedom of Information Bill initiated between stakeholders 1.3 ICT Bill tabled in parliament | Feedback from mainstream media and the Editor's Guild on the content of Freedom of Information bill Feedback from the various parliamentarians on the Freedom of information bill and the ICT bill | June 2009 |
| 2. Professional Standards 2.1 Acceptance of the developed professional standards by the Media Council of Kenya and the School of Journalism University of Nairobi 2.2 Introduction of professional standards in respective institutions of mass communication and in media houses 2.3 Introduction of media awards 2.4 Number of institutions of mass communications accredited by media council of Kenya 2.5 Rate of recruitment of the media fellows into various organisations; government, private sector, UN agencies and media | Feedback from the Media Council of Kenya(the professional agency) Feedback from professional standards employers, professional media associations and academia Certificates awarded to journalists; community radio, vernacular radio stations, mainstream radio and television as well as online and print. Certificates awarded to trained editors form the various media houses Feedback from mainstream media and the Editor's Guild on analytical content of articles written by the Media fellows | June 2009 |
| 3. Curriculum on Communication for Development 3.1 Acceptance of a Masters and PHD programme by the School of Journalism, University of Nairobi 3.2 Introduction of teaching modules in the other institutions of mass communication | Feedback from the Ministry of Higher Education, Ministry of Information and Communications, UNESCO and respective training institutions Training manual used at the School of Journalism, University of Nairobi | June 2009 |

Communications Plan

The key stakeholders of the Project include: UNDP Kenya, UNESCO, The Ministry of Information and Communications, the Media Council of Kenya, School of Journalism, University of Nairobi, The Editor's Guild, Media Owners Association and other NGO or CBO partners who will be partners.

| Stakeholder Group | Information Required | Information Provider | Frequency | Method | |
|-------------------|-------------------------------|-------------------------------------|------------------------|----------------------|-----------|
| A. | UNDP Kenya | Next Quarter Detailed Activity List | Project Manager | Quarterly | Mail |
| | | Financial Reports | Project Manager | Quarterly | Mail |
| | | Activity Review | Project Manager | Quarterly | Mail |
| B | Ministry of Information /UNDP | Finalised AWP(2008) | DRR/(P)Project Manager | Beginning of project | Mail |
| | UNDP/Ministry of Information | Finalised PID | Deputy RR (P) | Beginning of project | Mail |
| | | Financial Disbursements | Deputy RR (P) | | I |
| C | PEG | Finalized PID | Project Assurance | Beginning of project | In person |
| | | Finalized AWP | Project Assurance | Beginning of project | In person |
| | | Final Review documents | Project Manager | End of project | mail |

Tolerances

An overall stage tolerance of plus/minus 20% on approved stage budget will be allowed. A plus/minus three month tolerance on stage schedule will be allowed for the first stage followed by a plus/minus one month tolerance on subsequent stage schedules. If these tolerance levels are forecast to be exceeded, the Project Executive Group will be immediately notified, and corrective action will be taken as required.

Project Controls

The Programme will be reviewed at significant management points by the Programme Executive Group. These shall be Programme Initiation Document, the AWP and Quarterly Reports. The Programme will also be reviewed by the Executive Group at Project Closure to ensure that all project deliverables were completed and in order to review lessons learned. Responsibility for all day-to-day controls will rest with the Programme Manager. Overall responsibility for the successful delivery of the project will rest with the Project Executive Group. The Programme Manager will be responsible for updating the Programme Executive Group and to record progress about the project implementation. S/He will also be responsible for submitting quarterly project reviews. A Communications for Development Programme Officer for the senior supplier will foresee and ensure quality assurance and provide technical backstopping.

V. 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 [or other appropriate governing agreement] and all CPAP provisions apply to this document.

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

The implementing partner shall:

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

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

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

VI. Project Financial Budget

The main budget requirements for the project are as follows: The budget will be disbursed through advances upon receipt of a formal request by the Ministry of Information and Communication or any one of the partners/CBOs or institutions duly recognised in this document.

| # | ACTIVITY | 2008-2012 | TOTAL |
|--|--|---|----------------------------|
| Upgrading skills in development reporting | | Cost in US Dollars for the project | |
| 1 | Ministry of information to guide dialogue process for Freedom of Information and ICT bills and also Translating bills into popular version/Swahili language | 58,000 | 58,000 |
| 2 | Forum to review criteria for regulatory frameworks by Ministry of Information and Communications, Editors Guild and Media Owners Association | 15,000 | 15,000 |
| 3. | Media workshops by MCK; Training on Code of Conduct for Journalists, Training on subjects relevant to thematic priority areas in Kenya. Printing manuals relevant to the trainings | 100,000 15,000 | 100,000 15,000 |
| 4. | 'Media Fellows' mentorship selection process by MCK then posting of the media fellows into various institutions, Media fellows allowances (24 fellows) | 100,000 | 100,000 |
| 5. | Media awards for excellence in development reporting | 16,582 | 16,582 |
| 6. | Communications for Development officer salary | 50,000 | 50,000 |
| 7. | Capacity building for officers implementing the Communication for Development project | 50,000 | 50,000 |
| 8. | Curriculum for development communication in selected training institutions; facilitator, consultants, editors Stakeholders curriculum workshop in 2008/2009 Publishing of the curriculum | 21,000 50,000 10,000 | 21,000 50,000 10,000 |
| 9. | Launch of the Communication for Development, Launch of the Curriculum on communication for development | 5,000 5,000 | 5,000 5,000 |
| | TOTAL | 495,582 | 495,582 |

2008-2009 is phase one of a four year cycle because the project is envisaged from 2008 to 2012.

The first stage of the project will essentially depend on core UNDP. The Ministry of Information and Communication will coordinate the necessary linkages with stakeholder institutions. Later stages of the programme will encourage and mobilise funding from other donor partners.

ANNEXES

Annex 1: Initial Project Risk Log

| # | Description | Category | Impact Probability | Counter measures | Owner | Author | Date Identified | Last Update | Status |
|---|---|----------------|--------------------|---|------------------------------------|--------|-----------------|-------------|--------|
| 1 | Adherence to project time lines | Organizational | I = 3 P = 2 | Ensure timely submission of reports and advance of disbursements | Project Assurance, Project Manager | JC | 20/11/09 | | |
| 2 | Changing PO mid-project | Organizational | I = 2 P = 5 | Ensure clear filing/documents from project for easy transfer | Project Assurance, Management | JC | 22/11/09 | | |
| 3 | Clear production and review of monitoring actions | Organizational | I = 2 P = 1 | Revise PID listing exact documents to be received from activities and ensure clear monitoring reports from meetings, etc received | Project Assurance, Project Manager | JC | 22/11/09 | | |
| 4 | | | | | | | | | |
| 5 | | | | | | | | | |

Initial Project Issue Log

| # | Description | Category | Impact | Countermeasures | Owner | Author | Date Identified | Last Update | Status |
|---|-----------------------|-------------|--------|--|-------------------|--------|-----------------|-------------|--------|
| 1 | Delay in reporting | Operational | Medium | Ensure timely reporting of project implementation | Project Assurance | | | | |
| 2 | Resource mobilization | Financial | Medium | All partners should be involved in resource mobilization | Project Assurance | | | | |
| 3 | | | | | | | | | |
| 4 | | | | | | | | | |
| 5 | | | | | | | | | |

Agreements:

Any additional agreements, such as cost sharing agreements, project cooperation agreements signed with NGOs (where the NGO is designated as the “executing entity”) will be attached.

Terms of Reference: Find the TOR for key Communications for Development Officer attached

Capacity Assessment: Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

ANNEX 2: RESULTS PERFORMANCE FRAMEWORK

Performance Indicators

Measuring the impact of Communication for Development interventions depends on establishing clear and specific programme outcomes that define what can realistically be achieved. UNDP has increasingly shifted away from a focus on measuring inputs to measuring outcomes through the setting of annual targets. The '2006 Guide to measuring the Impact of Right to Information Programmes' published by UNDP-Oslo office, was used in the development of indicators for this Communication for Development project. The current UNDP Results Based Management guidance recommends country offices to enter baselines, indicators and estimated expenditure against outcomes for the duration of a country programme.

Some important considerations in selecting information indicators include:

- Using quantitative measurements whenever possible;
- Choosing indicators where measurement data is sufficiently reliable in quality for confident decision-making;
- Disaggregating performance indicators by gender or other population characteristics;
- Considering the practical implications of cost and time for collecting

Objectives linked to Goals

| Goal | Objectives |
|---|--|
| To upgrade the skills of journalists and increase professionalism within the media so that journalists become more analytical in how they report development-related topics, and gradually develop and entrench the culture of communicating for development. | Promote regulatory and policy frameworks for print and broadcast media through Ministry of Information and Communications. Freedom of Information bill and ICT bill to be debated within the next year. |
| | Capacity building to increase accuracy in Media reporting through training, mentorship of young journalists through the 'media fellows' initiative in Kenya and establish virtual networks in order to cultivate a culture of professional reportage on development within the next year |
| | To establish a generic Communication for Development Curriculum in MA and PHD programmes on Communication through support from UNESCO, the School of Journalism, University of Nairobi and in the long run increasing enrolment of established media practitioners within the next two years |

Performance Indicators framework

| Expected Results/ Outcomes | Performance Indicators | Baseline Situation | Means of Verification |
|---|---|--|--|
| <p>Objective 1</p> <p>1. Regulatory and policy frameworks for print and broadcast media to be put in place through Ministry of Information and Communications. Initiate dialogue between media and parliamentarians on Freedom of Information bill, ICT bill.</p> | <ul style="list-style-type: none"> - Evidence of active requests for information; - Media able to criticize government policy; -Media able to cover allegations of corruption or wrong doing by public officials. -Investment in technology and forms of communication (Community radio) that can be utilised by marginalised and the poor. -Media utilizing the right to promote accountability, participatory development -Willingness of Government to work with media organizations society to develop Freedom of Information laws and policies that will improve the conduct of media in Kenya | <ul style="list-style-type: none"> - Existence of a report by Media Council Of Kenya on the lack of trained journalists in Kenya. -Persistent sensational reportage by media - Seasonal conflicts between media fraternity and government on access to information and Press freedom - Pluralist range of editorial views; | <ul style="list-style-type: none"> -Monitoring reports by reputable firms - Quarterly reports to review performance by 'media fellows' -Appraisal reports |
| <p>Objective 2</p> <p>2. Capacity Building; through training by Media Council of Kenya, Mentorship of young journalists - 'media fellows' initiative in Kenya in order to cultivate a culture of professional reportage on development, and also establishment of virtual networks, supported by Kenya Human development Information Management Network KHIMN.</p> | <ul style="list-style-type: none"> - Monitoring data requests for information; showing that Public are aware of their Rights to a better socio-economic status -Public and media exercising the right to information - e.g. by a percentage increase in demand for government publications; - Willingness of Government to work with media organizations and civil society to develop laws and policies that will improve socio-economic status of Kenyans. | <ul style="list-style-type: none"> -Media are not utilizing the right to promote accountability, participatory development, etc -Media are not exercising their role as agents of development in Kenya -Reports of relevant international media and free expression Organisations. | <ul style="list-style-type: none"> - Monitoring reports by reputable firms - Annual reports -Appraisal reports |

| | | | |
|---|--|--|--|
| | <ul style="list-style-type: none"> -Official information provided in forms accessible to women and the poor i.e. percentage of publicly available government information that is accessible in local/ethnic minority languages; -Systematic channels of communication created between government agencies and pro-poor groups; -Quantity of submissions of development articles for the Media awards on excellence reporting on development - Percentage of media fellows reporting on development issues and legislation was adequate or good. -24 Young journalist recruited as media fellows in the first year | | |
| <p>Objective 3</p> <p>3. To establish a Communication for Development Curriculum through the School of Journalism , University of Nairobi.</p> | <ul style="list-style-type: none"> - Percentage of editors enrolled for the Master Programme on Development Communication at University of Nairobi - Increase in undergraduates pursuing a Bachelors degree on Development Communication | <ul style="list-style-type: none"> - Curriculum for Higher Education by UNESCO has been published - Existence of a UNESCO centre for excellence at University of Nairobi charged with overseeing the preparation of a curriculum on development communication. | <ul style="list-style-type: none"> - Annual reports -Appraisal reports |

ANNEX 3: ANNUAL WORK PLAN

Year: 2008-2009

| EXPECTED OUTPUTS | PLANNED ACTIVITIES | TIMEFRAME | | | | RESPONSIBLE PARTY | PLANNED BUDGET | | |
|---|--|-----------|----|----|----|--|----------------|---|--------|
| | | Q1 | Q2 | Q3 | Q4 | | Funding Source | Budget Description | Amount |
| Output 1 Policy and Regulatory frameworks for Media practitioners operationalised | 1. Initiate dialogue on, Freedom of Information bill and ICT bill. | XX | | | | UNDP, Media Owners Association of Ministry of Information and Communications | UNDP | Stakeholders workshops on the Freedom of Information bill, ICT bill and its implication on Development. | 10,000 |
| | 2. Hold forum to design a regulatory framework to curb the increase in gutter press and radio stations with partisan rather than national agendas. | | | XX | | Ministry of Information and Communications and Media Owners | | Forums with Media Owners to review criteria for regulatory frameworks | 20,000 |
| | 3. Building Institutional capacity of Ministry of Information and Communication | | | XX | | | | Training seminars | 5,000 |
| Output 2 Building capacity through training, mentorship of young journalists and virtual networks established | 1. Training workshops for journalists on; Code of conduct and priority thematic areas. | | XX | | | Media Council of Kenya, Association of Community Radios in Kenya, Editors' Guild, Media Owners Association, Commonwealth Secretariat | | Training of journalists-Hiring hotel & DSA | 10,000 |
| | | | | | | | | Forums for Editors Guild and Media Owners -Hiring hotel and DSA | 15,000 |

| | | | | | | | | | |
|---|--|--|----|--|----|--|--|--|------------------|
| | 2. Young Kenyan journalists (24 per year) from University of Nairobi School of Journalism and Kenya Institute of Mass Communication in Kenya.. | | XX | | | Media fellows hosting institutions such as; Private Sector, Media houses, UN Agencies and Government line ministries | | Public Launch of Communications for Development Salary Media Fellows | 5,000 50,000 |
| | 3. Media awards on excellence reporting on development | | | | XX | Media Council | | Media Awards Communication for Development officer salary | 16,582 50,000 |
| | 4. Thematic virtual networks to be established. This joint collaborative platform for a better access to reliable data resources | | | | XX | Implemented by OCHA –Kenya office | | | |
| Output 3 Support of a generic Communication for Development Curriculum in key learning institutions of Mass Communication in Kenya established. | 1. Design and review of the generic Communication for Development Curriculum with UNESCO Regional office for East Africa through two consultative workshops. Using the UNESCO model. | | XX | | | School of Journalism-Nairobi University, UNESCO Regional office for East Africa and Commonwealth secretariat. | | Stakeholders' workshops to review the curriculum on Communication for Development. | 30,000 |
| | 2. Supporting a fellow(s) - preferably a veteran media personality, at the School of Journalism of the University of Nairobi who can run seminars and speak to newsrooms about communicating for Development 1-3 months; | | | | XX | | | Facilitator at workshops who will also be the Editor of the Curriculum | 11,000 |
| TOTAL | | | | | | | | | 222,582 |