

**United Nations Development Group UNDAF Trust Fund**  
**Project #:81967: P1-01**  
**Quarter Updated: 1 April-30 June 2013 - 2nd Quarter 2013**

**Participating UN Organisation: UNDP**

**Sector: Governance**

**Government of Iraq – Responsible Line Ministry: CSO Committee of the Council of Representatives**

<b>Title</b>	Empowering CSOs in Iraq				
<b>Geo. Location</b>	Nationwide				
<b>Project Cost</b>	<b>USD 2,221,818</b>				
<b>Duration</b>	18 months + 10 months extension				
<b>Approval Date (SC)</b>	18 <sup>th</sup> January 2012	<b>Starting Date</b>	12 <sup>th</sup> March 2012	<b>Completion Date</b>	12 Sep 2013 extended to 30 <sup>th</sup> June 2014
<b>Project Description</b>	UNDP and UNOPS will support Civil Society Organizations (CSOs) to effectively monitor Government's compliance with due process and transparency. UNDP through UNDAF Trust Fund will build the capacity of chosen CSOs to hold the Government accountable in the areas of Service Delivery, Corruption, Human Rights and Civil Rights. Through encouraging CSOs to form consortia the project will transfer know-how whilst working on concrete issues. The Project will contribute to opening up permanent and sustainable channels between CSOs and Government to interface and advocate that the voices of civil society are heard and taken into account in relation to public policymaking. The partnership with UNOPS will build on existing strong relationships with the KRG, Kurdistan Parliament and Kurdistan Region civil society.				

**Note:** This project is composed of two separate components. The UNDP component, Output 2 is funded under the UNDAF Trust Fund. The UNOPS component, Output 1 is bilaterally funded by DANIDA to UNOPS and respectively UNOPS will report directly to DANIDA. **This report therefore covers the UNDP portion Output 2 of the Project Document.**

**Development Goal and Immediate Objectives**

**UNDAF Outcome 1.1:** The Iraqi state has a more inclusive and participatory political process reflecting improved national dialogue.

The Project contributes to the following **UNDAF priority areas:**

- Priority 1: Improved governance, including protection of human rights.
- Priority 4: Increased access to quality essential services.
- Priority 5: Investment in human capital and empowerment of women, youth and children.

The Project contributes to **UNDP Iraq's Country Programme Outcome 1:** Enhanced rule of law, protection and respect for human rights in line with international standards.

The project is being implemented in full alignment with work being done by other UN agencies as well as the Human Rights Office.

**Outputs, Key activities and Procurement**

<b>Outputs</b>	Output 1: Government is supported to facilitate free engagement of CSOs in development and reconciliation processes. <i>UNOPS reports bilaterally to DANIDA on this component.</i>  <b>Output 2: CSOs have an enhanced capacity to promote citizen oversight mechanisms. UNDP component</b>
<b>Output</b>	<b>Activities</b>
<b>Output 2: CSOs have an enhanced capacity to promote citizen</b>	<b>UNDP Component: Output 2 which is reflected in this report</b> 2.1 CSO Mapping 2.2 Preparatory Workshop with CSOs on the Call for Proposals process 2.3 Drafting of Calls for Proposals Guidelines 2.4 Establishing the Evaluation Committee



## **Qualitative achievements against objectives and results**

UNDP UNDAF Trust Fund component

### **Output 2: CSOs have an enhanced capacity to promote citizen oversight mechanisms.**

#### ***Final CSO Consortia grant selection and networking with Council of Representatives***

- The conditional selection of nine potential grantee CSO Consortia was completed, with the CSO Parliamentary Committee acting as an observer and a neutral CSO chosen to provide high levels of accountability and transparency to the selection process. As an integral part of the capacity development process, contract negotiations were initiated by providing individualized feedback and coaching to CSOs to further enhance project proposals and budgets. The UNDP project team and Clic consultants provided a final round of support to review the proposals and to coach the CSOs in finalizing this process. During this process one CSO consortia was found unwilling to cooperate with required adjustments to enhance their proposal's effectiveness. This CSO consortium had also demonstrated throughout the selection process a lack of enthusiasm for learning and self-improvement. UNDP's project management finally decided to exclude this consortia leaving the final number of grantees to eight Consortia comprised of 31 CSOs (see final list attached).
- A signing ceremony was organized on 28 April 2013, which gathered all successful CSOs to launch the CSO projects' implementation, brief CSOs on basic requirements and expectations from UNDP and finally, introduced them to the two consultancy companies that will be supporting their work (Clic Consultants and Stars Orbit). The event was hosted by the Council of Representatives with the attendance of the Chairman of CSO parliamentary Committee and other members of parliament. This contributed to reinforcing networking and linkages between CSOs and the Parliament. CSOs expressed their satisfaction for having successfully passed the thorough UNDP selection process and expressed their appreciation of the learning process..
- CSO Consortia project implementation was initiated on 1 May 2014 for a period of 12 months for most projects. Projects cover most Governorates of Iraq and relate mostly to enhancing accountability on local services through citizen participation and networking between CSOs and local authorities. Other projects include raising awareness on human rights and particularly minority rights and promoting better governance through enhanced women participation in the public sphere (see project summary attached for more details).

#### ***CSO Capacity Development***

- A CSO capacity baseline has been drawn with the finalization of the eight CSO Consortia Capacity Assessment and the development of individual capacity profiles for each consortium along with eight capacity development plans were created. Key findings indicate that most CSOs lack specialization and a clear focus of work. Principles of good governance are not applied internally and often basic organizational systems are not in place, including sound financial management and resource mobilization strategies. CSO management is challenged by the lack of job descriptions and clear roles and responsibilities for team members. Improvements could be done when it comes to establishing relationships with key stakeholders, such as the general public, the media, government and other CSO networks. At programme management level, many CSOs lack the capacity to conduct community needs assessments and effective monitoring and evaluation. On the positive side, the assessment found that the consortium structure created good opportunities for knowledge sharing and peer coaching. Some CSOs have clear procurement tools or structured financial management processes. In this case, there is potential for a positive spill over effect on weaker CSOs within the consortia. Finally, it was also recognised that while some capacity development target areas should be achievable during the project's life span, others would require a more long term intervention for example when it comes to fully internalize results based management concepts or promote the setting up of sound administrative systems. The individual Consortia's capacity profiles and development plans are structured along issues related to the CSOs' commitment to participatory human development, democratic governance and project management capacity. A comparison between a self-assessment and the observations from field data collection is also offered alongside recommendations and priorities for each consortium.
- To address the more pressing capacity needs of the CSOs, two initial trainings have taken place: project management in April 2013, and monitoring and evaluation in June 2013. By providing a very minor monetary support to the CSOs for attending these events, the project is trying to promote responsibility for self-development and the sense that it is in the CSO's own benefit to attend the trainings despite the limited of monetary support. CSO attendance to trainings is satisfactory, however, the unstable security situation and other logistical challenges impact attendance on occasions. . The project management training focused, among other

things, on guiding CSOs in developing implementation plans. In turn, the monitoring and evaluation training focused on reviewing the results frameworks and monitoring plans originally developed by the Consortia. This exercise aimed at ensuring CSOs initiate their projects with an adequate set of planning tools. It was observed, however that CSOs continue to struggle with key concepts related to planning and monitoring and a one-off training will not be sufficient to address these capacity challenges. Continuous coaching will be provided to CSOs during the project's duration on these issues.

### ***CSO Projects Monitoring and Knowledge Management***

- An overall monitoring strategy was developed to ensure a sound plan for tracking progress against the following: progress in CSO project implementation and project results; and progress in terms of institutional CSO capacity development. Individualized monitoring tools were prepared for each CSO consortia. In terms of the first aspect, the individualized monitoring tools mirror the result frameworks and monitoring plans prepared by the CSOs themselves. For the second aspect, the tool developed looks at the capacity development plans developed for each consortium to ensure progress measurement matches the actual plan. Tools will be run through each consortium twice quarterly and a quarterly monitoring report will be produced compiling progress and trends by Stars Orbit consultants. The first quarterly monitoring report, covering May to July, is due early September and will provide the first structured evidence of impact on the CSOs.
- A concept note for an online community of practice was developed. The main goal is to create a web-based peer-knowledge sharing mechanism (supported by Linked In), in which CSOs can share their experiences, challenges, and help find solutions for each other. CSOs will be promoted to be the key knowledge sharing actors of the platform, with an award system being design for the best peer support team. UNDP will ensure the facilitation of discussions and contribute with technical inputs through its consultancy support. To maximise the sustainability potential of the platform, its management will be set on a rotation basis, jointly with the CSOs throughout the project's duration. LinkedIn has been found to be an adequate free online platform given its professional character and support of Arabic language. The LinkedIn platform will also serve as one of the key sources of information for the Peer knowledge sharing events (see below).
- Initial plans for a community of practice live workshop to take place twice during the project's duration have been set. The first workshop will take place for two days in late September and will ensure that CSOs are active protagonists of the event. Most of the content will be sourced from CSO's successes and challenges, and presented by themselves with backstage support from UNDP. Further plans for the structure of the workshop will be developed over July and August to ensure topics cover are relevant to the current issues faced by CSOs during project implementation.

### ***Coordination***

- A second coordination meeting of implementing partners, working on civil society empowerment in Iraq, took place on 1 July at UNDP's initiative. Attendees were USAID, Access to Justice Programme, NDI, UNOPS and UNDP. This coordination mechanism has been set as an informal exchange to take place on a quarterly basis. In addition to each agency's portfolio update, the main coordination issues discussed relate to various on-going interventions to support the NGO Directorates at both Federal and Kurdistan level.

## **ANNEXES**

### ***Annex 1: List of 8 CSO consortia (31 CSOs) selected for project grants and capacity development***

<b>CSO Name</b>	<b>Role</b>	<b>CSO Code</b>	<b>Governorate</b>
Insan Iraqi Society for Relief and Development	Lead	CSO1	Kirkuk
National Institute for Human Rights	Member	CSO1.1	Kirkuk

Humanitarian Relief Association for Iraqi Turkmen Women	Member	CSO1.2	Kirkuk
Iraqi Institute for Development (IID)	Lead	CSO2	Mosul
Organization of Iraqi Family	Member	CSO2.1	Tikreet
Harraa Humanitarian Organization	Member	CSO2.2	Diyala
Kurdistan Reconstruction and Development Organization (KURDO)	Lead	CSO3	Sulaymaniyah
Youth Activity Organization (YAO)	Member	CSO3.1	Sulaymaniyah
Kurdistan Economic Development Organization (KEDO)	Member	CSO3.2	Sulaymaniyah
Al Khair Organization	Lead	CSO4	Missan
Al Ahrar Organization	Member	CSO4.1	Missan
Iraqi women Foundation	Member	CSO4.2	Missan
Al Amel Association	Member	CSO4.3	Missan
Journalists Youth Organization	Member	CSO4.4	Missan
Al Rafidain Women Organization	Lead	CSO5	Muthanna
Al Huda Institution for Strategic Studies	Member	CSO5.1	Missan
Al-Ekha'a Organization for Democracy and Peace	Member	CSO5.2	Basra
Iraq Flower for Democratic Organization	Member	CSO5.3	Thi Qar
Salam Al Rafidain Organization	Lead	CSO6	Baghdad
Al Mahaba Forum	Member	CSO6.2	Anbar
Association for Woman And Children	Member	CSO6.1	Baghdad

Bunyan Foundation	Member	CSO6.3	Mosul
Ajial Association for Intelligence and Creation Development	Lead	CSO8	Diyala
Taawn Association for Consumer Protection	Member	CSO8.1	Diyala
Hawaa Organization for Relief and Development	Member	CSO8.2	Diyala
Youth Forum for Peace	Member	CSO8.3	Diyala
Al Noor Universal Foundation (NUF)	Lead	CSO9	Diyala
Shaoob for Democracy Support	Member	CSO9.1	Baghdad
Hamurabi Organization	Member	CSO9.2	Tikreet
Iraqi Civic Action Network	Member	CSO9.3	Babil
Iraqi Social Education Team	Member	CSO9.4	Baghdad

\*CSO 7: As explained above, this consortium was excluded from the grant process during the grant contract negotiations.

## **Annex 2: Summary of 8 CSO consortia funded projects**

### **1. Promoting adequate services in Kirkuk Province**

CSOs: Insan Iraqi Society for Relief and Development, National Institute for Human Rights, and Humanitarian Relief Association for Iraqi Turkmen Women

Governorate: Kirkuk

Summary: Will increase the capacities of key community members, enhance community cohesion, and create an environment propitious to long-term development. Project activities include training facilitators and volunteers in participatory rural appraisal (PRA) methods, conducting PRA in communities, and building capacities of community leaders in advocacy and development of a community response plan

### **2. Ensuring a better environment for our children**

CSOs: Iraqi Institute for Development, Organization of Iraqi Family, and Haraa Humanitarian Organization

Governorates: Salah ad Din, Ninewa and Diyala

Summary: This project will raise awareness on the risks of solid waste and will advise local authorities on how to appropriately deal with solid waste. Project activities include identifying solid waste problems through questionnaires, conducting awareness-raising lectures, and producing brochures and radio episodes on solid waste.

### **3. Empower civil society organizations in the Kurdistan Region of Iraq**

CSOs: KURDO (Kurdistan Reconstruction and Development Organization), YAO (Youth Activity Organization), and KEDO (Kurdistan Economic Development Organization)

Governorates: Sulaymaniyah, Erbil and Dahuk

Summary: This project will create a harmonized, transparent and constructive relationship between civil society organizations and local government and promote networking opportunities among civil society organizations. Project activities include training civil society members and local government officials on accountability, transparency and cooperation between civil society and local authorities, and forming a joint civil society-local government steering committee to formulate action plans.

#### **4. Defending human rights in Missan**

CSOs: Al Khair Organization, Al-Ahrar Organization for Human Rights, Iraqi Women Foundation, Al Amel Association and Journalists Youth Organization

Governorates: Missan

Summary: This project will build the capacities of member organizations and promote the principles of transparency, accountability and human rights and raise the awareness of citizens in selecting effective policies for the governorate. Project activities include delivering training courses and public educational lectures on human rights, producing TV and radio programs on human rights, and holding round table sessions attended by the government and the public

#### **5. Partnering for development**

CSOs: Al Rafidain Women Organization, Al Huda Institution for Strategic Studies, Al Ekha'a Organization for Democracy and Peace, and Iraq Flower for Democratic Organization

Governorates: Muthanna, Missan, Thi-Qar and Basra

Summary: This project will increase women's participation in public affairs and encourage new partnerships amongst civil society organizations. Project activities include forming 32 community development committees consisting of 256 women in 32 districts in the four governorates, training the committee members on the subject of humanitarian situation assessment, needs identification and monitoring, and delivering training for 32 local council officers on the subject of good governance and citizen's participation.

#### **6. Enhancing rights of minorities in Iraq**

CSOs: Salam Al Rafidain Organization, Association for Women and Children, Al Mahaba Forum, and Bunyan Foundation

Governorates: Baghdad, Salah Al-Din, Anbar, Dahuk and Ninewa

Summary: The project will enhance the role of academics in disseminating the concept of diversity and citizenship to promote minority rights in universities, raise awareness on minority rights among 6,000 university students, and publish a "Proposal of Basic Principles Paper of Minority Rights Protection Law in Iraq". Project activities include holding workshops targeting academics on the concept of minority rights, conducting lectures for students at universities, producing a "Proposal of Basic Principles Paper of Minority Rights Protection Law in Iraq".

#### **7. Strengthening women's role in the society and reducing violations against them**

CSOs: Ajial Association for Intelligence and Creation Development, Taawn Association for Consumer Protection, Hawaa Organization for Relief and Development, and Youth Forum for Peace

Governorate: Diyala

This project will raise awareness about the importance of women and their role in society. It also aims to expand women's participation in the process of development, and enhance the legal and social awareness of women who suffer from violence. Project activities include holding stakeholder meetings, organizing discussion seminars, holding training sessions for women on promoting civic values, conducting PRAs in communities, producing radio programs and conducting a legal awareness campaign for vulnerable women in marginalized communities.

#### **8. Promoting good governance to improve essential services**

CSOs: Al-Noor Universal Foundation, Shaoub for Democracy Culture Foundation, Hammurabi organization for Human Rights and Democracy Monitoring, Iraqi Civic Action Network, and the Iraqi Social Education Team

Governorates: All, except the Kurdistan Region

This project will strengthen the abilities of CSOs to determine priorities, expand local government's acceptance of

good governance, improve citizen's participation in determining their priorities and undertake consultations with CSOs and community leaders. Project activities include holding workshops for CSO leaders on participation, accountability, priority setting and monitoring, publishing an analytical study on service and community participation, holding 30 forums to discuss the results of the study and to identify the means of advocacy, and forming pressure groups in each Governorate to call for good governance or enhanced public services.

**Annex 3: Web story on CSO Consortia Grant Signing Ceremony 28 April**

## **UNDP Provides Grants to Iraqi Civil Society Organisations**

[http://www.iq.undp.org/Publications\\_View.aspx?q=SUQ9MjM0Jg%3d%3d-PJ7NsKJxWu0%3d](http://www.iq.undp.org/Publications_View.aspx?q=SUQ9MjM0Jg%3d%3d-PJ7NsKJxWu0%3d)

**1 May 2013**



UNDP has signed grant agreements with eight Civil Society Organization (CSO) consortia in Iraq, representing 31 local CSOs across the country.

The CSOs will be supported by UNDP to carry out initiatives that help promote human rights, anti-corruption and adequate service delivery in Iraq.

This is part of the “Empowering CSOs in Iraq” project that seeks to strengthen CSOs to promote and monitor government accountability. Under this project, UNDP will work hand in hand with the eight CSO consortia to deliver projects that leave a positive impact on the daily lives of the Iraqi people.

Throughout the implementation of their projects, the CSO consortia will receive direct coaching from UNDP staff. During the selection phase, the consortia received practical training and direct assistance on project proposal writing and project cycle management. The CSO consortia will continue to receive such support, including on-the-job training and knowledge-sharing.

This project is funded by the Iraq UNDAF Trust Fund with Danish Government funding and is implemented in partnership with UNOPS. The project is also supported by the Committee on Civil Society of the federal Iraqi parliament and the Committee on Civil Society Organizations within the Kurdistan Region's parliament.

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