



**UNITED NATIONS DEVELOPMENT GROUP IRAQ TRUST FUND
FINAL PROGRAMME NARRATIVE REPORT**

Programme Title & Project Number

- Iraqi Civil Society Empowerment Project
- MPTF Office Project Reference Number: C9-25
- UNDG ITF ATLAS Project Number: 66954

Country, Locality(s), Thematic Area(s)

Iraq, National coverage, with specific activities targeting priority areas

Thematic Areas: Governance Sector

Participating Organization(s)

- UNOPS

Implementing Partners

- Ministry of State for Civil Society Affairs (dissolved in June 2011)
- Civil Society Committee at the Council of Representatives
- Council of Ministers Secretariat NGOs Directorate
- Kurdistan Regional Government NGOs Department
- National Center for Consultancy and Management Development (Ministry of Planning and Development)
- Civil Society Committee at the Kurdistan Parliament of Iraq
- Local authorities of districts Said Sadiq and Al Hilla
- OCHA
- IFRC
- NGOs: International Center for Not-for-profit Law, Al Amal Association, Al Mesalla, Kurdish Human Rights Watch, NCCI, DRC and 90 other Iraqi NGOs.

Programme/Project Cost (US\$)

MPTF/JP Fund Contribution: 4,255,19

Agency Contribution: NA

Government Contribution: NA

Other Contributions (donors): NA

TOTAL: 4,255,193

Programme Duration (months)

Overall Duration: 57 months

Start Date: 10th December 2008

End Date (original date): 10th December 2010

Revised End Date: 31 December 2012

Budget Revisions/Extensions:

- (i) 31st December 2011
- (ii) 31st August 2012
- (iii) 31st December 2012.

Final Programme/ Project Evaluation

Evaluation Completed

Yes No Date: _____

Evaluation Report - Attached

Yes No

Submitted By

- Name: Jim Pansegrouw
- Title: Director
- Participating Organization (Lead): UNOPS
- Email address: jimp@unops.org

FINAL PROGRAMME REPORT

I. PURPOSE

This project builds on UNOPS experience in supporting Iraq's citizens with the assistance of Iraqi civil society over the past 4 years, be it through capacity-building, grant funding or technical assistance. ICSEP defines *empowerment* as a process where the Iraqi people, in this instance via civil society, gain greater independence through capacity-building. This project will enable civil society to develop into a stronger and more reliable partner for government and donors in order to better inform, monitor and support processes of democratization, stabilization, development and relief to the benefit of all Iraq's people. The Project comprises 4 stand-alone modules: 1. Capacity-Building, Awareness-Raising and Networking; 2. Emergency Response and Preparedness; 3. Citizen Participation in Local Governance; 4. Community-based Peace-building. Special attention was paid to gender and youth-sensitive programming. ICSEP adopts a 2-pronged implementation strategy with certain outcomes pursued nationally while others follow area-based models. ICSEP rests on strong partnerships with our Iraqi partners – parliament, government and civil society.

Project objectives:

1. To establish a liberal legal and administrative framework for Iraqi NGOs, respected both by the authorities and the NGO community itself.
2. To increase organizational capacity for advocacy of the Iraqi civil society.
3. To improve access of Iraqi citizens to relief assistance following increased role of NGO community in conducting emergency response.
4. To strengthen citizen participation in local governance processes, facilitated by civil society, which impacts positively on local economic development and social assistance delivery.
5. To spearhead collaborative initiatives to counter conflict trends through civil society with the ultimate aim of protecting human rights and achieving community development.

Project outputs:

- 1.1. International standards mainstreamed in draft laws and regulations governing NGO sector
- 1.2. Increased capacity of NGOs Directorate to register NGOs timely and provide information support.
- 1.3. Higher awareness across civil society, government and public on rights & duties of NGOs.

- 2.1. Increased Iraqi capacity to provide CB support to civil society organizations in core organizational functions and Human Rights Civic Education.
- 2.2. Civic Education campaign on Human Rights conducted by empowered NGO network.

- 3.1. NGO Emergency Preparedness and Response Network (EPRN) established nationwide
- 3.2. Enhanced coordination of local humanitarian NGOs with humanitarian community (GoI, UN, Int. NGOs)
- 3.3. Increased under-standing of humanitarian ethics and advocacy role among NGO community.

- 4.1. Increased capacities for evaluating local governance and producing recommendations to improve citizen participation.
- 4.2. Civic Education campaign on citizen participation in local governance conducted by empowered NGO network.

- 4.3. Citizen participation initiatives increase democratic local governance through close collaboration between NGOs and local authorities.
- 4.4. Stronger policy debate for enhancing civil society and citizen participation in local governance.
- 5.1. A cadre of peace-building resource persons able to initiate change in the larger relational patterns within their communities, is set-up in select locations.
- 5.2. Civic Education campaign on community based peace-building and its contribution to national dialogue and reconciliation process conducted by empowered NGO network in Baghdad.
- 5.3. Tension levels amongst the general Iraqi public decreased by peace-building initiatives run by CSOs and community leaders in select areas.
- 5.4. Formerly divided communities are able to plan their future together.
- 5.5. Stronger policy debate on integrated community-based peace-building.

The project contributed to the following development goals in the relevant development strategies for Iraq:

NDS

7.5.3. (*Emergency Coordination, Preparedness and Response*); 9.1.1. (*National Dialogue and Reconciliation*); 9.4.1 (*'Engaging with Civil Society'*)

ICI:

Section 3.1.1. (*National Dialogue and Reconciliation*), 3.3.1. (*Establish a comprehensive human rights regime country wide*) and Section 4.2.1 (*'Engaging with the Civil Society'*)

Sector Team Outcome(s) for the Governance Sector

Outcome 2: Strengthening national dialogue and civil society for governance and reconciliation.

Outcome 3: Strengthened regulatory framework, institutions and processes of national and local governance.

UNOPS partners in the project implementation included:

1. Council of Representatives Civil Society Committee, State Ministry of Civil Society Affairs – provided overall coordination of project activities in particular with regards to the NGO law and relations between Government/Parliament and civil society. This was a critical partnership.
2. NGOs Directorate at CoMSec – provided coordination of activities to support capacity building of the NGOs Directorate and developing relations between the GoI and civil society. Critical partnership.
3. Kurdistan Parliament of Iraq Civil Society Committee, Kurdistan Regional Government, Presidency of the Kurdistan Region – provided support to work on KR NGO law, developing relations between civil society and public authorities in the Kurdistan Region of Iraq. Critical relationship.
4. NCCMD – provided capacity building support to the NGOs Directorate.
5. ICNL, NCCI, and other Iraqi NGOs – strategic partnership in working on NGO law on the federal and KR level, on improving relations between the GoI and civil society and future activities on awareness of the NGO law.

6. NGOs – Implementing partners for Human Rights and Peace-building components. Important partnership in outreach activities.
7. NGOs implementing the grants under the Peace-Building, Citizen Participation in Local Governance, Human Rights campaigns.
8. OCHA, UNAMI, NCCI, DRC, IFRC and IRCS – strategic partners for implementation of DRR component and overall coordination.
9. Local authorities of Sayed Saddiq/Shahrazour, Al Hilla – critical partnership for implementation of LGA in these areas.
10. Private companies for the Citizen Participation grant fund, for the technical expertise and support for the provision of specialized services to enforce the quality of grants implementation and for supporting facilitation of the Local Governance Assessment process.

II. ASSESSMENT OF PROGRAMME/ PROJECT RESULTS

The project aimed to achieve several outputs under each component, outlined below by module. Under the first module, *Capacity-Building, Awareness-Raising and Networking*, the 3 planned outputs were achieved:

- 1.1: International standards mainstreamed in draft laws and regulations governing NGO sector
- 1.2: Increased capacity of NGOs Directorate to register NGOs timely and provide information support.
- 1.3: Higher awareness across civil society, government and public on rights & duties of NGOs.

Outcome 1 - Establishment of a liberal legal and administrative framework for Iraqi NGOs, respected both by the authorities and the NGO community itself.

Output 1.1 International standards mainstreamed in draft laws and regulations governing NGO sector

Under output 1.1, the project brought 2 draft NGO laws in line with international best practices. The first was at the federal level, brought before the CoR, and the second was at the regional KRG level, brought before the Kurdistan Regional Parliament for vote.

Federal Iraqi NGO Law

In January 2009 the Iraqi Council of Ministers approved the draft NGO law, and transferred it to the CoR in March 2009. However, at this stage the draft was not in adherence with international best practices and earlier agreements facilitated by UNOPS.

Renewed efforts to bring the law in line with international standards included the following activities:

Hiring consultants

In 2009, an NGO law consultant was hired and delivered comments on the draft NGO law as well as other papers. The commentary was widely distributed among the GoI, the CoR, Iraqi civil society and the international community.

Two consultants were hired to facilitate organization of an NGO Law Roundtable in May.

NGO Law Roundtable

An NGO Law Roundtable was organized in Baghdad, from 9th –11th May 2009. It was attended by total of 73 participants representing the GoI, the CoR, and Iraqi and international NGOs as well as observers (donors, embassies, EC, and UN). The event resulted in

developing a set of recommendations on amendments to the draft NGO law. The recommendations proposed to align many provisions of the Iraqi NGO law with international standards. The value of the recommendations was that they constituted a consensus between participants representing various points of view and interests (the GoI, the CoR and NGOs). They were distributed widely among Iraqi civil society and the international community and became one of the main tools for advocating changes to the draft NGO law.

NGO law – Coordination and Advocacy meeting

An NGO law – Coordination and Advocacy meeting for representatives of Iraqi NGOs was organized in Baghdad on 12th May 2009. The advocacy planning meeting allowed NGOs to propose advocacy activities in the planned campaign for a better NGO law. The outcomes of this meeting helped UNOPS partner the International Center for Not-for-profit Law (ICNL) to design and launch a small grant programme, whereby 13 NGOs received small grants and implemented projects on NGO law advocacy.

Advocacy activities

Before the final approval of the law by the CoR, a common delegation of EC, US Embassy and UN officials met with the CoR Speaker to advocate for passing the law. Other informal advocacy activities were also carried out in parallel, complementing actions undertaken by Iraqi civil society.

Ad hoc Meetings

The UNOPS Programme Manager participated in a number of ad hoc meetings, including a meeting convened by the Chair of the CoR Civil Society Committee in Baghdad on 10th January 2010. This meeting, gathering representatives of the CoR, NGOs and the MoCS, resulted in preparing a last review of the draft federal NGO law and recommendations for amendments before its third and final reading at the CoR.

Communication and coordination activities

UNOPS maintained continuous communication with the GoI, the CoR (including its Civil Society Committee) and Iraqi civil society, as well as coordination with UNAMI, UN agencies, EC Delegation, US Embassy, MNF-I, embassies of other countries represented in Baghdad, USAID, and various other donors and organizations. This led to a very close operational cooperation with ICNL and the Iraqi NGO Al-Amal as well as others. UNOPS' efforts in coordination among the actors involved in the process allowed for a more unified message amongst the international community while advocating for the law with the GoI and the CoR.

As a result of joint efforts of various parties, including substantive support provided by UNOPS within the framework of the project, the Iraqi NGO Law (Law no. 12) was adopted by the CoR on 25th January 2010.

Key elements to the new Iraqi federal NGO Law no. 12 (2010) included:

1. Allowing Iraqi NGOs to receive foreign funding or funding from international entities, including the UN, without need for prior government approval. This enables Iraqi NGOs to more easily partner with the international community on development and humanitarian assistance projects;
2. Simplifying registration process and tying denial of registration to a specific provision of law;
3. Removing criminal penalties for improper registration of an NGO;
4. Limiting permission to audit or inspect an NGO's office without sufficient evidence; and
5. Limiting suspension and confiscation of NGO property without a court order.

After adoption of the new NGO Law no. 12, UNOPS provided advisory services and coordinated inputs of the various stakeholders in the process of drafting corresponding implementing regulations.

NGO Law Implementation Roundtable

A roundtable on the NGO law implementing regulations was organized from 2nd – 4th July 2010 in Erbil, in cooperation with the ICNL. The event was attended by 26 participants representing the Iraqi Council of Ministers Secretariat, including the NGOs Directorate, several Iraqi Government Ministries, the CoR, as well as Iraqi and international NGOs. A draft of comprehensive implementing regulations was agreed upon by the participants of the roundtable by the end of the meeting. The NGOs Directorate was to use the draft in further work on drafting and putting in practice the implementing regulations.

Follow-up activities on implementation of NGO Law

In 2011 other follow-up on implementation of the federal NGO law and preparations for the NGO law awareness campaign (see *Output 1.3* below) were carried out. This included a number of informal meetings and 2 workshops organized in January in Baghdad: (i) on identifying registration challenges for the NGOs Directorate and (ii) on planning for the NGO law awareness campaign. Both workshops were attended by the NGOs Directorate representatives, MPs, a representative of the State Ministry of Civil Society Affairs and NGOs. UNOPS partner ICNL provided the NGOs Directorate with new registration forms which were approved in November with following rounds of consultations led by UNOPS and ICNL.

KRG NGO Law

In parallel to this, in January 2010 UNOPS was requested by the Civil Society Committee of the Kurdistan Parliament of Iraq to support development of the KRG NGO law. UNOPS provided substantive support during the process of developing the law, including providing technical assistance, moderation of discussions, organization of formal roundtables and informal meetings.

UNOPS' support included the following activities:

Erbil Roundtable Conference on the Draft KRG NGO Law

In July 2010, UNOPS hired a consultant to facilitate the organization of the NGO Law Roundtable, which was held from 23rd – 25th September 2010, in coordination with ICNL. Participants included representatives from the Kurdistan Parliament of Iraq, the Kurdistan Regional Government, the Presidency Council of the Kurdistan Region of Iraq, Kurdish and international NGOs, and observers representing federal authorities and the international community. The Roundtable focused on improving the text of the draft NGO Law, which at the time stood before the Kurdistan Parliament of Iraq after a first reading. The outcome of the conference was a consensus on a large number of substantial improvements to the draft law among the 3 groups of participants – Parliament, Government and NGOs.

3-day Lebanon Study Tour and drafting workshop

A study tour was held in Beirut 3rd – 5th November 2010, providing an opportunity for a smaller group of MPs and representatives of committees in charge of drafting the law from the Kurdistan Parliament of Iraq to learn from the Lebanese experience and further develop the wording of the draft text. The visit was also attended by representatives of the Kurdish Regional Government, the Presidency Council and NGOs based in the Kurdistan Region of Iraq.

Outcomes of the roundtables and the study visit were widely disseminated and press releases were issued to keep civil society up to date on the developments, and to promote cooperation between public authorities and civil society. UNOPS worked on streamlining the drafting process and bringing together various stakeholders (KRG, Kurdistan Parliament of Iraq, Presidency of the Kurdistan Region of Iraq, and NGOs) together to avoid duplication and overlapping of activities. Together with the direct results of the roundtables and unofficial meetings, bringing together representatives of Federal and KR level authorities helped to strengthen understanding and cooperation in the area of support to development of civil society in Iraq.

NGO Law no. 1 (2011) for the Kurdistan Region was passed by the Kurdistan Parliament of Iraq in April and took effect in May 2011. The new law offers an enabling framework for development of civil society, and is one of the best in the Middle East region.

KRG NGO Law no.1 (2011):

1. Substantially improves and simplifies the process of registering an NGO;
2. Creates the conditions for NGO financial sustainability;
3. Removes all restrictions on the associational rights of foreign residents in the Kurdistan Region; and
4. Explicitly recognizes several key rights for NGOs, including the rights to monitor government institutions, “access information,” form unregistered networks, and open branches abroad.

UNOPS was subsequently requested by the KRG and the Kurdistan Parliament of Iraq to support implementation of the law.

MoU UNOPS, ICNL, NGO Department

An MoU was signed between the newly established KRG NGO Department, ICNL and UNOPS, outlining (i) scope of support to the NGO Department and, (ii) with ICNL support, the establishment of a Civil Society Fund with the purpose of facilitating implementation of Law no.1.

The MoU served as a legal basis for cooperation between the 3 parties for the purpose of strengthening the capabilities of the Department. In line the agreement, ICNL and UNOPS: 1) contracted Clic Consultants to assess and support the Department, 2) would create online registration forms to support NGO registration in the Kurdistan Region of Iraq, and 3) would assist the Department in establishing fair and efficient funding mechanisms for NGO development in the region.

Additional NGO Legislation events

A number of stakeholders engaged in the development of the Iraqi federal and Kurdistan Region of Iraq NGO laws, including the UNOPS Programme Manager, participated in global and regional events on NGO legislation organized by ICNL, where achievements of the UNOPS project were also presented. Among these was the Stockholm-held Global Forum on Civil Society Law, the only global event that focuses on the legal environment for civil society. Participants included representatives of civil society, governments, multilateral institutions, and the donor community. Results of the forum included providing space for participants to build skills, comparing experiences, and strengthening links with colleagues working on frameworks for civil society around the world.

A second event, the Arab NGO Network for Development was organized in Beirut with support of ICNL and focused on sharing experiences of developing enabling legal frameworks for civil society in the Middle East region.

Both events allowed for presenting the Iraqi experience, comparing it with those of other countries and developing contacts with stakeholders among the international community working on NGO legislation. These contacts proved to be very beneficial for pursuing work in Iraq. The events served to promote achievements in Iraq and exposure to international experience for Iraqi stakeholders.

Output 1.2 Increased capacity of NGOs Directorate to register NGOs timely and provide information support.

The following activities were undertaken:

Staff Capacity Assessment of Ministry of State for Civil Society and the NGOs Directorate

In 2009, the National Center for Consultancy and Management Development at the Ministry of Planning and Development was contracted to conduct an institutional assessment of the Iraqi Ministry of State for Civil Society and the NGOs Directorate. The assessment was completed in December 2009 and based on the results of the assessment a capacity building programme was designed.

Capacity Building Programme

Based on the assessment the complex capacity building programme for the NGOs Directorate staff was designed. This was implemented by NCCMD between June and December 2010 and encompassed consultations with the NGOs Directorate.

The following 18 courses were implemented with the aim of enhancing capacity building: Writing Reports and Correspondences; Work Ethics; Anti-Corruption in Contracts; Administrative Archiving; Electronic Archiving; Accountancy for Non Accountants; Negotiation Skills; Projects Management; Organization and Reorganization; Leadership Skills; Performance Management; Training Methodology; Excel Course/Basic; Performance Management/Advanced; Excel Course/Advanced; Computer Maintenance/Basic; Decision Making; Strategic Planning. The courses covered 34 persons from all departments of the NGOs Directorate.

Participatory discussion on challenges faced by the NGOs Directorate

In May 2011 UNOPS, in coordination with ICNL, organized a participatory discussion in Erbil on challenges faced by the NGOs Directorate in fulfilling its mandate of registering NGOs. Participants included the NGOs Directorate, the State Ministry of Civil Society Affairs, the Civil Society Committee at the CoR and NGOs. The results of the discussions included the identification of major constraints and an agreement on action points, chief among them the approval for registration forms and capacity development of the Directorate.

New Registration Forms

In November 2011 the new NGO registration forms were approved after several months and after consultations with ICNL. An NGOs Directorate outreach campaign on registering NGOs on time followed (deadline 12 December 2011).

Informal Agreement between NGOs Directorate and Iraqi CoMSec

UNOPS supported institutional capacity development of the NGOs Directorate with an informal agreement with the Iraqi CoMSec to carry out an institutional assessment.

Institutional Assessment of the Iraqi NGOs Directorate

The Institutional Assessment of the NGOs Directorate, commissioned by UNOPS in September 2011 to international consultants CLIC Consultants, was completed in June 2012. The report analyzed the organisational structure and institutional challenges of the Directorate, and made specific recommendations for organisational restructuring and capacity building. This comprehensive evaluation of the NGOs Directorate allowed for a more accurate identification of its needs, the provision of more streamlined and effective support from external organisations to help meet those needs, and enhanced cooperation between the NGOs Directorate and its stakeholders. Meetings were organized in Baghdad to introduce the consultant to the NGOs Directorate and Council of Ministers Secretariat leadership and to discuss the upcoming mission.

The final report of the assessment, including recommendations, was presented to the management of the NGOs Directorate. The outcomes of this assessment are to serve the Iraqi CoMSec in setting directions of support to the Directorate development and to improve the coordination of work of other relevant stakeholders.

UNOPS Support to KRG NGO Department

In late 2012 UNOPS completed its support to the development of the KRG NGO Department. A comprehensive report looked at the gaps in the functioning of the Department and proposed detailed institutional solutions regarding administrative framework, staffing structure, and internal governance. The report was received by management of the NGOs Department and initial work has been done in support of capacity development of this institution. The work was followed by the Kurdistan Regional Government and based on this information, recommendations of the report are being put in practice and the Department works actively in support to the CSO.

Output 1.3 Higher awareness across civil society, government and public on rights & duties of NGOs.

This output was achieved by increasing awareness across civil society, government and the public on rights and duties through a series of roundtables, a study tour, ToT and trainings, an awareness campaign and NGO grants detailed below:

Lebanon Study Tour

A Study Tour to Lebanon was organized from 11th – 17th October 2009 to strengthen relations between government and civil society, increase participants' understanding of civil society and its role in a democratic state, and on the topic of NGOs registration. Participants included representatives of the CoR, the GoI, the NGOs Directorate and NGOs. The study tour included meetings with representatives of the Lebanese Government and Parliament as well as local and international NGOs and networks.

The delegation discussed and examined the situation of civil society in Lebanon operating in a volatile security context, its position vis-à-vis state institutions (including the NGO registration system) and modalities of cooperation between government and NGOs. The study visit, the first of this kind of events targeting NGOs Directorate staff (5 participants) created a positive and open atmosphere for discussing relations between government and civil society in Iraq. Not only did it allow the participants to gain more awareness of what civil society is and what the benefits are of working with civil society, but it opened communication channels which further project activities built on.

Baghdad Roundtable

A roundtable hosted by the CoR was organized in Baghdad on 19th November 2009, following recommendations from the Lebanon Study Visit. Participants included 14 key stakeholders in the development of the government, the Council of Representatives, and civil society relations in Iraq, including representatives of the CoR, the GoI, the NGOs Directorate, and civil society.

The meeting was the first in a planned series of events, to address reform of their respective roles and mutual relations. The issue of relations between government and civil society in Iraq was targeted for the first time in this forum, enabling dialogue between all stakeholders. This was appreciated jointly by all the parties participating in both Lebanon Study Visit and the roundtable meeting. Both initiatives proved that there was room and readiness for sincere dialogue. Assistance to the NGOs Directorate, including the increased awareness of what civil society is, was highly appreciated by the Directorate management.

2010 delays justification

Although the federal NGO law entered into force in April 2010, the implementing regulations were not passed by the CoMSec until September 2010. The actual work on awareness of the NGO law could not be started in 2010 due to the political situation and protracted process of government formation (the awareness activities were to cover public authorities and civil society and were to be implemented in coordination with all the stakeholders. Due to the political situation there were no government (Ministry of Civil Society Affairs) or CoR (Civil Society Committee) partners available to agree on a project approach.

Erbil Training on Registration

Training on NGO registration was organized by UNOPS jointly with ICNL, in Erbil 13th – 18th May 2011. The training was attended by 35 participants including the State Minister of Civil Society Affairs, members of the CoR, management and staff of the NGOs Directorate, NGOs and guests from the KRG.

The training focused on discussing ways of cooperation between public authorities and civil society, as well as the NGO law itself, and prepared trainers representing the NGOs Directorate and NGOs who will jointly organize cascade trainings on NGO registration. The trainees were provided with training toolkits, which were utilized during follow up trainings organized in all Iraqi governorates.

Registration Small grant fund

A small follow-up grant fund were created for 6 of the NGOs that participated the Erbil registration training. These NGOs, in cooperation with the NGOs Directorate, conducted 22 workshops in 18 Iraqi governorates. The workshops focused on the process of registration and obtaining certificates of registration with the NGOs Directorate. They conducted trainings and spread knowledge among unregistered NGOs in order to help them obtain registration certificates as quickly as possible. NGOs cannot work in Iraq without registration certificates, so it is important to raise awareness and remove any obstacles to registration.

NGO Law Awareness Campaign

An NGO law awareness campaign started in December 2011 after UNOPS and ICNL contracted 3 NGOs each (6 total) to reach out to unregistered NGOs. NGOs conducted 10 trainings in Erbil, Dohuk, Sulaymaniyah, Najaf, Diwaniya, Karbala, Baghdad and Wassit. All sessions planned and the grants' implementation was successfully concluded by the NGOs in the first quarter of 2012 with the assistance of trainers from the NGOs Directorate.

In October 2011, the Director of the NGOs Directorate and his deputy visited Amman on invitation from UNOPS and NCCI. Meetings with a group of INGOs based in Jordan and working in Iraq aimed at directly clarifying issues related to registration of INGOs in Iraq. The meeting has also enabled INGOs to have a direct contact with the NGOs Directorate decision makers with the aim of improving mutual relations and thereby the registration process.

3 ToTs on NGO law awareness

UNOPS and ICNL organized 3 training sessions for trainers (ToTs) in Erbil between November and December 2011. The trainings focused on the principles of the Iraqi NGO law and on providing awareness on how to construct relations between the public sector and civil society. The first session targeted local public authorities and NGOs, the second session the police and NGOs, and the third session representatives of the justice system, the police and NGOs. Participants included 8 individuals from the Iraqi judiciary, 19 from the police, 2 from the GoI, 1 from Justice and Accountability Commission, 2 from the CoR, 12 civil society focal points from the offices of governors and provincial councils and 21 individuals representing NGOs.

Lebanon Study Visit and ToT

A study visit to Lebanon was organised from 13th – 18th February 2012 for the Iraqi Council of Representatives and other participants such as representatives of the NGOs Directorate, Justice and Accountability Commission, Ministry of Human Rights, Ministry of Education, Ministry of Women and Iraqi civil society leaders. The Iraqi delegation visited the Lebanese Parliament, Ministry of Environment, NGOs, local authorities, and a university. A meeting was organized with the Lebanese Minister of Environment, MPs, civil society leaders, academics and public officials, among others.

The second part of the visit included a training of trainers (ToT) on the NGO law no. 12 and on principles of partnership between public authorities and civil society.

The other 3 days the group sat together and discussed what they witnessed during the visit and how that reflects positively on the Iraqi experience in terms of understanding the law and reinforcing partnership between themselves being the main stakeholders. The group divided themselves into 6 subgroups in which they were to implement follow up sessions on the Iraqi NGO law and on sharing the Lebanese experience of building partnerships between the public sector and civil society.

Follow-up sessions on NGO law awareness conducted by trained NGOs

In March 2012, UNOPS and ICNL co-funded the 13 NGOs participating in the 3 original ToTs to conduct awareness seminars on the NGO law no. 12 for other NGOs and public authorities across Iraq. UNOPS issued 7 of the 13 grants while another group of NGOs was awarded grants by ICNL to conduct similar sessions. The projects ensured wide understanding of the principles and mechanisms of NGO law no. 12 amongst civil society and the authorities, and understanding on how to improve collaboration between civil society and Iraqi public authorities.

The targeted beneficiaries were relevant representatives from the Iraqi Governorate Offices and members of the CoR, local authorities, the judiciary, police and civil society throughout the targeted governorates.

7 NGOs, which participated in the trainings and study tour to Lebanon, were then requested to provide training on the law for the Ministry of Education - Public Relations and International Cooperation Department, the CoR, the MoHR, the NGOs Directorate, the Justice Commission and the MoLSA. By the end of the reporting period the trainings were completed. In the reporting period the grant projects achieved the following results:

1. The NGO Kurdistan Civil Society Organization – KCRO – successfully implemented 6 workshops in 3 governorates (2 in Dohuk, 2 in Sulaymaniyah and 2 in Erbil). The Kurdistan Civil Society Organization provided the training that they received to local NGOs together with public local authorities and provincial councils in their respective governorates. In Erbil, a total of 46 beneficiaries were targeted in 2 sessions including 26 from local authorities and 20 representatives of NGOs, activists and youth centres who will in turn become trainers in their community. In Sulaymaniyah there were 49 direct beneficiaries from local authorities and NGOs. In Dohuk 61 beneficiaries were targeted representing civil society members, members of the provincial council and members of the media.
2. The Babil National Society for Human Rights, based in Babil, implemented 10 workshops in 5 governorates (2 workshops in Babil with 80 participants including NGOs, judges, lawyers, police, and academia; 2 in Kerbala, hosting 75 people from authorities, NGOs, tribes and youth in addition to the local Director of Youth Services; 2 in Qadissiya; 2 in Wassit; and 2 in Muthanna).
3. The Izdihar Society completed 6 workshops in the 3 governorates:
 - a. 2 in Wassit, reached 60 direct beneficiaries, of which 7 were local authorities, 8 MPs, 29 NGO representatives, 13 media representatives and 3 international organizations. Moreover, a number of indirect beneficiaries was reached amongst satellite media channels, human rights, women and cultural organizations;
 - b. 2 workshops in the governorate of Muthanna reached 60 direct beneficiaries of which 47 were NGO members, 7 media representatives, and 1 MP. Indirect beneficiaries were reached including the Youth Parliament, the Islamic Union, women's organizations and the local radio Muthanna.
 - c. 2 workshops in Qadissiya (implemented in Diwaneyah) reached 47 direct beneficiaries including 12 local authorities, 30 NGOs, 1 international organization and 2 media representatives, in addition to 2 MPs.

4. The Kheir Society completed 6 workshops in the following governorates: Kerbala, Nasiriyah and Missan. The workshops focused on the relationship between the police and civil society organizations. Direct beneficiaries included 28 participants, including 9 from local authorities and 19 from NGOs plus an additional 6 beneficiaries from media, academia, and human rights activists.
5. The Alintilaq organization completed 2 workshops on the application of NGO law no. 12 in Salah Al-Din's districts of Tikrit and Aldour, hosting 42 participants of which 20 were from NGOs, 9 from local authorities, and 4 members of the House of Representatives. The Iraqi Firdaws Association implemented 5 workshops of which 3 were in Basrah and 2 in Muthanna. The total number of direct beneficiaries was 86 in Basrah and 58 in Muthahha including 67 police and local authorities, 78 representatives of NGOs and a Provincial Council member.
The Al-Salam Network for Creativity and Development has completed the project successfully and implemented 4 workshops in the Ministry of Interior in Baghdad.
6. NCCI's proposal was accepted and an MoU was signed between UNOPS and NCCI. NCCI implemented training sessions on awareness and understanding of NGO law no. 12, training on the registration process, improvement of interaction and partnership between the NGO community and local authorities, in addition to conducting a field survey on the performance of the NGOs Directorate all over Iraq. During the campaign, NCCI partnered with 19 NGOs to form an NGO Network to carry out the campaign throughout Iraq. The campaign itself focused on community-based peace-building and human rights protection contributed to the national dialogue and reconciliation process. NCCI conducted multiple workshops to enhance Iraqi civil society's capacity to benefit from NGO Law no. 12 and advocate for active partnership between civil society and authorities. Beneficiaries included NGOs, district council members, provincial council members, staff of the Ministry of Interior, MPs, journalists and unions.

The Assessment on Relations between Iraqi NGOs and the NGOs Directorate focused on relations before, during and after registration with the NGOs Directorate and perceptions of NGOs. The assessment included an analysis of responses of 84 NGOs surveyed representing the different Iraqi governorates. Primary findings included difficulty in registration, inconsistent NGOs' registration procedures and weak communications from the NGOs Directorate. The assessment proved to be a valuable instrument allowing for identification of future required action to improve communication and relations between the NGOs Directorate and Iraqi NGOs.

In the course of implementation of all the grant projects, printed materials were distributed to disseminate information and raise awareness inter alia on the topics of NGO law no. 12 and models of partnership between authorities and civil society in the Arab world.

The implementation of the grants was completed successfully in the third quarter of 2012. Beneficiaries of activities conducted under these grants included relevant representatives from the Iraqi Governorate Offices and members of the CoR, local authorities, the judiciary, police, and civil society throughout the targeted governorates. Overall, the workshops successfully fostered discussion and communication on the topic of NGO law no. 12 between the beneficiaries especially in the area of NGO registration processes.

Outcome 2 - Increased organizational capacity for advocacy of the Iraqi civil society.

After facing initial challenges due to registration procedures of the preselected project partner as envisioned in the project document, outcome activities were carried out starting from the end of December 2009 in 3 phases.

UNOPS faced challenges in 2009 in the selection of a project partner. The project proposal foresaw cooperation with NCCI on this component. However, due to persisting problems, NCCI was not able to obtain a registration with the NGOs Directorate in Baghdad. UNOPS therefore would not be in a position to grant NCCI, and alternative partners had to be identified.

Output 2.1 Increased Iraqi capacity to provide CB support to civil society organizations in core organizational functions and Human Rights Civic Education.

Activities under this output were carried out in 2 phases. First, an empowerment process for one civil society service centre was carried out to enable it to provide, in turn, professional capacity-building services to Iraqi NGOs; second, a training phase was carried out to strengthen one Iraqi local NGO network by providing professional capacity-building assistance to its members and governing bodies.

Output 2.2 Civic Education campaign on Human Rights conducted by empowered NGO network.

This output was achieved through the third phase of the component in which a Civic Education Campaign on Human Rights conducted by the empowered NGO network was carried out throughout Iraq.

1. Activities were carried out through the NGO Al Mesalla. They aimed at increasing the capacity of a Network of Iraqi Human Rights Organizations (NGOs) and activists, and of a selected CSSC (Al Mesalla) to better protect, promote, and advocate for human rights and the rule of law in Iraq. The objectives of the grant were: i) To strengthen one civil society service centre to be able to provide a professional and planned capacity building plan for Iraqi CSOs; ii) to empower one Iraqi local NGO network internally, providing comprehensive capacity building assistance to its members and governing bodies; and iii) to have about 30 empowered NGOs implementing a nation-wide civic education campaign on human rights standards and norms.
2. In 2009 Phase I of the project (empowering CSSC) was completed. It included a training of trainers organized for 9 persons of Al Mesalla's staff and volunteers, a study visit of Jordan for 4 key staff of Al Mesalla for training on setting up a capacity building work plan, and developing a business plan for 3 years for the CSSC.
3. Following that phase, Al Mesalla, working in partnership with the Italian NGO Un Ponte Per, signed an MoU with LAONF Non Violence group network. From its 65 members, LAONF selected 30 NGOs to be responsible for the implementation of the Human Rights Civic Education Campaign in all the governorates of Iraq. A training for the Board of Directors of LAONF was organized in Erbil from 27th – 31st January with 9 NGO representatives and provided them training modules on core issues such as fundraising, management, and communication skills, among others.
4. A web developer was hired to improve and update the LAONF network web portal (<http://www.laonf.net/>). The main updates included adding sections for comments, downloading, subscribing, the number of website visitors, as well as other layout changes.
5. Al Amal Association was contracted as the external evaluator to follow-up on the capacity developments of a sample of 4 organizations. The assessment aimed to provide an important input for the project activities and represent the baseline to evaluate the achievements. The selected NGOs were from the North, Centre and South of Iraq as well as Baghdad.
6. LAONF Network assembly meeting was organized from 16th – 20th May with the participation of 28 members. As part of this meeting, a training was organized for the selected NGOs responsible for conducting the Human Rights Civic Education Campaign. The topics presented were: governance, fundraising, human rights norms and standards, rule of law and training skills.

7. The last activity under this component related to the impact evaluation of the Human Rights Civic Education Campaign, and was conducted by a subcontracted NGO. Furthermore, the NGO grantee, responsible for implementation of the Human Rights Civil Education Project submitted the final narrative and financial report including all the supporting documentation related to the civic education campaign conducted by 23 NGOs.
8. In addition to the planned activities, UNOPS supported the participation of Iraqi civil society delegates in the United Nations Department of Public Information – NGOs 64th annual Conference entitled, “Sustainable Societies; Responsive Citizens” held in Bonn, Germany, in early September. UNOPS facilitated participation of 3 representatives from prominent Iraqi NGOs from Erbil and Baghdad. The 3 NGOs were the only Iraqi civil society representatives participating in this conference. It helped the Iraqis to get more international exposure and to get more involved in the joint regional activities of DPI and NGOs in the follow up of the conference. The conference covered issues related to sustainable development in preparation for the Rio+ 20 conferences, which took place in 2012. Topics discussed included: sustainable consumption and production aspects of a globalizing world; a capacity building workshop on how to lobby; the role of civil society in a fast-changing world; civic engagement and voluntary action for achieving sustainability; development governance issues from local to global; and the role of citizen participation. The conference showed the impact of other countries’ experiences in NGO advocacy and gave sessions on lobbying through close collaboration between the participating NGOs. Iraqi NGOs participating in the conference acquired broader awareness on sustainable consumption and production aspects of a globalizing world, capacity building and lobbying, and the role of civil society in tackling global challenges.

Output 2.2: Civic Education campaign on Human Rights conducted by empowered NGO network.

1. During the second semester of 2010, the preparations and campaign strategy to implement the civic education campaign for the selected NGOs started. The motto of the campaign was “Educate women, secure their future”. Project and financial documentation templates were prepared by Al Mesalla and shared with the NGOs. Two phases were foreseen, the first phase in 9 of the governorates and after a lessons learned review, a second improved phase in the remaining ones. Many NGOs could not continue the work under the project as they were unable to provide a valid NGO registration certificate; hence Al Mesalla has to identify other NGOs from the network.
2. 10 NGOs implemented grants in 8 provinces during October and 13 NGOs started to implement their activities during December in the remaining 10 provinces. It is likely that at least 2000 beneficiaries were reached throughout the 23 projects.
3. A prominent national Iraqi NGO, in coordination with Un Ponte Per (UPP) an Italian NGO, completed a human rights civic education component in February 2011.
4. Following that, Al Mesalla and its partner NGOs completed the third objective, the nation-wide civic education campaign. 23 member NGOs from the selected local network implemented a National Campaign against gender-based discrimination in the education sector. The campaign covered 18 Iraqi governorates from 3 October 2010 through 5 January 2011. The campaign’s goal was to promote equal access to education for girls, and its tagline was “Educate a girl, secure her future.”

The campaign was organized in 2 phases: first, the lead NGO provided grants to 10 NGOs to implement activities in 8 governorates during October 2010; then, using lessons learned from this first activity, it distributed grants to 13 other NGOs to implement projects in December in the remaining 10 governorates.

At the end of the civic education campaign, another Iraqi NGO was contracted to evaluate the performance of a same sample of 4 NGOs in a comprehensive report, with regards to both the skills they acquired during the capacity-building phase and the efficacy of the national civic education campaign. To accomplish this, the 4 NGOs completed a questionnaire and the evaluator conducted visits in early February 2011 to assess the overall performance after revising the grant reports.

Outcome 3 - Improved access of Iraqi citizens to relief assistance following increased role of NGO community in conducting emergency response.

The project proposal assumption was that this component would be implemented by the NGO NCCI, which was preselected at the stage of project proposal preparations, and was explicitly mentioned in the project document. However, NCCI was not able to obtain registration in Iraq. UNOPS therefore held numerous consultations in 2009 with various NGOs involved in humanitarian activities as well as with pertinent UN agencies in order to determine what would be the best way of approaching this component of the project. In the course of the consultations, it was agreed together with OCHA and NCCI that the best way of contributing the project funds for this component would be to strengthen governorate level Disaster Risk Reduction (DRR) mechanisms. The project would empower NGOs in selected governorates to set up and run coordination activities linking governmental Governorate Emergency Cells, Iraq Field Coordination, NGOs, IFRC and others. It was planned that:

1. UNOPS, in coordination with others, would organise a training on DRR for all the involved stakeholders from selected governorates would be involved.
2. Trained NGOs, would subsequently submit to UNOPS project proposals tackling development of coordination mechanisms in their respective governorates and designing a governorate coordination plan. One NGO per governorate would be selected to implement the project.
3. Projects would be implemented creating and/or strengthening coordination mechanisms and ensuring the prominent role of NGOs in the system.
4. During the last stage, evaluation lessons learned meetings would be organised where the project would be analyzed and the way forward planned.

The new plan of activities was approved by the SCSO in November 2009. Despite the changes in the implemented activities, the project contributed to the achievement of outcome 3: “Improved access of Iraqi citizens to relief assistance following increased role of NGO community in conducting emergency response”. The activities also contributed to the achievement of outputs 3.2. and 3.3. UNOPS would not establish an Emergency Preparedness and Response Network (output 3.1) per se, but networking NGO mechanisms within particular governorates and then between selected governorates were established and strengthened.

Output 3.1: NGO Emergency Preparedness and Response Network (EPRN) established nationwide

The scope of this component was formally changed in November 2009. The new activities promoted cooperation between NGOs and government, and between NGOs themselves on emergency preparedness and response, thus contributing towards outputs 3.2 and 3.3.¹ The new scope eliminated the establishment of an EPRN throughout Iraq.

Output 3.2: Enhanced coordination of local humanitarian NGOs with humanitarian community (GoI, UN, Int. NGOs)

The following activities were undertaken:

¹ Please see the Note to File from UNOPS to the ITF Steering Committee / Trust Fund Support Office, 23 November 2009.

1. Regular coordination meetings took place between UNOPS, OCHA, UNAMI, NCCI and DRC to define the approach and strategy. The component was divided into 3 phases. The first one would be a DRR and emergency coordination training, the second, would include the launching of a request for proposals (to follow up coordination and awareness raising activities) addressed to NGOs participating in the training and implementation; and the third, a lessons learned workshop after the grant activities have been completed.
2. For the first phase, a lead consultant was hired by UNOPS to prepare the training content on governorate level emergency coordination, one additional trainer hired and 2 trainers were provided by the partners (NCCI and IFRC). Close and regular coordination was maintained between UNOPS, OCHA, IFRC, NCCI and DRC for the preparation for the DRR training which was conducted in Erbil from 28th March to 1st April. UNOPS was leading the initiative in close cooperation with partners as well as with authorities. 60 participants included representatives of Governorate Emergency Cells, Governor of Erbil, Ministry of Science and Technology, IFRC, IRCS, local NGOs, international NGOs, UNHCR, UNOCHA, IOM, and Civil Defence from Mosul. Participants represented governorates of Ninewa, Dahok, Diyala, Wassit, Thi-Qar and Missan governorates.
3. In the course of the second phase, in early April, a competitive bid to implement 5-month small grants was open to all 18 NGOs who attended the training. In May the evaluation of 14 received proposals started, in June the negotiation with the selected 6 NGOs was completed and in July grant agreements were signed and the implementation of the projects started for 5 months. 220 events were conducted. Visibility requirements were followed up on and 4,166 beneficiaries were reached by the end of December. The grants achieved the aims to identify vulnerabilities in the governorates and raise awareness on the need for involvement of the civil society organizations in the emergency coordination at the community level. This was made possible through the conduction of a civic education campaign and close coordination with relevant stakeholders, GEC and authorities, which therefore enhanced the role of civil society in DRR and coordination at the governorate level.

Output 3.3: Increased understanding of humanitarian ethics and advocacy role among NGO community.

It is important to highlight the process that was created to enable civil society to be an active partner of the existing structures at the governorate level on emergency preparedness and response and the benefits of this DRR component for development of NGOs. There is a lack of knowledge concerning Disaster Management in general and Disaster Risk Reduction in particular. DRR terminology is a new subject in Iraq.

During the first phase and second phase, one specific methodology and humanitarian ethics and international standards were presented through a training, and NGOs had an opportunity through the small grants to use this knowledge, coordinate and advocate.

1. The Humanitarian Code of Conduct and the Sphere standards were introduced to participants and as a result they were able to understand ten humanitarian principles and the internationally agreed expected standards to be used in humanitarian assistance.
2. Coordination mechanisms were discussed and enhanced with the GECs. The strong emphasis was made on information sharing.
3. The Hyogo Frame Work Agreement was introduced, where the 5 principles and the cross-cutting issues (multi hazardous approach, gender and culture sensitivity, community participation and capacity building) and the existing mechanisms in the targeted governorates and the ability to identify gaps were discussed.
4. The Vulnerability Capacities Assessment methodology was introduced as it is the most commonly used tool to gather information, analyze it, and design plans in line with the needs identified. The role of community work with a view to the VCA was highlighted

A plan of action was requested for the participants of the training per governorate. Each group developed emergency planning, formulated an emergency coordination governorate structure and provided tools and mechanisms to facilitate contingency planning based on the information gathered.

Through the grants, the 6 selected NGOs put into practice all these tools in their home governorates. Advocacy and coordination efforts with the existing Governorate Emergency Cells were necessary to achieve the projects' aims.

In order to make sure the local structures are incorporated into the overall emergency coordination structures, coordination efforts were made with the central level at the Ministry of Science and Technology responsible of the DRR National Committee.

As part of the Coordination in the Disaster Risk Reduction project, a workshop addressing the Lessons Learned from the implementation activities of the 6 supported projects under the DRR grant fund was organized. This was held in Erbil from 6 – 8 February 2011, with 45 participants. The 6 NGOs from Diyala, Dohuk, Misan, Ninewa, Thi-Qar and Wassit all participated in the workshop together with at least one GEC member from each of the 6 governorates. Other attendees included the Danish Refugee Council (DRC), the Ministry of Science and Technology, representatives of the United Nations, the International Organization for Migration (IOM), the International Federation of Red Cross and Red Crescent Societies, the Iraqi Red Crescent Society and Civil Defence from Ninewa.

Lastly, UNOPS initiated a meeting between different organizations working on DRR in Iraq based on its 3 stages project that was conducted in 2010 and 2011 on involving Iraq civil society in Coordination in Disaster Risk Reduction in Iraq. The main purpose of the meeting was to share with other UN agencies and organisations working on DRR in Iraq, the findings and the recommendations derived from the implementation on DRR initiatives by CSO in 6 Governorates in Iraq (Ninewa, Diyala, Dohuk, Wassit, Thi-Qar and Missan) in close cooperation with governmental institutions and the GECs.

Outcome 4 - Strengthened citizen participation in local governance processes, facilitated by civil society, which impacts positively on local economic development and social assistance delivery.

Output 4.1. Increased capacities for evaluating local governance and producing recommendations to improve citizen participation.

Local Governance Assessments (LGAs) were carried out over a period of 9 months in 2010. The LGA was conducted in (jointly) Said Saddiq and Shahrahזור Districts (Sulaymaniyah Governorate) and Hilla District (Babil Governorate) which for the past 2 years have been the focus of integrated UN assistance in area-based development through the Local Area Development Program (LADP). The Company Darat Consulting, in charge of providing technical assistance during the project was contracted.

The following activities have been conducted within the LGA component:

1. Building interest on a LGA process from Iraqi local authorities, demonstrating the value of governance assessments to improve key areas of democratic local governance, and enhancing links to regional and global experiences in the area of local governance assessment. This was done by way of direct communication with the local stakeholders who formed project advisory committees as well as assessment teams. A 2-day introductory meeting for members of the advisory committees with Iraqi stakeholders from the targeted communities was organized in Amman in May 2010 (approximately 13 participants including the Governor of Babil, mayors of targeted districts, members of the local provincial council, and members of the LADP local steering committees attended). The meeting included participation in a Regional Conference on Local Democracy, organized by IDEA in Amman.

2. Design of the methodology for LGAs in Iraq through a participatory process with local stakeholders, and integrating regional and global best practices in that area. To this effect, assessment teams were formed in each targeted location including representatives of academia, local authorities, civil society, and private business. A review of regional and global experiences in LGA methodologies, research on Iraq resources and a review of methodologies was carried out. The LGA Methodology Design Workshop with Iraqi stakeholders (members of assessment teams) was held in Amman in April 2010. Follow up on methodology design work, preparation of survey questionnaires and surveys was completed after the workshop.
3. The assessment teams were trained and coached in all stages of the LGA process. A Field Work Training Workshop was organized for assessment teams in Erbil, in May. Remote technical backstopping to LGA teams carrying out work in Iraq (June-July-August) was provided by specialized hired company. A 2-day midterm monitoring meeting of technical advisors and LGA assessment teams was organised in Sulaymaniyah in July.
4. A Results Analysis Meeting - Report Drafting Workshop was held for team leaders in Amman in August to help them prepare the assessment reports. Furthermore, remote assistance in drafting reports was provided by technical experts.
5. In the last phase implemented in 2010, the findings of the reports were presented in local conferences and where they were discussed and obtained endorsement of local stakeholders. Local conferences presenting reports in the 2 locations were organised on 29th November in Said Sadiq and on 6th December in Al Hilla (each conference gathered approximately 150 participants).
6. The Local Governance Assessment (LGA) reports finalized in 2010 were published and are on UNOPS' website under the following addresses:
 - http://www.unops.org/SiteCollectionDocuments/Factsheets/English/EMO/64099_LGA_Hilla_English_FINAL.pdf
 - [http://www.unops.org/SiteCollectionDocuments/Factsheets/English/EMO/Iraq%202011/LGA-%20Hilla%20\(in%20Arabic\).pdf](http://www.unops.org/SiteCollectionDocuments/Factsheets/English/EMO/Iraq%202011/LGA-%20Hilla%20(in%20Arabic).pdf)
 - http://www.unops.org/SiteCollectionDocuments/Factsheets/English/EMO/64099_LGA_Sulaymaniyah_English_FINAL.pdf
 - [http://www.unops.org/SiteCollectionDocuments/Factsheets/English/EMO/Iraq%202011/LGA-%20Sayed%20Saddiq%20%20Shahrahzour%20\(in%20Arabic\).pdf](http://www.unops.org/SiteCollectionDocuments/Factsheets/English/EMO/Iraq%202011/LGA-%20Sayed%20Saddiq%20%20Shahrahzour%20(in%20Arabic).pdf)
 - [http://www.unops.org/SiteCollectionDocuments/Factsheets/English/EMO/Iraq%202011/LGA-%20Sayed%20Saddiq%20%20Shahrahzour%20\(in%20Kurdish\).pdf](http://www.unops.org/SiteCollectionDocuments/Factsheets/English/EMO/Iraq%202011/LGA-%20Sayed%20Saddiq%20%20Shahrahzour%20(in%20Kurdish).pdf)

Output 4.2: Civic Education campaign on citizen participation in local governance conducted by empowered NGO network.

The project proposal assumption was that this component would be implemented by an NGO, NCCI, which was preselected already at the stage of project proposal preparations, hence was explicitly mentioned in the project document. However, as mentioned earlier, NCCI was not able to obtain registration in Iraq.

UNOPS issued an RFP for this component in early July 2009 soliciting project proposals from NGOs to implement the activities. The RFP did not yield positive results in terms of finding suitable partners to implement the activities. Thereby, a second RFP was issued in late August 2009. This RFP process did not allow identifying a suitable partner either. Therefore in December 2009 it was proposed to the SCSO and approved to amend the approach of this component for the following activities:

1. Submission of project proposals to implement activities in 4 governorates, one each in the governorates of: Basrah, Missan, Thi-Qar and Muthanna;
2. NGOs would be requested to work via informal local networks but this would not be a precondition for selecting proposal, i.e. the option of having one NGO implementing the activities on governorate level would be also possible;
3. Four NGOs partners (working through local networks or alone) would be selected, one per governorate;
4. NGOs would receive training, organised in Iraq, from a UNOPS consultant on the principles of citizen partnership in local governance and mechanisms of carrying out an effective civic education campaign;
5. Each NGO would implement civic education campaigns on citizens' participation in their respective governorates;
6. A lessons learned/reporting meeting, facilitated by UNOPS consultant, would be organised in Iraq upon completion of the 4 grants' implementation. Representatives of local authorities from the 4 governorates would be invited to attend.

The activities contributed to achievement of Outcome 4 of the project through achieving Output 4.2.

1. After an evaluation of the applications received responding to the third request of proposals, 5 NGOs² were selected and grant agreements were signed in 4 governorates of the Lower South: 1 in Missan, 2 in Basrah, 1 in Muthanna, and 1 in Thi-Qar. The implementation of the grants started in April.
2. Technical assistance was provided from the early stages to improve the implementation strategy of the grantees projects. Preparations had been made for a training to take place in May in Basrah on advocacy, networking, campaign strategies, basic democratic values and citizen's participation modalities. However, the technical assistance provider Canadian Leaders in International Consulting Inc. (CLIC) was unable to obtain visas for Basrah for its trainers and hence the training was re-scheduled for June. For logistical and security reasons, the training was moved to Erbil and took place from 23rd – 27th June. In addition to inviting 2 participants from each NGO, 9 representatives of local authorities from 4 governorates participated during the last 2 days of the training.
3. After the training, NGOs adjusted some of the remaining activities to improve their strategic approach and of trainings, media campaigns and workshops. All NGOs requested a non-cost-extension to ensure the effective completion of activities which ended in December.
4. Following implementation of the 5 grant projects, a 3-day workshop that aimed to identify lessons learned and share experiences from the implementation of the citizens' participation interventions was then organized in July 2011 in Basrah. It was attended by 19 participants from Iraqi NGOs and members of local government in 4 south Iraq governorates. The lessons learned workshop held in Basrah was divided into 4 key thematic areas: 1) Impact, 2) Relevance, 3) Effectiveness, and 4) Sustainability. The workshop has been evaluated positively by the stakeholders. The project has contributed to building bridges between citizens and local government officials, where citizens have grown more knowledgeable on the process of communication with local authority officials, and officials have made more effort to reach out to citizens and become more accessible.

At the level of impact, participants highlighted the breadth of awareness-raising activities implemented and success in achieving specific services for the community. With regard to relevance, there was agreement that issues of citizen participation and accountability is very

² ICSEP ultimately funded 5 NGOs not 4, based on available resources. These were the National Association for Blind Care in Iraq, Butan Association for Children's Education, Media and Culture, Sons of Displaced People, Rafidain Feministic Organization, and Resurrecting Iraq People Centre.

relevant at the local level in the areas targeted by the project. However, given the needs in this area, it was generally agreed that one series of projects of this kind is not enough to meet all the needs and continuation of intervention would be advised. Key factors contributing to improved effectiveness were also highlighted, including clarity in NGO demands and proper consultation between these NGOs and members of the community, acknowledging the variety in the specialization of different local authorities and their members and sustaining a working relationship with them. Finally, sustainability was identified by most participants as a key project weakness, with no projects achieving continued dialogue between citizens and members of the local authorities, nor long term accountability mechanisms. UNOPS shared the view that sustainability is a problem but at the same time UNOPS did not expect to succeed in full behavioural changes through this project component. The intention was to provide know-how and examples of activities that could then be undertaken by NGOs and authorities. The main responsibility of sustaining project results lies in hands of beneficiaries.

Output 4.3: Citizen participation initiatives increase democratic local governance through close collaboration between NGOs and local authorities.

The first phase of the Local Governance Assessment (LGA) sub-project was an assessment and report-drafting stage. The assessment teams produced Assessment Reports in 2010 with short-, mid-, and long-term recommendations to improve communication and cooperation between local authorities and citizens in their communities.

The second phase of the project offered competitive grants to local CSOs to carry out projects implementing some of the common report recommendations, specifically:

1. To improve the culture of communication and interaction between authorities and citizens from diverse backgrounds to discuss issues of public interest (through forums), receive complaints and bring up problems to find solutions;
2. To provide access to information by the public information and use of media for dissemination (awareness, accountability and info sharing);
3. To provide trainings to local authorities and local leaders to construct a common understanding in the role to be played by citizens in the local democracy.

Three grants were awarded, one in each of the targeted locations: the districts of Said Saddiq and Shahrazour in Sulaymaniyah as well as from Hilla in Babil. Proposed projects activities lasted for 6 months and were extended for 2 more months.

Within the framework of project activities, community committees were formed with participation of teachers, school principals, workers, engineers and other citizens. The local authorities met with these community committees regularly twice a month to offer the chance for them to express their problems and needs. This opened up new channels for communication with local authorities and also contributed to strengthening the relationship between citizens and local authorities. The local authorities were obliged to put in more effort to find solutions to some of the needs, for example in the targeted areas in Hilla, the Local Authority committee was able to solve some problems related to sewage, roads, electrical generator and cleaning campaigns.

The committees sought out input from local residents by means of individual testimony, household surveys and new complaint boxes installed in public spaces. After discussing the people's problems, the follow-up committees extended their efforts to address some of the needs which were raised. Press releases and monthly reports were published in the newspapers and on the local TV channels to increase impact and awareness of the activities. This also reflects a transformation of relations between citizens and local authorities.

Awareness campaigns were carried out to raise awareness of the existence and role of the community committees and complaint boxes. Each NGO conducted several trainings in its area in order to

improve understanding of topics such as civic participation, democratic values, the process of democratization, accountability and transparency, and the responsibilities and roles of citizens, NGOs and the KRG, as well as how to utilize traditional and social media to bridge between authorities and citizens.

To promote effectiveness of this type of project, the NGOs carried out public service interventions in their communities to address citizens' complaints identified under the previous phase of the project; for example, in Said Saddiq in Sulaymaniyah, an NGO rehabilitated a primary school with financial contributions from the local authority. This reflects cooperation between local authorities and citizens. In each case of intervention under the project, the local authorities contributed labour hours and construction materials.

Output 4.4: Stronger policy debate for enhancing civil society and citizen participation in local governance.

The project originally planned to organize, following completion of the LGAs, a roundtable meeting on decentralization in Iraq. However, since work on decentralization in Iraq is carried out by UN-HABITAT, ESCWA and UNDP, it was decided instead to contribute to the event organized by UN-HABITAT in May in Amman, an International Conference on "Decentralization, Local Governance and Service Delivery: Sharing Experience and Sustaining Progress in Urban Iraq". Through ensuring coordination and interaction with other UN agencies and Iraqi actors in this field, overall impact is increased. It has also ensured better exposure of project results and local partners to other agencies involved in work on decentralization in Iraq. Leaders of both local governance assessment teams delivered presentations during the conference. All the participants engaged actively in the discussions. In addition, hard copies of both LGA reports in Arabic, English and Kurdish were disseminated among participants. The team leader from Sulaymaniyah was later invited and participated in a National Conference on Decentralization and Local Governance organized by UNDP and ESCWA in Erbil in June.

Outcome 5 - Collaborative initiatives to counter conflict trends spearheaded by the people of Iraq through civil society with the ultimate aim of protecting human rights and achieving community development.

Output 5.1: A cadre of peace-building resource persons able to initiate change in the larger relational patterns within their communities, is set-up in select locations.

The following activities were carried out:

1. The NGO INSAN started implementation of their activities under this component in January by setting up offices in Baghdad and Kirkuk and recruiting staff. A conflict management training took place in Sulaymaniyah from 19th – 24th February 2010 with 10 selected focal points from the targeted communities and 2 conflict assessment reports were issued.
2. A study tour in Lebanon on peacebuilding for the 10 focal points was organized in close coordination with ALEF (Association Libanaise pour l'éducation et la formation).
3. Four peacebuilding awareness raising activities were completed targeting community stakeholders. 300 community members were reached through conflict and peacebuilding awareness activities including a football match, theatre play, and feast food day.
4. The Iraqi Development and Peace Network (IDPN) was the civil society centre to be empowered. They identified the following capacity building areas for the NGOs to be assisted: NGO ethics and governance, strategic planning, fund raising and human resources. Two training of trainers aimed at strengthening the training skills of IDPN were organized. The first one was from 25th – 28th February 2010 and the second from 23rd – 26th April 2010. It gathered 8 IDPN staff members and 2 INSAN staff members.

Output 5.2: Civic Education campaign on community based peace-building and its contribution to national dialogue and reconciliation process conducted by empowered NGO network in Baghdad.

1. IDPN was in charge of capacity building training of local NGOs. 30 NGOs were selected to take part to the training program and to be a member of the NGO network. They were selected from 3 sources: NGOs who are part of Salamnet, a network previously formed by INSAN and trained on conflict management, NGOs who are part of a network formed by Forum for Development, Culture & Dialogue (FDCD), previously trained in conflict management and advocacy and other reputed NGOs working in other diverse governorates of Iraq.
2. From 23rd – 29th June 2010, a training on NGO management, ethics, strategic planning, proposal and budget development, and conflict management conducted by a pool of IDPN trainers and attended by 26 NGOs. 9 groups of NGOs were made, and were requested to work on developing proposals. From the 5th – 10th August another training was organized and diverse complementary topics were included such as advocacy and the role of an advocacy campaign, financial management and reporting.
3. The civic education campaign was originally part of the contract awarded to INSAN. However, INSAN was not able to deliver with the planned project time frame. Therefore UNOPS released another RFP in late December 2010 that covered the civic education campaign, website, and final conference. Based on this process a new partner – NCCI was identified to carry out the civic education campaign.
4. The project “Mainstreaming Peacebuilding in Iraq” was implemented. The Civic Education campaign was on community-based peacebuilding and human rights protection and contributes to the national dialogue and reconciliation process. The project strengthened the policy debate on integrated community-based peace-building. Under the main portion of NCCI’s proposal, the NGO subcontracted 19 NGOs to perform peacebuilding and human rights protection activities all over Iraq, targeting 5,000 beneficiaries. Three regional meetings were held and a web portal supporting work on the civic education was established.
5. The 19 NGOs started implementing their activities in September. Most of the activities were completed in the reporting period and the project achieved its objectives. The activities aimed to promote peaceful coexistence through references to Iraqi history. Iraq is well known as an ancient civilization but in the campaign this concept was used to prove to the stakeholders and beneficiaries that such a civilization could not have been achieved without peaceful coexistence and benevolence amongst different peoples and religious denominations. The campaign promoted principles of peaceful coexistence among the citizens through workshops, trainings, conflict management sessions, marches and tours all over Iraq. It is noteworthy that most of these activities were hosted by tribal sheikhs, religious men and grassroots organizations that were willing to be part of the campaign.

Output 5.3: Tension levels amongst the general Iraqi public decreased by peace-building initiatives run by CSOs and community leaders in select areas.

In May, UNOPS in cooperation with INSAN launched an RFP for the small peace-building grants responding to the findings of the Participatory Rapid Appraisal (PRA) in each location. Five small peace-building projects responding to the needs in the targeted areas were selected: 3 in Kirkuk and 2 in Baghdad. In general the selected NGO conducted the following activities: trainings, campaigns, and workshops, focus groups, art exhibitions and film screening during the 4 months of activities and ensured the participation of different sectors of society. The NGOs received grants that focused on concrete activities addressed to different types of beneficiaries such as workshops, radio programs, documentary productions, music festivals, poetry contests, puppetry performances, athletic field rehabilitation, sports tournaments, income generation grants, vocational training, and booklet and

poster printing. In addition to these quick impact activities that were identified in the initial proposals, the complex participatory assessment and development planning process was simultaneously taking place. Through community involvement during all of the activities' implementation, all the interventions were designed to act as glue that would connect different ethnic, religious and sectarian groups.

The implementing partner INSAN supported the 5 NGO grantees in the following projects: 3 in Kirkuk and 2 in Benuk: advocacy training and vocational skills in Kirkuk for youth under-25 not enrolled in school; 2 unemployment reduction projects in Kirkuk from 2 different NGOs, one with professional education courses, academic improvement courses, cleaning campaign, conflict management meetings with head of community; unemployment reduction; and one focusing on English courses, lectures on Human Rights, problem solving and peaceful coexistence; a project in Benuk tackling issues of, unemployment violence, drug addiction, jobless men targeted for professional training, seminars with mukhtars and leaders, varied ethnicities in activities, final conference advocacy on violence against women; and a second project in Benuk focusing on spreading peace, unemployment reduction, standards of living youth and IDPs.

Among the major achievements of the grant are the following:

1. A group of active local partners were identified and trained on assessing the needs of communities by using a participatory and inclusive methodology. This in turn resulted in the preparation of communities' development plans, which were endorsed and will serve as a base for future interventions.
2. A comprehensive appraisal of conflict sources and community needs and priorities was conducted through participatory mechanisms in each of the targeted communities.
3. Long-term development and peace-building plans for targeted communities were put in place.
4. Initiatives that can leverage additional financial and technical support for the longer-term stability and prosperity of targeted communities in each governorate were identified.
5. Various quick impact activities alleviating conflict sources and providing a space for encounter, dialogue and reconciliation in the targeted communities were implemented.

NCCI was responsible for the implementation of the project "Mainstreaming Peacebuilding in Iraq" and hired an external evaluator to conduct studies in areas covered by the project's community-based peacebuilding activities in Baghdad and in Kirkuk, to establish baseline data and to measure the change in data after implementation of the peacebuilding projects. The evaluation report has been mentioned in section III, paragraph: "Report on any assessments, evaluations or studies undertaken" of this report.

INSAN hired an external evaluator to conduct studies in the 2 targeted areas to establish baseline data and later measure the change in data after implementation of the peacebuilding projects.

Output 5.4: Formerly divided communities are able to plan their future together.

INSAN organized the planning exercises in both targeted areas. Plans were developed each for both Kirkuk and Baghdad, after extensive participatory rapid appraisal processes. A clear methodology was followed and community meetings and strategic workshops were organized in Kirkuk on October 23rd and 28th. Community leaders, PRA volunteers, teachers and other educated persons living in Hurriya gathered and worked together to design the community development plan of Hurriya. In Baghdad, the approach was slightly different; however, a strategic workshop was organized on November 4th and 5th 2010 to design the community development plan.

5 meetings were held with policy-makers in Kirkuk and 6 meetings held in Baghdad where the PRA reports and development plans were shared. These lobbying sessions were facilitated with different stakeholders to secure support.

Output 5.5: Stronger policy debate on integrated community-based peace-building.

On 22 January 2012, NCCI held its final “Youth Build Peace” Conference to encourage a stronger policy debate on the advantages of integrating a community-based peacebuilding approach throughout the country. The conference was held in the Iraqi Parliament in cooperation with the Civil Society Committee, and was attended by policy makers, international donors and civil society leaders. Among the NGOs were representatives from each of the 44 organizations that came together to create, with NCCI, the “Peace-Builders Network” to design and implement the peace-building initiative which came to be known as the “Youth Build Peace Project” that included 19 youth activities all over Iraq. While the creative approach the Peace-Building Network took towards the project before it arrived at the Parliament’s door was a notable outcome of the project itself, this conference raised the visibility of the campaign to national decision makers and donors by demonstrating the activities that were implemented to raise the youth awareness on peacebuilding and how they can contribute to achieve peacebuilding in their country.

- a. Report on how achieved outputs have contributed to the achievement of the outcomes and explain any variance in actual versus planned contributions to the outcomes. Highlight any institutional and/ or behavioural changes amongst beneficiaries at the outcome level.**

The project set the following outcomes:

- Outcome 1 - Establishment of a liberal legal and administrative framework for Iraqi NGOs, respected both by the authorities and the NGO community itself.
- Outcome 2 - Increased organizational capacity for advocacy of the Iraqi civil society.
- Outcome 3 - Improved access of Iraqi citizens to relief assistance following increased role of NGO community in conducting emergency response.
- Outcome 4 - Strengthened citizen participation in local governance processes, facilitated by civil society, which impacts positively on local economic development and social assistance delivery.
- Outcome 5 - Collaborative initiatives to counter conflict trends spearheaded by the people of Iraq through civil society with the ultimate aim of protecting human rights and achieving community development.

The outcomes covered various areas of activity of civil society in a democratic state and were set in a complementary way in order to ensure that the project approached empowerment of civil society in a comprehensive way. According to the project document ‘empowerment’ was understood as giving civil society capacities to work jointly with the authorities, not against them. This was the approach of the project across all of its outputs.

To this end Outcome 1 introduced significant institutional and behavioural changes in the area of the relationship between civil society and public authorities in Iraq on both the Federal and Kurdistan Region of Iraq levels. Thanks to the project, participatory multiyear processes of developing NGOs laws were launched and completed. The processes itself played a critical role in creating a new quality of discussion and relations between public authorities and civil society in Iraq. Work on the NGO laws, coordinated by the project, allowed both sides to engage in a constructive and results-oriented process, which resulted in passing 2 of the most progressive NGOs laws in the Middle East. The laws set new qualities of mutual relationships as well as institutional frameworks for this cooperation. In Baghdad, as a result of the provisions of the law, the NGOs Directorate was mandated to work with NGOs on the side of the government which subsequently led to the dissolution of the Ministry of Civil Society. In the Kurdistan Region of Iraq, the regional NGO law mandated the NGO Department to provide NGOs with registration and funding support. The project followed up with both and supported subsequent capacity development of the state institutions responsible for supporting CSOs.

The project also ensured that proper awareness of the laws was spread across various groups (including authorities and civil society) and that cooperation between federal and regional structures was maintained. As such, outputs have significantly contributed to the achievement of the outcome.

Similarly in Outcome 2, outputs contributed to strengthening civil society capacities to advocate. A civil society centre was strengthened and an existing network provided with capacity building and the possibility to carry out advocacy campaign. The NGO Al Mesalla and LAONF network proved to be one of the most active in Iraq also in other areas like, for example, the development of a Compact between the Kurdistan Parliament of Iraq and civil society, where the civil society consultations part was led by Al Mesalla. This role required considerable advocacy skills.

Under Outcome 3 adjustments were required as described above. Overall however, outputs allowed UNOPS to achieve the planned outcome. The NGO community was actively involved in coordination and communication with the relevant state authorities responsible for emergency response. Series of projects implemented by trained NGOs in their communities allowed for them to be engaged in a more systematic way in this area. One of the best examples is Mosul where the project led to the establishment of an emergency cell run by the Civil Defence in close coordination with civil society organisations from the area.

In the case of Outcome 4, the project worked towards the achievement of combined outputs including complex Local Governance Assessments but also projects implemented on the ground. The LGA allowed, in a participatory process in a period of over nine months, to assess the level of cooperation between authorities and civil society in 2 selected areas. The process proved to be very important and fruitful for developing more constructive relationships between local authorities and civil society in the 2 communities. Follow-up projects where UNOPS contribution was coupled with contributions from the local authorities led to an impact on the local communities. Similarly projects implemented in the south in the course of the Civic Participation Grant fund set examples and boosted open discussion on how civil society can be engaged in cooperation with local authorities. Issues of impact, relevance, effectiveness, and sustainability were particularly emphasized by civil society activists. [Modification in implementation of activities under this output was described earlier].

Under Outcome 5, the outputs focused both on community-level engagement in the peacebuilding including developing a cadre of trained facilitators and concrete projects implemented by local CSOs in the two targeted communities. At the same time, an advocacy campaign was carried out throughout the country building on the experience of the community work and strengthening civil society capacities to advocate and to coordinate. Youth was engaged and authorities involved hence building a bridge between the two sides.

This project aimed to contribute to the following goals:

- *MDG 8*: Develop a global partnership for development
- *ICI*: Section 3.1.1. National Dialogue and Reconciliation, 3.3.1. Establish a comprehensive human rights regime country wide, and Section 4.2.1 Engaging with the Civil Society
- *NDS*: 7.5.3. Emergency Coordination, Preparedness and Response, 9.1.1. National Dialogue and Reconciliation, 9.4.1 Engaging with Civil Society

MDGs

With regards to MDG 8, the indicators that the UN provides for measuring achievement of this goal are economically focused, and are assessed in terms of official development assistance, market access, and debt sustainability³. Based on the nature and design of this project, it is obvious that these indicators cannot be an accurate measurement of this civil society project's contribution. Therefore it would be more appropriate to look at how this project contributed towards the ICI and NDS, which are described in further detail below.

³ <http://mdgs.un.org/unsd/mdg/Host.aspx?Content=Indicators/OfficialList.htm>

ICI

Both the GoI and international development partners often utilize the Joint Monitoring Matrix⁴ to monitor the implementation of the ICI. However the ICI does not have any benchmarks that are specific to civil society development, and while this project aimed to support ICI 3.1.2: National Dialogue and Reconciliation, it is impossible to measure this without set indicators for success.

Therefore, an alternative mechanism to measure how this project contributed towards the ICI is to utilize the UN Iraq Assistance Strategy 2008-2010⁵, developed jointly by the UN and the GoI. Under the governance sector of this plan, Outcome 2 is defined as “Strengthened national dialogue and civil society for governance and reconciliation”, with Output 2.2 “National dialogue and transitional justice initiatives strengthened” and Output 2.3 “Independent civil society and media enabled through legal and regulatory frameworks”. Through bringing together government representatives (on both national and local levels) with a variety of civil society actors and organizations, it is likely that this project contributed towards this output. In addition, outcome 5 of the ICSEP, which focussed on peacebuilding initiatives between divided communities, also contributed towards strengthening national dialogue. Finally, this project has also directly contributed to legal and regulatory framework elements of output 2.3, with the NGO law passed in Baghdad and the KRG.

NDS

Under NDS 7.5.3 Emergency Coordination, Preparedness, and Response, it states “A policy that clearly institutionalizes the planning, preparedness, coordination and response of the national power structures to emergencies, both natural and man-made, is critical for accelerating the delivery and restoration of basic services to affected communities. This includes... the institutionalization of mechanisms for coordination and response that ensure rapid and relevant response. This policy must clearly delineate responsibilities, roles and actions for the various State and non-governmental actors...”⁶

Although the scope of the project changed (with approval from the ITF in November 2009), it still contributed to achieving this goal. The ICSEP increased the capacities and knowledge of select government and civil society actors on disaster risk reduction and response, as well as increasing their practical skills in these areas. In the case of Ninewa, the project contributed to the creation of an emergency coordination cell, with clear roles and responsibilities for disasters delineated to the government and civil society organizations.

Under NDS 9.1.1 National Dialogue and Reconciliation it states, “The Government recognizes the critical role to be played by civil society in fostering the national reconciliation process. It will adopt and implement legislation for the open and democratic functioning of civil society institutions and organizations in order to promote civil society’s role in this regard.”⁷ The project successfully contributed to achieving this aim through the drafting and passing of the NGO laws.

Under NDS 9.4.1 Engaging with Civil Society, it states “Introduce a policy framework that stimulates participation of civil society in the design, implementation and monitoring of reform and reconstruction programmes. Adopt legislation enabling and protecting NGOs and other civil society structures including:

- Adopting a law on non-profit associations that guarantees their political and economic independence (including the freedom to cooperate, receive funding from and be affiliated to foreign partners) facilitates their establishment and minimizes bureaucratic obstacles.
- Ensuring an appropriate advisory and consultative role for civil society in legislative, administrative and policy-making processes.

⁴ http://www.iraqcompact.org/ici_document/AnnexIV_JMM_English2008.pdf

⁵ United Nations Iraq Assistance Strategy 2008-2010, June 2008

⁶ Iraq National Development Strategy 2007-2010, page 70

⁷ Ibid, pages 94-95

- Educating policy makers, administrative and law enforcement personnel as well as the public about the rights of civil society and the role it can play in promoting citizens' legitimate concerns, mitigating social conflict and monitoring the governments' actions.⁸

ICSEP certainly contributed towards this goal, with the successes of the NGO laws at the Baghdad and KRG levels, but also from the strengthened relationship between civil society and authorities at the local and national level.

The contribution of key partnerships and collaborations, and their impact on the achievement of results.

Programme Partners and Selection

UNOPS partnered with a multitude of government, civil society, and international organizations throughout the implementation of the ICSEP. Partnership ranged from sub-grants and formal contracts, to informal relationships and goodwill to cooperate. In addition to its own relationships with project stakeholders, UNOPS also worked to facilitate partnerships between civil society and government officials, one of the underlying aims of all 5 outcomes of the ICSEP.

From the **governmental perspective**, UNOPS created and strengthened partnerships with representatives from both central and KRG levels including the Ministry for Civil Society Affairs, NGOs Directorate, the Civil Society Committee of the Council of Representatives, the KRG Ministry of Region for Civil Society, and the NCCMD. Partnerships have generally been based on mutual interest, i.e. government departments who are in charge of NGO regulations; although interviewees also reported the success of partnerships were due to the desire of individual government officials to make progress on civil society development⁹. One of the key factors of the success of the NGO law can be attributed to the successful and collaborative partnership between UNOPS and both the central government and the KRG.

UNOPS also worked intensively with ICNL on activities related to development and planned implementation of the NGO law on both central and KRG levels. The strong and successful relationship between UNOPS and ICNL was a key partnership for the ICSEP and was critical to the achievements under the NGO law component.

Partnerships between UNOPS and CSOs/NGOs are more complex. The original proposal lists NCCI and Mercy Hands as 2 key NGO partners who had been envisioned to implement large elements of the project. NCCI was to be responsible for significant portions of the selection, training, and grant fund management with CSOs under outcomes 2, 3, 4 and 5, given their extensive knowledge of NGOs in Iraq as well as experience with national dialogue campaigns. Mercy Hands was closely involved with outcome 5, including community selection, capacity building for focal points, and development of peacebuilding projects. This was due to their extensive knowledge of peacebuilding, in particular their Peace Activation and Conflict Transformation Centre (PACT) programme, which would provide additional capacity building support to this component. Due to technical issues detailed above, the partnership with Mercy Hands could not be implemented and the partnership with NCCI was greatly reduced. This meant that UNOPS had to make significant changes to its planned partnerships throughout the project, including some changes to the original scope of the project.

UNOPS had to issue new RFPs and formed partnerships with the following agencies:

- NGO Al Mesalla, to implement activities related to Outcome 2
- DRC, to help under Outcome 3, given their project on government emergency cells
- CLIC, to provide technical support under Outcome 4
- NGO INSAN, to manage activities under Outcome 5

Al Mesalla and INSAN were selected based on a competitive process. DRC and CLIC were selected based on their technical knowledge, experience and current programming in Iraq.

Successively in 2011 INSAN was replaced with NCCI under outcome 5 to complete the second stage of the Peacebuilding project, and played a major role in the training, selection, monitoring and reporting of the Youth Builds Peace Campaign as well as establishing the web portal and organizing the final conference.

Partners to the project included:

1. Council of Representatives Civil Society Committee, State Ministry of Civil Society Affairs – overall coordination of project activities in particular with regards to the NGO law and relations between Government/Parliament and Civil Society. This is a critical partnership.

⁸ Ibid, pages 100-101

⁹ This was reportedly due to both genuine interest in improving civil society in Iraq, as well person interests, as some officials also had their own CSO in Iraq.

2. NGOs Directorate at CoMSec – coordination of activities on support to capacity building of the NGOs Directorate and developing relations between the GoI and Civil society. Critical partnership.
3. Kurdistan Parliament Civil Society Committee, Kurdistan Regional Government, Presidency of the Kurdistan Region – providing support to work on KR NGO law, developing relations between civil society and public authorities in the Kurdistan Region. Critical relationship.
4. NCCMD – capacity building support to the NGOs Directorate.
5. ICNL, NCCI, and other Iraqi NGOs – strategic partnership in working on NGO law on federal and KRG level, on improving relations between the GoI and civil society and future activities on awareness on the NGO law.
6. NGOs – Implementing partners for Human Rights and Peace-building components. Important partnership in outreach activities NGOs implementing the small peace-building grants: Iraqi NGOs.
7. OCHA, UNAMI, NCCI, DRC, IFRC and IRCS – strategic partners for implementation of DRR component.
8. Local authorities of Said Sadiq/Sharozoor, Al Hilla – critical partnership for implementation of LGA in these areas.
9. UNAMI and UN agencies – coordination of activities.
10. CLIC for the citizen’s participation grant fund, for the technical expertise and support to the provision of specialized services to enforce the quality of grants implementation and Darat to facilitate the Local Governance Assessment process.

Partnerships in this project played a critical role, in particular relationships between civil society and the public sector in Iraq as stated in objectives of the project to creating partnership between civil society and the public sector in Iraq. The achievement of this aim was realized by creating various thematically selected partnerships in the course of implementation of the project activities. Without a partnership between CoR, the GoI, civil society and the UN and international organisations, the Federal law would not have been passed in the form it is now. The same applies to the law of the Kurdistan Region of Iraq. Other examples include work on citizens’ participation, DRR, human rights or peacebuilding. In all these components the partnership between public sector, civil society and the UN is both a goal and a means to achieve it.

Effective partnerships allowed for maximizing development impact through community involvement. Although the budget for the development intervention component of this project was quite modest, community involvement and partnership made the impact palpable in many different areas. Not only were the community committees and the NGOs able to organize 3 separate development interventions, but building a sense of community ownership of local development issues allowed the community committees and the NGOs to mobilize substantial in-kind contributions from the local community that multiplied the effectiveness of the modest capital budget. Moreover, as noted above, the partnership between the community and local government led directly to the improvement in service delivery in several development and service areas identified by the committee.

The primary beneficiaries and how they were engaged in the project implementation.

Primary beneficiaries of the project included variety of groups relevant to developing constructive and institutional relationship between civil society and authorities. As such the project both on an official and unofficial level regularly brought together representatives of executive and legislative authorities and civil society on both the Federal and Kurdistan Region levels.

The project worked with a number of CSOs from all over of the country including those with a community focus but also NGOs with country wide outreach and networks. An important group of the project beneficiaries were members of the Council of Representatives and the Kurdistan Parliament of Iraq. In both cases particular attention was given to the Civil Society Committees but also other committees like Human Rights, Women Rights, Legislative as well as the presidencies of both assemblies. The project engaged closely with representative of the Government of Iraq including

the Ministry of Civil Society, the Ministry of Planning and Development (via NCCMD), CoMSec with the NGOs Directorate, the Ministry of Council of Representatives Affairs and the Ministry of Security Affairs or Ministry of Science and Technology. On the Kurdistan Region of Iraq side, the project worked with the Prime Minister's office, the Ministry of Culture, coordinated with the Ministry of Interior, and closely collaborated with advisor to the President of the Kurdistan Region of Iraq.

In parallel to that the project engaged directly with various levels of local authorities including Governorate Emergency Cells, local councils, mayors, and informal community leaders throughout the country.

Lastly, inhabitants of the local communities targeted directly by the project activities benefited from the project. On another level, the overall population benefited from advocacy and civic education campaigns and overall civil society benefited from the passing of the NGO laws and the setting of important new directions of further strengthening constructive cooperation between the governmental and civil society sectors (including funding for CSOs).

b. The contribution of the programme on cross-cutting issues pertinent to the results being reported.

Human Rights

The ICSEP works directly with 'duty bearers' (GoI and CoR) in order to promote and defend the rights of civil society. The project engaged with these bodies to increase their understanding and respect of freedoms of association and expression which will enhance the ability of civil society to operate effectively and establish a more predictable relationship with authorities. The project also worked with NGOs, the rights holders, who are also duty bearers when it comes to the responsibility they have to defend people's rights, by addressing their ethical basis and enhancing their neutrality, humanitarian spirit, accountability and efficiency so that they live up to the international human rights standards that define civil society action. In addition, the project works directly on human rights issues by supporting a network of HR NGOs in Module 1.

Gender

All objectives and activities for this project were formulated and planned according to principles of gender balance and gender equality. This was to be reflected in a gender balance amongst participants at workshops and training sessions and in the distribution of grants to organizations (including those working on women's issues) to raise awareness on human rights under the project. Throughout the project, reaching gender balance amongst participants was challenging and the results not as satisfactory as hoped. The project made efforts to increase female participation by encouraging female applicants for trainings and asking counterparts and CSO partners to nominate qualified female candidates when appointing people to take part in project activities, however, there was a general tendency by government and civil society to nominate more male participants for activities, which limited the project's ability to increase gender balance. In the training activities carried out in 2011 related to NGO law seminars and trainings, women constituted 33% of participants. In the Human Rights civic education campaign the level of women participation reached 44%.

Youth

The role of youth in Iraqi civil society cannot be minimized. A great number of Iraqi NGOs have a strong youth component and youth groups are known for being a fervent supporter of civil society action, perhaps on account of their genuine openness to the notions of democracy and freedom that arrived in Iraq only a few years ago. The newly adopted NGO laws provide legal basis for establishing NGOs hence providing more enabling framework for youth activities. In addition to that, the youth component played a critical role in the civic education campaign on peacebuilding where 80% of organisations involved represented youth.

Environment

The project has no environmental risks and will not focus particularly on environmental issues. UNOPS will mainstream environmental concerns when supporting local citizen participation initiatives in local planning and development processes.

Employment

The project may have a limited job-creation impact in the short run for these NGOs participating directly in implementing sub-grant projects. In the long-run, an empowered civil society will translate into increased funding for civil society activities and projects to benefit the people of Iraq and hence stimulate job creation, especially for unemployed graduates. CSOs also offer an excellent opportunity for young people to obtain work experience, as volunteers, thus enabling them better prepare for the job market.

Funding and Resources

The funding provided by the MPTF/JP played a very important catalytic role in attracting funding from other donor. The funding allowed for UNOPS to deliver important activities which on the one hand resulted in a breakthrough in relations between civil society and the public sector in Iraq and on the other hand allowed for the planning of building further assistance on project success. The project was highly appreciated by the international community in Iraq including donors. Based on the experience of the project and relations created throughout the years the project had been implemented on federal and Kurdistan Region of Iraq levels, a project manager proposed two projects that would bring the achievement on the higher level.

Two separate project on developing Policy Documents on Cooperation between public authorities (in particular parliaments with participation of governments) and civil society were designed and proposed for donors' funding. The proposed projects targeted the Kurdistan Region of Iraq and the Federal level of the Iraqi state.

As a result both projects were approved by donors:

1. Policy Document on Cooperation for Kurdistan Region of Iraq, funded by the Danish Government. This project in 2013 led to adoption by the Kurdistan Parliament of Iraq a first in the Middle East Policy Document on Cooperation between Kurdistan Parliament and Civil Society in the Kurdistan Region;
2. Building Partnership between Iraqi Civil Society and Public Authorities, funded by the European Union. This project is still underway and it is expected that by the beginning of 2014 a PDC for Iraq will be achieved.

The assessment of the project based on performance indicators as per approved project document using the template in Section IV, if applicable.

The project achieved all the main performance indicators planned. It resulted in developing and adopting two NGO laws meeting international standards. It has subsequently supported the process of implementation of the law including support to institution building and awareness activities which targeted both representatives of the authorities and civil society. It has then strengthened capacities of the NGOs Directorate as well as KRG NGOs Department in registering NGOs. This was done in combination with support to developing legal frameworks, registration forms and capacity development to improve the level of registration of NGOs, and, in the Kurdistan Region of Iraq, to establish a new institution providing registration and funding services to NGOs.

The project then strengthened capacities of the civil society support centre and an NGO network which, following trainings offered via the project was able to carry out an advocacy campaign on human rights.

Furthermore emergency response structures were supported through a Disaster Risk Reduction component which provided both training and opportunity for NGOs to implement on the ground activities improving emergency response on the local level.

In the area of support to citizens' participation in local governance processes, the project successfully designed and implemented complex local governance assessments, which in turn constituted bases for designing and implementing NGO projects in the targeted areas. In addition to that, a separate grant fund engaged in projects on citizens' participation in the lower south of Iraq including Basrah. Findings of the component, related to LGA reports, were shared during an international conference organised by UNHABITAT hence contributing to general awareness and discussion on the local governance in Iraq.

Lastly peacebuilding activities were carried out through empowerment of local resource persons, support to developing network of NGOs carrying out civil education campaign and implementing directly peacebuilding activities in Kirkuk and Baghdad. In the last phase of implementation of this component a civic education campaign carried out throughout the country allowed for more awareness among youth on the peacebuilding issues and brought the discussion to the attention of the decision makers during the final conference held in the Iraqi Council of Representatives.

III. EVALUATION & LESSONS LEARNED

1. A midterm evaluation of the project was conducted in 2011, covering the period from 9th December 2008 to 31st December 2010. This midterm review was conducted over a 5-week period, using a combination of primary and secondary data collection. The evaluation approach was determined based on feasibility given the timeframe and resources available, while allowing for meaningful project analysis and gathering of lessons learned. The main sources of data used for this evaluation included 20 key informant interviews with project management and stakeholders, and a systematic review of all relevant project documents and reports from UNOPS and its partners.
2. In 2009 a study on legal analysis of the draft NGO law was conducted.
3. UNDAF Common Country Assessment paper on analysis of Iraqi civil society.
4. In 2009 an institutional assessments carried out by NCCMD on Iraqi Ministry of State for Civil Society Affairs and on Council of Ministers Secretariat NGOs Directorate.
5. In 2010 the National Center for Consultancy and Management Development (NCCMD), contracted by UNOPS, completed an institutional assessment of the Iraqi Ministry of State for Civil Society and the NGOs Directorate. The findings of the assessment were used for designing a capacity building programme for NGOs Directorate staff. The programme was implemented by NCCMD between June and December 2010.
6. An institutional assessment of the NGOs Directorate for UNOPS was completed in 2012 by CLIC following a number of meetings organized in 2011 in Baghdad between the consultant and representatives of the NGOs Directorate as well as the Council of Ministers Secretariat perceptions of NGOs Directorate and registration process from NGO perspective. Findings: difficulty registration, inconsistent NGO-procedures and weak communication from the Directorate.
7. The 2010 Local Governance Assessments (LGA) carried out in Sayed Sadiq and Shahroozor (Sulaymaniyah Governorate) and in Al Hilla City centre (Babil Governorate) are two key outputs of the project component on Local Governance Assessment. In addition to serving as a

basis of discussion on local governance in conferences between authorities, civil society, academia and other community members and during their continued engagement, the findings were also used in phase II of this component.

8. In 2011 there were 3 Local Governance Assessment grant evaluations produced under the Citizen Participation and Local Governance grant fund. This component aimed to enhance citizen participation in local governance processes and to contribute to a more efficient social assistance delivery and local economic development. The evaluation reports were finalized in 2012 and are reported in this end of project report.
9. In 2010 an Iraqi NGO was contracted as an external evaluator to follow up on the capacity developments of a sample of 4 organizations under the project. The assessment aims to provide an important input for the project activities and represent the baseline to evaluate the achievements.
10. In 2010 an NGO implementing a peacebuilding component hired an external evaluator to conduct studies in the 2 targeted areas to establish baseline data and later measure the change in data after implementation of the peacebuilding projects.
11. Two conflict assessment reports were issued following-up on the Conflict Management Training organized in Sulaymaniyah 19th – 24th February 2010 (see IIa) with 10 selected focal points from the targeted communities under the Peacebuilding component.
12. An evaluation of the peace-building project in Baghdad and Kirkuk implemented by a local NGO was conducted during 2011. The basic goal of the evaluation process was to measure the effect of the project on the level of violence and the overview of conflict. The assessment was carried out through field visits and personal interviews with the target groups and concerned parties in order to measure the effect of the project. A study was also carried out to analyze the NGO's data pertaining to the project.
13. A renowned Iraqi national NGO was contracted to assess and evaluate the Human Rights Civic Education grant project implemented in 2011, which had aimed to increase the capacity of Civil Society Service Center and subsequent other Iraqi NGOs working within a network of Iraqi Human Rights Organizations and activists. The NGOs were trained to better protect, promote, and advocate for human rights in Iraq.
14. In addition, in 2011, UNOPS IQOC had one audit for compliance with ISO 9001 managerial standards as well as an audit of all its programmes and projects including this one by the UN Board of Auditors, both successfully passed.

1. Challenges and constrains

Delays were explained in details per output under Assessment of Programme/Project Results Section II a.

The main reasons for delays throughout the projects can, however, be categorized as follows:

1. Delays in passing the Federal NGO law and Kurdistan Region NGO law. Many project components depended on having new NGO laws in Iraq;
2. Registration problems faced by NGOs in Iraq due to the very low efficiency of the registration system. UNOPS is obliged to work with registered NGOs only hence the registration problems considerably hamper the pace of project work as often no registered NGO partners can be found.
3. The project proposal foresaw working with preselected partners. As detailed above, UNOPS was not able to engage with all of them, thus requiring the identification of alternative partners

was necessary. Inability to obtain timely registration of preselected NGOs with the NGOs Directorate was the main rationale for identifying

4. Difficulties in identifying NGO partners who are reliable, possess sufficient capacities and have valid registration in Iraq. NGOs limited knowledge of legal structures and regulations, especially in understanding ToRs and RFPs.
5. Difficulties in identifying NGO networks; In addition, the few existing networks are not active as they depend of external funding and have no valid registration;
6. Insufficient responsiveness of Iraqi official institutions;
7. The political development in Iraq related to elections and protracted process of government formation in 2010.
8. Given restrictions imposed by security concerns, ensuring proper monitoring of grants is a challenge. However, great efforts were made to compensate for the limited access to Iraq and to follow up that all activities are properly monitored by UNOPS staff. External monitoring companies were also hired along with UNOPS monitoring staff.

According to 2011 Annual report ‘Future Work Plans’ a Civil Society Empowerment Conference was planned to be organized in Iraq in the last phase of the project (December 2012). The conference was aiming at providing a forum for discussions on the overall outcome of the project, determine remaining challenges and needs of the civil society, gather assistance from donors and government representatives.

However, due to the unavailability of MPs and to the new security restrictions to Parliament entry, it was decided in consultation with the CoR that it was not feasible to conduct the conference at this stage but in addition to the presentations and evaluations of findings under the respective project components, lessons learned gathered from developing the federal and KRG NGO laws and the support provided throughout the project to the NGOs Directorate, have already been incorporated and built upon in the form of 2 UNOPS parallel projects supporting development policy documents for cooperation between public authorities and civil society at the federal and KRG levels. These projects “Support for the development of a Formal Compact Between Civil society and public authorities in Iraq” and “Building Relationships between Iraqi civil society and Government”, have commenced in 2012 in parallel to the completion of this project and will be reported upon separately.

2. Lessons Learned

Nine different assessments and evaluations were produced by the project, its sub-components, and various audits. Key lessons learned are summarized below:

Gender inclusion

A balanced gender participation is difficult to achieve without a mixed-gender project team. Given the difficulties faced in recruiting women to serve as members of community committees, it is strongly recommend that gender balance be maintained in the project teams deployed in the future.

Needs Assessment

Rapid needs assessments should be conducted prior to the implementation of the grant fund projects in order to identify issues of real need and urgency and allow them to be better incorporated into the project work plan.

Increased Local Government Capacity

Building the capacity of local government personnel is a key factor to ensure better local governance. The capacity of local councils to plan, budget, manage activities, set priorities, and share information with the public

needs to be strengthened. More public awareness activities are needed to explain the roles and responsibilities of the local councils to citizens.

Greater involvement of community leaders in DRR

Community leaders (tribal leaders and religious figures) need to be involved and fully engaged in any dialogue between citizens and local government officials. Coordination and linkages between governorates and the central government (particularly in the field of disaster management) are limited in Iraq and would benefit from strengthening.

Though decentralised management of disaster risk reduction is encouraged, the cadre working with disaster response have previously done so from a centralised perspective and have not received training to sufficiently adapt this approach to local needs and coordinate their efforts with local authorities.

A unified information hub with standardised information would serve as a vital coordination mechanism for disaster risk reduction. The hub would be a dynamic facility with continuously updated, analysed and disseminated information.

Citizen involvement in advocacy and dialogue

Throughout this project, involvement of citizens in advocacy and dialogue activities as well as raising their awareness and that of local authorities on good governance and accountability, combined with direct engagement of the parties working on concrete projects proved to be a successful tool in the process of improving accountability.

Sustainability of Citizen participation Grant Funds

Value of Study Tours

UNOPS brought together key civil society and government officials to several study tours through the projects, as detailed in section IIa. In particular, a study tour was conducted in Lebanon to share the Lebanese experience in collaboration and partnership between government and CSOs and to examine examples of Lebanese NGO laws. The project was able to create a forum conducive to discussion, openness and partnership, by bringing these stakeholders together in a neutral, non-political and less heightened environment. There is strong value to bringing people together outside of their usual environment to encourage change and foster collaborative working relationships.

Formalization of partnerships at the design stage to ensure buy-in, commitment, and allow for the timely implementation of activities

As mentioned under section IIa, the ICSEP was designed to work intensively with the NGOs NCCI and Mercy Hands on a number of project components. In fact, some of the activities were designed predominantly based on these NGOs' experience, partnerships, and presence on the ground. However both were unable to fulfil their role as intended (with Mercy Hands completely not involved in ICSEP). This forced UNOPS to seek out new partners, as well as redesign some of the proposal activities. This also cost considerable financial and human resources, as well as delayed activity implementation. Such challenges could have been avoided if partnerships for such larger portions of the project were formalized during the planning phases (through an MOU or other agreement), and commitment from all partners in the proposal was made official.

Building linkages and trust between civil society and governments

At the start of the project, there was a weak, if not non-existent relationship between the government and civil society. One of the key successes of the ICSEP has been to bring together civil society and government representatives in a variety of forums including discussions on the NGO law, receiving training on DRR, assessing local governance, and mapping conflict. It is unlikely that government and CSOs would have come together on their own accord, and through the continual organization of joint activities by the ICSEP, a sense of trust and mutual respect has been created. Interviews conducted in the mid-term evaluation reported high levels of satisfaction of participants with space given for interaction between civil society actors and the authorities, which is key for building lasting and sustainable partnerships beyond the project.

IV. INDICATOR BASED PERFORMANCE ASSESSMENT

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Means of Verification	Comments (if any)
IP Outcome 1 Establishment of liberal legal and administrative framework for Iraqi NGOs, respected by authorities and NGO community						
IP Output 1.1 Int'l standards mainstreamed in draft laws and regulations governing NGO sector	Indicator 1.1.1 • No. of draft laws brought in line with int'l standards	N/A	<ul style="list-style-type: none"> • 2 NGO draft Laws (Iraq / Kurdistan) fully compliant with int'l standards before final vote in COR/Kurdistan Parliament. 	<ul style="list-style-type: none"> • 1 (federal) NGO law passed by CoR • 1 (regional) NGO law passed by KPI 	Reports from CoR	Achieved.
IP Output 1.2 Increased capacity of NGOs Directorate register NGOs timely and provide information support.	Indicator 1.2.1 • No. of NGOs registered with NAO. • Period needed to obtain registration.	Minimum 3 months to obtain registration	<ul style="list-style-type: none"> • 6,000 NGOs by project's end • Less than 3 months in 90% of cases. 	<ul style="list-style-type: none"> • Total No. of registered NGOs in 2012 1000 with 500 pending. <p>No specific time to register NGO, it is different from one NGO to another depending on their application itself, whether they provided all the required documents and met all the condition, takes 2 , 3 months and sometimes 6 months or 12 month, approximately the process takes an average of 3 months</p>	Report from NCCMD, Monitoring reports from UNOPS staff. Feedback from NGOs Directorate, NGOs Directorate Institutional Assessment	Achieved base line indicator refers to minimum of 3 months whilst this was an average towards the end of the implementation period of a project, thenumber of registered NGOs was not relevant anymore due to the decline in numbers of CSOs operating in Iraq.
IP Output 1.3 Higher awareness across civil society, government and public on rights & duties of NGOs.	Indicator 1.2.1 • No of governmental officials trained • No. of NGOs with raised awareness on NGO Law	N/A	<ul style="list-style-type: none"> • 500 government officials trained. • 1,200 NGOs educated 	<ul style="list-style-type: none"> • Over 1300 representatives of public authorities and NGOs were reached by awareness on the NGO law and registration 	Monitoring reports from UNOPS staff	Achieved. The process of awareness raising continued also beyond the events supported by UNOPS through grants.

				procedures. In all likelihood the target numbers have been reached beyond this, and NGOs continued to implement activities based on the training received under the project without support also after project activities ended.		
IP Outcome 2 Increase organizational capacity of the Iraqi civil society for advocacy						
IP Output 2.1 Increased Iraqi capacity to provide CB support to civil society organizations in core organizational functions and Human Rights Civic Education.	Indicator 2.1.1 <ul style="list-style-type: none"> No. strengthened CSSCs with viable business plans. No. of improved training modules 	N/A	<ul style="list-style-type: none"> 1 CSSCs (Sulaymaniya h) with business plans for 3 years. 6 modules (ethics, finance, HR, planning, training skills, fund-raising) 	<ul style="list-style-type: none"> 1 CSSCs (Erbil) with business plans for 3 years. 6 modules (ethics, finance, HR, planning, training skills, fund-raising) 	NGO partner reports, UNOPS reports	Achieved.
IP Output 2.2 Civic Education campaign on Human Rights conducted by empowered NGO network	Indicator 2.2.1 <ul style="list-style-type: none"> Network supported and registered. No of CSOs trained. Functioning web portal. Civic Education campaign conducted and no. of Iraqis reached. New funding received from int'l donors. 	Iraqi civil society studies describe NGO organizational capacity as generally low. Networks rarely survive beyond specific funding program. Iraqi networks organize one-off events but rarely organize longer-term campaigns.	<ul style="list-style-type: none"> 30 CSOs trained. At least 2000 persons reached directly through an advocacy Civic Education campaign. 1 web portal 	<ul style="list-style-type: none"> 30 NGOs representing a network trained. 23 NGOs implemented Iraqi wide “Educate a women, secure their future”. 2544 persons reached directly through an advocacy Civic Education campaign. http://www.laonf.net/ 	NGO partner reports, 23 reports from civic education implementing partners, local media, brochures, UNOPS field staff reports	Achieved.
IP Outcome 3 Improved access of Iraqi citizens to relief assistance following increased role of NGO community in conducting emergency response.						
IP Output 3.1 NGO Emergency Preparedness and Response Network (EPRN) established nationwide	Indicator 3.1.1 <ul style="list-style-type: none"> No. of NGO Emergency Network established 	No EPRN yet existing.	<ul style="list-style-type: none"> 1 EPRN set up. 	<ul style="list-style-type: none"> No EPRN set up 		See explanation above and from the 2009 year report regarding the adjusted approach in the component.

<p>IP Output 3.2 Enhanced coordination of local humanitarian NGOs with humanitarian community (GoI, UN, Int. NGOs)</p>	<p>Indicator 3.2.1</p> <ul style="list-style-type: none"> No. of communication protocols established. No. of partners linked with EPRN No. of reports sent to UNAMI-IAU 	<p>N/A</p>	<ul style="list-style-type: none"> 3 comms protocols 4 partners linked (GoI/PM, NSA, UN, Local authorities). 	<ul style="list-style-type: none"> DRR Capacity Building Workshop 6 grants implemented by NGOs (VCA applied and awareness campaign conducted) 220 events were conducted. 4,166 beneficiaries Better DRR understanding among stakeholders, Lessons Learned workshop on DRR 	<p>Training agenda and training report; 6 NGO reports; campaign material (radio adds, TV spots, banners and leaflets); GEC coordination minutes,</p>	<p>Achieved through a different approach.</p>
<p>IP Output 3.3 Increased under-standing of humanitarian ethics and advocacy role among NGO community.</p>	<p>Indicator 3.3.1</p> <ul style="list-style-type: none"> No. of printed/audio-visual materials produced No. of awareness-raising events 	<ul style="list-style-type: none"> 1 Manual, 1 DVD, posters, stickers, etc. 50 awareness initiatives targeting 500 CSOs. 		<ul style="list-style-type: none"> Humanitarian Code of Conduct and the Sphere standards was introduced, Coordination mechanisms enhanced with GEC The Hyogo Frame Work Agreement was introduced, Vulnerability Capacities Assessment methodology was introduced. 	<p>NGO partner reports, contingency plans per governorate, banners, leaflets, and media outlets SOP.</p>	<p>Achieved. See explanation from 2009 year report regarding the adjusted approach in the component.</p>
<p>IP Outcome 4 Strengthened citizen participation in local governance processes, organized by civil society, for impacting positively on social assistance delivery and local economic development</p>						
<p>IP Output 4.1 Increased capacities for evaluating local governance and producing recommendations to improve citizen participation.</p>	<p>Indicator 2.1.1</p> <ul style="list-style-type: none"> Methodology developed No. of local evaluators trained. No. of local governance assessments carried out No. of recommendations produced for 2 areas. 	<p>Methodology fine-tuned to Iraq not existing.</p>	<ul style="list-style-type: none"> LGA method for Iraq ready (2009). 10 local governance evaluators trained. 2 pilot LGAs carried out 10 recommendations per pilot locations 	<ul style="list-style-type: none"> LGA method for Iraq prepared. 11 local governance evaluators trained. 2 pilot LGAs carried out 19 recommendations prepared in Sayed Sadiq/Sharoozor; 32 recommendations prepared in Al Hilla. 	<p>Reports from TA provider, UNOPS monitoring. LGA final reports.</p>	<p>Achieved.</p>

<p>IP Output 4.2 Civic Education campaign on citizen participation in local governance conducted by empowered NGO network</p>	<p>Indicator 4.2.1</p> <ul style="list-style-type: none"> • Network supported and registered. • No of CSOs trained. • Functioning web portal. • Civic Education campaign conducted in Basrah and people reached. • New Funding received from international donors 	<p>Iraqi civil society studies describe NGO organizational capacity as generally low. Networks rarely survive beyond specific funding program. Iraqi networks organize one-off events but rarely organize longer-term campaigns.</p>	<ul style="list-style-type: none"> • 1 CSSCs (Basrah) with business plans for 3 years. • 6 modules (ethics, finance, HR, planning, training skills, fund-raising) • 30 CSOs trained. • At least 2000 persons reached directly through the Civic Education campaign on citizen participation in Basrah • Web portal 	<ul style="list-style-type: none"> • Technical assistance provided advocacy, networking, campaign strategies, basic democratic values and citizens participation modules • 5 NGOs grants implemented in Missan, Basrah, Muthanna, and Thi-Qar • 10,620 people were reached • Lessons Learned Workshop conducted 	<p>Training agenda and report; NGO reports; UNOPS reports</p>	<p>Achieved through a different approach as explained in 2009 report</p>
<p>IP Output 4.3 Citizen participation initiatives increase democratic local governance through close collaboration between NGOs and local authorities.</p>	<p>Indicator 4.3.1</p> <ul style="list-style-type: none"> • No of citizen participation initiatives carried out. • No. of citizens involved. • Evaluation method for impact of citizen participation existing. • % citizens in pilot areas finding local governance democratic. 	<p>Various initiatives implemented with international support but lack of efforts on evaluation and developing best practices for Iraq. Baseline on citizen perceptions to be done at project's onset.</p>	<ul style="list-style-type: none"> • 2 citizen participation initiatives implemented and evaluated • 50% more citizens involved 	<ul style="list-style-type: none"> • 3 citizen participation initiatives implemented and evaluated 		<p>Achieved.</p>
<p>IP Output 4.4 Stronger policy debate for enhancing civil society and citizen participation in local governance.</p>	<p>Indicator 4.4.1</p> <ul style="list-style-type: none"> • Attendance at RT by government officials • No. of policy decisions in favour of participatory local governance. 	<p>N/A</p>	<ul style="list-style-type: none"> • RT attended by at least 5 ministries • 10 policy recommendations 	<ul style="list-style-type: none"> • UN-HABITAT conference was attended by 11 people. Different approach to the initial plan of UNOPS 		<p>Achieved through a different approach, as explained in 2011 annual report</p>

				<p>organizing a roundtable. The conference was instead attended by members of LGA committees.</p> <ul style="list-style-type: none"> • 7 policy recommendations were produced from the conference, addressing participatory local governance. 		
IP Outcome 5 Collaborative initiatives to counter conflict trends spearheaded by civil society, with the ultimate aim of protecting human rights and achieving community development.						
<p>IP Output 5.1</p> <p>A cadre of peace-building resource persons able to initiate change in the larger relational patterns within their communities, is set-up in select locations</p>	<p>Indicator 5.1.1</p> <ul style="list-style-type: none"> • No. peace-building resource persons available in select communities and categories they belong to. 	N/A	<ul style="list-style-type: none"> • 110 resource persons including 10 focal points, representing civil society, political / religious leaders, tribal women / youth leaders. 	<ul style="list-style-type: none"> • 10 community focal points trained and participated in a study tour in Lebanon • 10 IDPN staff members • 10 NGO staff members • 53 influential community members participated in conflict workshop (28 in Baghdad and 15 in Kirkuk) • 300 community members reached through activities including a football match, theatre play, and feast food day. 	<p>NGO partner report, UNOPS field staff reports,</p>	Achieved.
<p>IP Output 5.2</p> <p>Civic Education campaign on community based peace-building and its contribution to national dialogue and reconciliation process conducted by empowered NGO network in Baghdad.</p>	<p>Indicator 5.2.1</p> <ul style="list-style-type: none"> • Network supported and registered. • No of CSOs trained. • Functioning web portal. • Civic Education campaign conducted in Baghdad and no. of Iraqis reached. • New Funding received from international donors 	<p>Iraqi civil society studies describe NGO organizational capacity as generally low. Networks rarely survive beyond specific funding program. Iraqi networks</p>	<ul style="list-style-type: none"> • 1 CSSCs (Baghdad) with business plans for 3 years. • 6 modules (ethics, finance, HR, planning, training skills, fund-raising) 	<ul style="list-style-type: none"> • 26 CSOs were trained on NGO management, ethics, strategic planning, proposal and budget development, and conflict management • NGO Business plan • 44 NGOs implemented 19 projects under the 	<p>Training agendas, participation list. NGO partner reports, copy of NGO business plan,</p>	Achieved.

		organize one-off events but rarely organize longer-term campaigns.	<ul style="list-style-type: none"> • 30 CSOs trained. 	<p>campaign in 18 governorates</p> <ul style="list-style-type: none"> • More than 5000 persons reached directly through the Civic Education campaign on Peace-building in Baghdad. • Web portal (www.pbniraq.net) 		
<p>IP Output 5.3</p> <p>Tension levels amongst the general Iraqi public decreased by peace-building initiatives run by CSOs and community leaders in select areas.</p>	<p>Indicator 5.3.1</p> <ul style="list-style-type: none"> • No. of peace-building initiatives carried out. • No. of incidents between two or more groups in target communities • % community members pessimistic on chance to decrease conflict between groups in mid-term (3 years) 	N/A	<ul style="list-style-type: none"> • 2 CT initiatives • Decrease by 50% of inter-group incidents • Decrease by 50% of pessimistic answers. 	<ul style="list-style-type: none"> • 5 peace-building projects were implemented, 3 in Kirkuk and 2 in Baghdad • One external Evaluation carried out • 1 civic education peace-building campaign conducted 	External evaluation, implementing NGO reports, small grants reports, UNOPS fields staff reports,	Achieved.
<p>IP Output 5.4</p> <p>Formerly divided communities are able to plan their future together.</p>	<p>Indicator 5.4.1</p> <ul style="list-style-type: none"> • No. of pilot community plans developed. • % of needs (financial, technical) for implementing plans covered by GoI and civil society. 	N/A	<ul style="list-style-type: none"> • 2 plans developed. • 50% of plans supported by Iraqi sources. 	<ul style="list-style-type: none"> • 2 PRA developed each for both Kirkuk and Baghdad • 5 meetings held with policy-makers in Kirkuk and 6 meetings held in Baghdad for fundraising 	PRA reports, NGO PRA process reports, UNOPS field staff reports	Achieved.
<p>IP Output 5.5</p> <p>Stronger policy debate on integrated community-based peace-building.</p>	<p>Indicator 5.5.1</p> <ul style="list-style-type: none"> • No. and kind of attendees at Roundtable. 	Policy debate exists but remains mostly limited to civil society.	<ul style="list-style-type: none"> • At least 5 ministries attend + 4 large political groups. 	<p>“Youth Builds Peace” Conference organized in Iraqi parliament.</p> <ul style="list-style-type: none"> • 7 MPs, 7 ministries, 2 local government members. 	Final Narrative Report by implementing partner.	Achieved.