

MPTF OFFICE GENERIC FINAL PROGRAMME¹ NARRATIVE REPORT REPORTING PERIOD: FROM 11/2008 TO 03/2012

<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="background-color: #f2f2f2; text-align: center;">Programme Title & Project Number</td> </tr> <tr> <td> <ul style="list-style-type: none"> Programme Title: Support the Media in its Role of Fostering Peace and Democracy Programme Number: 63765 MPTF Office Project Reference Number: C9-26 </td> </tr> <tr> <td style="background-color: #f2f2f2; text-align: center;">Participating Organization(s)</td> </tr> <tr> <td> UNDP With minor support roles to UNESCO: <ul style="list-style-type: none"> UNOPS UNAMI </td> </tr> <tr> <td style="background-color: #f2f2f2; text-align: center;">Programme/Project Cost (US\$)</td> </tr> <tr> <td> Total approved budget as per project document: 6,131,285 MPTF /JP Contribution³: 6,131,285 Agency Contribution Government Contribution Other Contributions (donors) TOTAL: 6,118,704 </td> </tr> <tr> <td style="background-color: #f2f2f2; text-align: center;">Programme Assessment/Review/Mid-Term Eval.</td> </tr> <tr> <td> Evaluation Completed <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Date: dd.mm.yyyy Evaluation Report - Attached <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Date: dd.mm.yyyy </td> </tr> </table>	Programme Title & Project Number	<ul style="list-style-type: none"> Programme Title: Support the Media in its Role of Fostering Peace and Democracy Programme Number: 63765 MPTF Office Project Reference Number: C9-26 	Participating Organization(s)	UNDP With minor support roles to UNESCO: <ul style="list-style-type: none"> UNOPS UNAMI 	Programme/Project Cost (US\$)	Total approved budget as per project document: 6,131,285 MPTF /JP Contribution³: 6,131,285 Agency Contribution Government Contribution Other Contributions (donors) TOTAL: 6,118,704	Programme Assessment/Review/Mid-Term Eval.	Evaluation Completed <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Date: dd.mm.yyyy Evaluation Report - Attached <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Date: dd.mm.yyyy	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="background-color: #f2f2f2; text-align: center;">Country, Locality(s), Priority Area(s) / Strategic Results²</td> </tr> <tr> <td>Nationwide</td> </tr> <tr> <td><i>Priority area/ strategic results : Governance</i></td> </tr> <tr> <td style="background-color: #f2f2f2; text-align: center;">Implementing Partners</td> </tr> <tr> <td> Government of Iraq: <ul style="list-style-type: none"> Communication and Media Commission; Iraq Media Network Aswat al Iraq News agency; </td> </tr> <tr> <td style="background-color: #f2f2f2; text-align: center;">Programme Duration</td> </tr> <tr> <td> Overall Duration <i>42 Months</i> Start Date: 8 Dec. 2008 Original End Date⁴ <i>8 Dec 2010</i> Actual End date⁵ <i>31st May 2012</i> <i>1st Extension 31 Dec 2011</i> <i>2nd Extension 31 May 2012</i> </td> </tr> <tr> <td style="text-align: right;"> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> </td> </tr> <tr> <td> Have agency(ies) operationally closed the Programme in its(their) system? Expected Financial Closure date⁶: 31st May 2013 </td> </tr> <tr> <td style="background-color: #f2f2f2; text-align: center;">Report Submitted By</td> </tr> <tr> <td> <ul style="list-style-type: none"> <input type="radio"/> Name: Richard Cox <input type="radio"/> Title: Programme Advisor <input type="radio"/> Participating Organization (Lead): UNDP <input type="radio"/> Contact information: Richard.cox@undp.org </td> </tr> </table>	Country, Locality(s), Priority Area(s) / Strategic Results²	Nationwide	<i>Priority area/ strategic results : Governance</i>	Implementing Partners	Government of Iraq: <ul style="list-style-type: none"> Communication and Media Commission; Iraq Media Network Aswat al Iraq News agency; 	Programme Duration	Overall Duration <i>42 Months</i> Start Date: 8 Dec. 2008 Original End Date ⁴ <i>8 Dec 2010</i> Actual End date ⁵ <i>31st May 2012</i> <i>1st Extension 31 Dec 2011</i> <i>2nd Extension 31 May 2012</i>	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	Have agency(ies) operationally closed the Programme in its(their) system? Expected Financial Closure date ⁶ : 31 st May 2013	Report Submitted By	<ul style="list-style-type: none"> <input type="radio"/> Name: Richard Cox <input type="radio"/> Title: Programme Advisor <input type="radio"/> Participating Organization (Lead): UNDP <input type="radio"/> Contact information: Richard.cox@undp.org
Programme Title & Project Number																				
<ul style="list-style-type: none"> Programme Title: Support the Media in its Role of Fostering Peace and Democracy Programme Number: 63765 MPTF Office Project Reference Number: C9-26 																				
Participating Organization(s)																				
UNDP With minor support roles to UNESCO: <ul style="list-style-type: none"> UNOPS UNAMI 																				
Programme/Project Cost (US\$)																				
Total approved budget as per project document: 6,131,285 MPTF /JP Contribution³: 6,131,285 Agency Contribution Government Contribution Other Contributions (donors) TOTAL: 6,118,704																				
Programme Assessment/Review/Mid-Term Eval.																				
Evaluation Completed <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Date: dd.mm.yyyy Evaluation Report - Attached <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Date: dd.mm.yyyy																				
Country, Locality(s), Priority Area(s) / Strategic Results²																				
Nationwide																				
<i>Priority area/ strategic results : Governance</i>																				
Implementing Partners																				
Government of Iraq: <ul style="list-style-type: none"> Communication and Media Commission; Iraq Media Network Aswat al Iraq News agency; 																				
Programme Duration																				
Overall Duration <i>42 Months</i> Start Date: 8 Dec. 2008 Original End Date ⁴ <i>8 Dec 2010</i> Actual End date ⁵ <i>31st May 2012</i> <i>1st Extension 31 Dec 2011</i> <i>2nd Extension 31 May 2012</i>																				
Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>																				
Have agency(ies) operationally closed the Programme in its(their) system? Expected Financial Closure date ⁶ : 31 st May 2013																				
Report Submitted By																				
<ul style="list-style-type: none"> <input type="radio"/> Name: Richard Cox <input type="radio"/> Title: Programme Advisor <input type="radio"/> Participating Organization (Lead): UNDP <input type="radio"/> Contact information: Richard.cox@undp.org 																				

¹ The term “programme” is used for programmes, joint programmes and projects.

² Strategic Results, as formulated in the Strategic UN Planning Framework (e.g. UNDAF) or project document;

³ The MPTF/JP Contribution is the amount transferred to the Participating UN Organizations – see [MPTF Office GATEWAY](#)

⁴ As per approval of the original project document by the relevant decision-making body/Steering Committee.

⁵ If there has been an extension, then the revised, approved end date should be reflected here. If there has been no extension approved, then the current end date is the same as the original end date. The end date is the same as the operational closure date which is when all activities for which a Participating Organization is responsible under an approved MPTF / JP have been completed. As per the MOU, agencies are to notify the MPTF Office when a programme completes its operational activities. Please see [MPTF Office Closure Guidelines](#).

⁶ Financial Closure requires the return of unspent balances and submission of the [Certified Final Financial Statement and Report](#).

FINAL PROGRAMME REPORT

EXECUTIVE SUMMARY

Measuring the final impact of many of this project's activities is a difficult exercise. Many of the end results of the interventions made may only become tangible in the near future or in 10 years' time depending on the evolving political and security situation in the country. Draft laws were established for the Right to Information and for new legal bases for the CMC and IMN. But at the time of writing, they have not been approved by Parliament and are stuck in a backlog of legal reviews that await their fate in the Council of Representatives. The change management advice, support and road maps were all produced, but only small parts have actually been implemented or put into practice at the time of writing.

The rapid development of the ICT market, which has led to greater convergence and lower costs, has led to increased ownership of powerful means of communication. This means that no development strategy can ignore incorporating the media as a critical player but it also increases the risks of editorial irresponsibility and misinformation. Efforts to increase ICT skills for both media professionals and CSOs while also emphasising the responsibilities inherent in access to rights will support all development interventions, especially those dealing with sensitive or taboo subjects such as reproductive sexual health and gender.

Of all the sub-initiatives of the project that can be comfortably assessed in terms of achieving maximum possible impact during or shortly after the project are as follows: the sustainable establishment of Aswat al Iraq; Supporting Iraq's membership of EITI and; Supporting the new curriculum for Journalism and Mass Communication.

I. Purpose

Introduction to the project:

The Project intended to promote the development of an independent, pluralistic and responsible media as a fundamental infrastructure of good governance, and enhance appropriate legislative and regulatory frameworks to support this. It built on work already carried out by UN agencies and on the current UNDP experience working on media development in the context of the upcoming provincial elections.

The project had three broad areas of intervention. 1. The Project worked with stakeholders to develop or strengthen participatory processes leading to the articulation and/or enactment of sustainable regulatory and legislative frameworks to protect independent and responsible media. 2. The Project worked with media professionals and other projects to support local content development. 3. Finally, the Project identified key institutions – e.g. training institutions, regulatory bodies and professional entities – for targeted training and capacity building to enhance professionalism at editorial, technical and policy levels. There were no reliable comprehensive statistics concerning the media sector; a critical intervention was therefore a baseline survey identifying audience trends and ownership/funding.

Total project allocation (USD)	6,131,285
Total Disbursement	6,054,053 (99%)

Main outcome and outputs of the project:

Outcome:

Independent civil society and media enabled through legal and regulatory frameworks, professional development and strengthened institutions.

Outputs:

- 1.1 Increased dialogue and advocacy related to A38 legislation and A19 freedoms through establishment of a media law working group. (UNDP)
- 1.2 Increased understanding by government and media on right to know, data protection, and freedom of expression. (UNDP)
- 1.3 Increased dialogue and reconciliation at community level through the provision of six small grants to community-based media. (UNESCO)
- 1.4 Increased exposure of media professionals to global media development through the provision of seven small grants for scholarships and study tours. (UNDP)
- 1.5 Availability of self-regulatory monitoring mechanisms at CSOs and media institutions. (UNESCO – *this output removed from the project in a 2010 project revision*)
- 1.6 Availability of quality media curricula at four media institutes and mass communication faculties. (UNESCO)
- 1.7 Availability of media data setting the baseline for the media sector. (UNESCO).
- 1.8 Increased capacity of independent news agency as a model for media in Iraq towards self-sufficiency. (UNDP)
- 1.9 Commission on Media and Communications (CMC) functions within a strategic plan. (UNDP)
- 1.10 Identified gaps and opportunities related to performance of Iraq Media Network (IMN). (UNDP)

Relevant Strategic (UN) Planning Framework guiding the project:

At the time of project design, the following constituted the planning framework for the initiative:

- National Development Strategy: Strengthen good governance and improve security
- International Compact for Iraq: 4.2.1: Engaging with civil society

Iraq Trust Fund Sector Outcomes:

Sector Outcome 2 : Strengthened national dialogue and civil society for reconciliation

II. Assessment of Programme Results

i) Narrative reporting on results:

- **Outcomes:**

Outcome	Output contribution to the Outcome	Variance
<p>Outcome 1</p> <p>Independent civil society and media enabled through legal and regulatory frameworks, professional development and strengthened institutions.</p>	<p>Output 1, relating to increased dialogue and advocacy related to A38 legislation and A19 freedoms, allowed the issue of the Right to Information to be better understood, highlighted as a human right and for draft legislation on this to be put together in a consultative manner.</p> <p>Output 2, relating closely to output 1, aimed for increased understanding by government and media on right to know, data protection, and freedom of expression and allowed for a large sensitisation on the importance of a free press. It also pushed the country towards increasingly transparent oil reporting.</p> <p>Output 3, relating to UNESCO’s small grants for increased dialogue and reconciliation at the community level, supported key activities for highlighting and better understanding oil related issues (potentially divisive), environment and water issues and strengthening Aswat’s outreach to local communities.</p> <p>Output 4, relating to the increased exposure of media professionals to global media, saw 11 media events being attended by different representatives of Iraqi media for their greater understanding of media development.</p> <p>Output 6 saw the Ministry of Higher Education enhance the journalism curriculum and help Iraqi colleges and universities keep up with developments in journalism education.</p> <p>Output 8 saw the consolidation of Iraq’s first and foremost independent news agency which is entirely financially self-sufficient.</p> <p>Outputs 9 and 10 saw critical change management work on Iraq’s public broadcaster and its media licensing entity, underpinned by new draft legislation that is due to take over from the current Provisional Authority Acts they are currently operating under.</p>	<p>No significant variance in any of the Outputs</p>

The project did not respond to any specific MDG goal. However, media development and relevant content does support and respond to all of the Goals, while media itself has a central role to play in advocacy and citizen education. The rapid development of the ICT market, which has led to greater convergence and lower costs, has led to increased ownership of powerful means of communication. This means that no development strategy can ignore incorporating the media as a critical player but it also increases the risks of editorial irresponsibility and misinformation. Efforts to increase ICT skills for both media professionals and CSOs while also emphasising the responsibilities inherent in access to rights will support all development interventions, especially those dealing with sensitive or taboo subjects such as reproductive sexual health and gender.

The project was implemented by UNDP as lead agency and in partnership with UNESCO. Minor inputs were provided by UNAMI and UNOPS. The main partners of this initiative were also the main

beneficiaries. They include Aswat al Iraq, the independent news agency based in Erbil; the Commission for Media and Communication (CMC); the Iraq Media Network (IMN) and the Ministry of Oil (on oil reporting to the media) and the legal department and Human Rights Committee of the Council of Representatives. Several subcontractors were hired by UNDP for the required activities and included Media Badger, ProCare and Moore Stephens, Article 19 as well as several individual consultants.

Aswat, CMC and IMN were all consulted closely in terms of planning UNDP’s support to these entities and in terms of reviewing the Terms of Reference of any Technical Assistance that was mobilised on their behalf. Any reports or recommendation made by third parties on issues of strategic development were always shared immediately with the beneficiary for feedback and approval. The same applied to any legal issues or draft laws that were established under the project.

The Right to Information Law work was facilitated by Article 19, based in London, but involved all relevant stakeholders from the Government administration, media representatives and Parliamentarians. The work on oil and the media involved advising the Ministry of Oil on how to gain full membership to the Extracting Industries Transparency Initiative (EITI) and on how to report on oil issues to the media.

The Ministry of Higher Education was directly collaborated with on the design of the new Journalism Curriculum and technical assistance was provided to potential grantees working with UNESCO in terms of really honing their proposals.

This close cooperation and partnership with the beneficiaries at all stages of project delivery allowed for smooth relations and thus a bigger chance of the sub initiatives arriving at an impact.

- **Outputs:**

Output	Achievements	Variation explained
<p>Output 1: Increased dialogue and advocacy related to A38 legislation and A19 freedoms through establishment of a media law working group</p>	<p>The draft law on the Right to Information that was drafted in 2010 was followed up on through a series of interactions with civil society and the Parliamentary Legal Department in an attempt to expedite the approval of the pending legislation. This law was submitted and presently is in queue within the current backlog for review and discussion within the Council of Representatives</p>	
<p>Output 2: Increased understanding by government and media on right to know, data protection, and freedom of expression</p>	<p>UNDP led the coordination of an event in Erbil in collaboration with Aswat al Iraq, UNAMI and UNESCO to mark World Press Freedom Day 2009. The global theme of WPF 2009, set by UNESCO, was the role of media in fostering dialogue and reconciliation and on UNDP’s advice the seminar in Erbil focused on the importance of free and fair elections, validated through an independent media, as significant indicators of dialogue. The UN keynote speech urged stakeholders “to take concrete steps towards the development of a Freedom of Information law in the Kurdistan Region to complement and reinforce existing legislation and the national Constitution.”</p> <p>Building on this, UNDP coordinated a UN and international agency response to the draft Journalism Protection Law, liaising with UN agencies UNAMI and UNESCO as well as the International Federation of Journalists, Article 19, Index on Censorship, IREX and BBC World Service Trust.</p> <p>UNDP’s support to Iraq’s membership to the Extractive Industries</p>	None

	Transparency Initiative (EITI) finally succeeded with Iraq becoming the 18 th compliant country of this normative organisation. This is largely due to the increased quality of reporting in the sector.	
Output 3: Increased dialogue and reconciliation at community level through the provision of six small grants to community-based media	<p>The UNESCO-funded grant proposal “EITI Reporting Initiative in Iraq” conducted a key baseline survey of the level of coverage and understanding of oil issues in Iraq’s media and among its decision-making classes, and published and disseminated findings among Iraqi decision-makers, media executives and civil society, with a view to targeting improved coverage in the future.</p> <p>The UNESCO funded grant proposal “Strengthening donor outreach capacity and enriching editorial content” improved Aswat’s institutional capacity to identify and target potential donors and partners; improve its institutional capacity to design programs and write proposals. It also enriched Aswat’s editorial content with high quality photographic and audiovisual material from across the country.</p> <p>Under UNESCOs funded grant proposal “Bustan Association for Children’s Protection and Education”, a total of 26 media editors/journalists and 7 engineers from water departments in eight areas within the Disputed Internal Boundaries in northern Iraq have been trained on Sustainable Development and Media Education. Special emphases on conflict-mitigation and “peaceful” alternatives solution mechanisms to the long conflict were given to these trainings.</p>	
Output 4: Increased exposure of media professionals to global media development through the provision of seven small grants for scholarships and study tours	<p>UNDP supported the participation of Iraqi and project delegations in the following events:</p> <ul style="list-style-type: none"> • Arab Advisors Media and Telecommunications Convergence, Amman, June 2009 • Albany Associates, Strategic Communications in Post Conflict Environments, London, June 2009 • One World Broadcasting Trust Prize Ceremony, London, June 2009 • University of London seminar on media development in post conflict environments, London, June 2009 • USIP Preventing Media Incitement in Iraq, Istanbul, September 2009 • IKNOW Women in Media, Amman, October 2009 • Iraq Telecoms 09, London, November 2009 • ARIJ Annual Conference on Investigative Reporting, Amman, November 2009 • Copyright Reform in the Arab World, Amman, November 2009 • Global Voices Arab Bloggers Forum, Beirut, December 2009 • Article 19, Access to Information Laws in the Arab World, Amman, December 2009 	90%
Output 5: Availability of self-regulatory monitoring mechanisms at CSOs and media institutions	Removed from the project during the change of scope which was approved by the ITF Steering Committee in 2010	n/a

<p>Output 6: Availability of quality media curricula at four media institutes and mass communication faculties</p>	<p>UNESCO worked with the leadership of Iraqi Higher Education to help update the curricula in journalism and mass communication at both Baghdad University and at colleges and universities in the Kurdish Region of northern Iraq, working with the MOHERS for Iraq and the Kurdistan Regional Government (KRG). This project involved the application of the UNESCO Model Curricula for Journalism Education to the evolving education environment in Iraq</p>	<p>90%</p>
<p>Output 7: Availability of media data setting the baseline for the media sector – UNESCO lead.</p>	<p>Removed from the project during the change of scope which was approved by the ITF Steering Committee in 2010. IREX had already done this activity.</p>	<p>n/a</p>
<p>Output 8: Increased capacity of independent news agency as a model for media in Iraq towards self-sufficiency.</p>	<p>Amongst direct financial support through grants and technical assistance for management training, Aswat al Iraq also received four (4) key reports from a UNDP sub-contractor, Media Badger which provided in-depth market research into the users of the Agency at the National, Regional and Global levels. Additionally, the reports provided significant recommendations for increasing the effectiveness of outreach of the Agency and income generation. Aswat al Iraq therefore has a detailed business plan at its disposal in order to ensure its long-term survival. 2011 thus concluded six years of financial and strategic support from UNDP throughout various successive media projects.</p>	<p>None</p>
<p>Output 9: Commission on Media and Communications (CMC) functions within a strategic plan</p>	<p>The change management assignment on the CMC concluded in 2011. A variety of critical recommendations were provided, examining each part of the CMC's functionality. They were provided through eight thematic reports based on management functionalities and provided in electronic format in both Arabic and English. The main areas examined were CMC's strategic vision for telecoms and media licensing and regulations for governing media and telecoms in Iraq. Additional areas of recommendation included: the structural/organizational challenges being faced by the CMC, the staffing situation and the relevant internal ICT choices for the organization. The Commissioners who were the counterparts provided written satisfaction to UNDP through a letter of acknowledgement for the work achieved.</p>	<p>None</p>
<p>Output 10: Identified gaps and opportunities related to performance of Iraq Media Network (IMN).</p>	<p>The support provided to the Iraq Media Network (IMN) was completed in 2011. Similar to the support provided in 1.9 above, a strategic set of recommendations were provided for Iraq's public broadcaster in terms of improving its functional efficiency. A set of detailed recommendations was provided to IMN on improving organizational effectiveness and a new draft law was put together which is currently pending review in Parliament. A letter of gratitude has been received from the Executive Director of IMN for the support provided.</p>	<p>None</p>

- **Qualitative assessment:**

Measuring the final impact of many of this project's activities is a difficult exercise. Many of the end results of the interventions made may only become tangible in the near future or in 10 years time or perhaps never, depending on the evolving political and security situation in the country. Draft laws were established for the Right to Information and for new legal bases for the CMC and IMN. But at the time of writing, they have not been approved by Parliament and are stuck in a backlog of legal reviews that await their fate in the

Council of Representatives. The change management advice, support and road maps were all produced, but only small parts have actually been implemented or put into practice at the time of writing.

Of all the sub-initiatives of the project that can be comfortably assessed in terms of achieving maximum possible impact during or shortly after the project are as follows:

- ***The sustainable establishment of Aswat al Iraq.*** By the end of the project, the Aswat al Iraq had won contracts worth over USD 1 million for media development activities with the European Commission/Internews, US Institute of Peace and UNESCO and was nominated for a Special Award for Media Development by the One World Broadcasting Trust. Moreover, a recent independent, international expert analysis on Aswat's national, regional and global audience as well as on its marketing possibilities in the future shows a potentially bright future for this news Agency which has now achieved financial autonomy. It is one of the most consulted Iraqi news sources, even by the international community and regional news outlets.
- ***Supporting Iraq's membership of EITI .*** With approximately 10% of the World's known oil resources and 2% of the World's gas resources, Iraq became the biggest producer of these reserves to have joined the EITI. This is a normative organisation that recognises the efforts of a country to be transparent on how much it is extracting and what its subsequent revenues are. This is an important step to ensuring that Iraq's petro-economy is known and accounted for which in turn will support the better development of the country as a whole.
- ***Supporting the new curriculum for Journalism and Mass Communication.*** After several workshops and consultations, a Proposed Curriculum Framework was produced which incorporated all resulting recommendations (including distance learning courses and tools, from the delegations of Baghdad and Kurdistan) in the adaptation of the proposed UNESCO Model Curriculum for Journalism. The proposed framework was submitted to the Central and KRG Ministries of Higher Education and Scientific Research where it was revised and approved.

The media project established close relationships with the CMC, even leading to an office being set aside for the project, and the media national project officer in Baghdad had also established regular communication with Board Members. The project also visited the Ministry of Communication twice in Baghdad and was one of the first UN delegations to greet the new Kurdish Minister of Communication.

The Erbil based national project officer had established excellent relationships with the Ministry of Culture and the Ministry of Communication, and the Minister's Office wrote to the media project to thank it for ensuring that the Kurdistan Ministry of Communications was represented at the annual Iraq Telecoms 2009 meeting in London, a key venue for international telecoms investment.

Letters thanking the media project for its role in promoting dialogue among stakeholders – and thus demonstrating its partnership building success - came from the organizers of Iraq Telecoms 2009 and the Associate Vice President of USIP. Telecoms operators have also recognized the leading role that the project has played in bringing regulators, government and the private sector together to discuss telecoms regulation, while the CEO of the CMC acknowledged the media project's role in facilitating dialogue between it and the Kurdish government to resolve issues ranging from licencing to spectrum management and interoperability among telecoms operators.

Finally, the close collaboration of the project with the Government instances managing the oil sector (mainly the Ministry of Oil) has allowed the Government to meet the full compliance required to join the Extractive Industries Transparency Initiative (EITI).

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

- Human rights

UNDP's support to media independence and pluralism is based on Article 19 and by supporting media professionalism, developing regulatory frameworks and institutions and raising awareness of the issues surrounding journalism safety, the Project assisted Iraqi media professionals and the CMC to develop a safe and transparent working environment in which to exercise their rights to freedom of expression and access to information whilst supporting other sectors of civil society to do the same.

- Gender equality

Iraqi women journalists are specifically targeted by militia groups and conservatives and also face domestic abuse as a result of their perceived 'intrusion' into the male-dominated public sphere. The UNDP Media Project consulted extensively with women media professionals to determine how to ensure that they can both exercise their right to work and their right to life and security.

- Key environmental issues

The project strengthened the knowledge and skills of media editors/practitioners and water engineers in the Disputed Internal Boundaries in northern Iraq in the field of Media Education and Sustainable Development, including conflict-management. It also increased the knowledge of media editors/practitioners and water engineers on water resource management. Finally, it raised awareness among the participating media editors/practitioners and water engineers to use the information they received to raise public awareness in the related issues including conflict-mitigation and water resource management

- Employment generation

This is a difficult dimension of the project to assess but it is fair to say that the project helped secure the employment of those working at Aswat al Iraq and that by supporting quality and independent journalism in the widest sense will have inspired future professionals in this sector.

Aside from UNDP and UNESCO, the other major actor involved in supporting the media in Iraq is IREX. A very fruitful partnership was established with this entity which occasionally allowed for a pooling of resources on a specific initiative or even dropping one of this project's outputs as it was already being covered by IREX which in turn meant that there were more funds for the other project outputs. However, with the end of this project it would be incorrect to say that independent media was being healthily supported by the international community.

ii) Indicator Based Performance Assessment:

Using the **Programme Results Framework from the Project Document / AWP**s - provide details of the achievement of indicators at both the output and outcome level in the table below. Where it has not been possible to collect data on indicators, clear explanation should be given explaining why.

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance	Source of Verification	Comments (if any)
Outcome 1							
Independent civil society and media was enabled through legal and regulatory frameworks, professional development and strengthened institutions.							
Output 1.1 Increased dialogue and advocacy related to A38 legislation and A19 freedoms through establishment of a media law working group	Indicator : # of Media law group meetings and availability of recommendations on policy and regulation	No	At least 4 meetings and one draft policy or law submitted	Achieved	n/a	Article 19 and UNESCO publications on Iraqi media law and regulation	
Output 1.2 Increased understanding by government and media on right to know, data protection, and freedom of expression	Indicator: Availability of a draft Right to Know policy circulated to stakeholders in KRG. A seminar is held on right to know principles for KRG authorities	No	Three day seminar held by working groups to develop right to know principles	Achieved	n/a	Article 19 and UNESCO publications on Iraqi media law and regulation	
Output 1.3 GoI has improved capacities to provide citizens with e-services in pilot sectors	Indicator: # of community based initiatives	No grants disbursed	6 grants disbursed	Partially; 4 disbursed	Lack of quality proposals to finance within the timeframe	project reports	
Output 1.4 Increased exposure of media professionals to global media development through the provision of seven small grants for scholarships and study tours	Indicator: # of applicants that successfully completed the study tours/scholarships	No grants disbursed	7 grants disbursed	Achieved	n/a	Project reports	
Output 1.6: Availability of quality media curricula at four media institutes and mass communication faculties	Indicator: # of media curricula reviewed / established	No curriculum reviewed / established	Pilot model university curriculum developed and adopted by Salaheddin, Suleymanieh, Basra, Baghdad	Achieved but done at the national level through the Ministry of	n/a		

				Higher Education and Scientific Research			
Output 1.8: Increased capacity of independent news agency as a model for media in Iraq towards self-sufficiency.	Indicator: New business model for Aswat is available and reduced support from UNDP required	No business model and largely supported by UNDP	Reduced UNDP support and business model produced	Achieved	n/a	Availability of business plans	
Output 1.9: Commission on Media and Communications (CMC) functions within a strategic plan	Indicator: CMC functions with a strategic	No strategic plan	Availability of strategic plan	Achieved	n/a	Availability of strategic plan	
Output 1.10: Identified gaps and opportunities related to performance of Iraq Media Network (IMN).	Indicator Availability of assessment report on IMN performance	No assessment report	Assessment report	Achieved and more	n/a	Availability of assessment report	

iii) Evaluation, Best Practices and Lessons Learned

Report on any assessments, evaluations or studies undertaken relating to the programme and how they were used during implementation. Has there been a final project evaluation and what are the key findings? Provide reasons if no programme evaluation have been done yet?

No evaluation of the project has yet been undertaken. This is perhaps because it is not a priority area for UNDP Iraq in terms of forthcoming evaluations.

Explain challenges such as delays in programme implementation, and the nature of the constraints such as management arrangements, human resources etc. What actions were taken to mitigate these challenges? How did such challenges and actions impact on the overall achievement of results? Have any of the risks identified during the project design materialized or were there unidentified risks that came up?

This project encountered many of the constraints and obstacles which tend to affect the implementation of almost all development projects in Iraq, namely the security situation and how that translates to limited access to counterparts. Although the project made several red zone visits to meet the counterparts, contact with many of them was nonetheless limited. Aswat al Iraq was an important exception being based in Erbil.

UNESCO encountered some staffing problems which for a time affected their ability to implement their sub-components in a timely manner. This was resolved through a change of project scope that saw two of the original outputs being dropped out of the project and a reduction of project funds destined to UNESCO (763,265 USD altogether, a reduction of 455,875 USD).

UNDP also faced staffing challenges when the original project manager and the two national officers in Baghdad and Erbil all resigned in the same month (July 2010). The project was passed onto the then project manager of Aid Effectiveness, who managed the initiative through until the end with no national officers for support.

As a result of these constraints, the project had to be extended and went from being a 24 to a 40 month project.

Report key lessons learned and best practices that would facilitate future programme design and implementation, including issues related to management arrangements, human resources, resources, etc. Please also include experiences of failure, which often are the richest source of lessons learned.

Some of the challenges of working in this sector were already identified at the project design stage. Iraq is one of the most dangerous countries in the world for media professionals and support from international organizations increases the risks for these people. This is why the project liaised closely with UNDSS (UN Security) and with media professionals and organizations inside and outside the country. Therefore, the project gave priority to the security issues facing media professionals and only undertook activities with the explicit endorsement of Iraqi counterparts.

Due to these risks, Iraqi media professionals participated in shaping this Project from the outset. The working assumptions underlying the Project were that there is no political will to protect A19 rights. Delivery and supervision mechanisms were institutionalised from the outset in universities, professional associations and diaspora networks, ensuring that the process itself was Iraqi driven. The small grants and bursaries targeted grassroots communities and key professionals to ensure that the transfer of management and project development skills is not limited to the sector elite.

Despite the significant budget of this project, it ended up being far too ambitious in terms of the number of Outputs it was targeting and therefore the number of sub-activities and stakeholders that had to be managed. Further down the line, this translated into numerous and complex procurement tasks to get all the required sub-contractors on board. Clearly, a more focused project design aiming at fewer media beneficiaries would have enhanced the impact of the project. Some of the experimental initiatives of the project also had to be halted as the technological infrastructure could not support the activity. This was the case for the Webinar sub-project "Integrating Social Media into Curriculum and Practice," which was held on Oct. 26 and featured social media experts from Temple University in Philadelphia, which was ended after one attempt thus minimising the financial loss of that contract.

This aside, the inter-Agency arrangement of having 2 UN Agencies leading on different outputs of the project did not help in the harmonisation of the delivery and the reporting and relations occasionally became strained until UNDP had a different project manager and UNESCO hired up extra support staff. Positive and effective relations prevailed between UNDP and UNESCO from July 2010 until the end of the project.