

**IRAQ UNDAF TRUST FUND  
MPTF OFFICE GENERIC ANNUAL PROGRAMME<sup>1</sup> NARRATIVE PROGRESS REPORT  
REPORTING PERIOD: 1 JANUARY – 31 DECEMBER 2013**

<p style="text-align: center;"><b>Programme Title &amp; Project Number</b></p> <ul style="list-style-type: none"> <li>Programme Title: <b>Empowering CSOs in Iraq</b></li> <li>Programme Number: 81967</li> <li>MPTF Office Project Reference Number:<sup>3</sup> P1-01</li> </ul>	<p style="text-align: center;"><b>Country, Locality(s), Priority Area(s) / Strategic Results<sup>2</sup></b></p> <p><i>Iraq, nationwide</i></p> <p><b>UNDAF Priority Area Outcome:</b> The Iraqi state has a more inclusive and participatory political process reflecting improved national dialogue. <b>Priority 1:</b> Improved governance, including protection of human rights.</p>
<p style="text-align: center;"><b>Participating Organization(s)</b></p> <ul style="list-style-type: none"> <li>UNDP</li> </ul>	<p style="text-align: center;"><b>Implementing Partners</b></p> <ul style="list-style-type: none"> <li>Civil Society Organizations Committee of the Council of Representatives</li> <li>Civil Society Organizations Committee of the Kurdistan Parliament</li> </ul>
<p style="text-align: center;"><b>Programme/Project Cost (US\$)</b></p> <p>Total approved budget as per project document: <b>2,221,818 USD</b> MPTF /JP Contribution<sup>4</sup>: <b>2,221,818 USD</b></p> <p>Other Contributions (UNOPS) <i>1,015,601 USD</i></p> <p><b>TOTAL: 3,237,419 USD</b></p>	<p style="text-align: center;"><b>Programme Duration</b></p> <p>Overall Duration <i>28 months</i></p> <p>Start Date<sup>5</sup> <i>12.03.2012</i> Original End Date<sup>6</sup> <i>30.07.2013</i> Current End date<sup>7</sup> <i>30.07.2014</i></p>
<p style="text-align: center;"><b>Programme Assessment/Review/Mid-Term Eval.</b></p> <p>Assessment/Review - if applicable <i>please attach</i> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Date:</p> <p>Mid-Term Evaluation Report – <i>if applicable please attach</i> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Date:</p>	<p style="text-align: center;"><b>Report Submitted By</b></p> <ul style="list-style-type: none"> <li>Name: Teresa Benito Lopez</li> <li>Title: Project Manager</li> <li>Participating Organization (Lead): UNDP- Iraq</li> <li>Email address: <a href="mailto:teresa.benito@undp.org">teresa.benito@undp.org</a></li> </ul>

<sup>1</sup> The term “programme” is used for programmes, joint programmes and projects.

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

<sup>3</sup> The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to as “Project ID” on the project’s factsheet page the [MPTF Office GATEWAY](#)

<sup>4</sup> The MPTF or JP Contribution, refers to the amount transferred to the Participating UN Organizations, which is available on the [MPTF Office GATEWAY](#)

<sup>5</sup> The start date is the date of the first transfer of the funds from the MPTF Office as Administrative Agent. Transfer date is available on the [MPTF Office GATEWAY](#)

<sup>6</sup> As per approval of the original project document by the relevant decision-making body/Steering Committee.

<sup>7</sup> 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.

## LIST OF ACRONYMS

CoR	Council of Representatives of Iraq
CSO	Civil Society Organization
DANIDA	Danish International Development Agency
KRG	Kurdistan Regional Government
NCCI	NGO Coordination Committee for Iraq
NGOs	Non-Governmental Organization
RFP	Request for Proposals
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNOPS	United Nations Office for Project Services

**Note:** This project is composed of two separate components. The UNDP component, Output 2 is funded under the Iraq UNDAF Trust Fund. The UNOPS component, Output 1 is bilaterally funded by DANIDA to UNOPS and respectively UNOPS reports directly to DANIDA. **This report therefore covers the UNDP portion, Output 2 of the Project Document.** A summary of the UNOPS component (Output 1) progress can be found in Annex 1.

## EXECUTIVE SUMMARY

The main achievement of the project in 2013 has been to create a momentum for CSO support by demonstrating a good practice model for CSO grants. This has contributed to encourage parliamentary and governmental actors to put forward a draft law proposal to allow for state sponsored grants to support CSOs in Iraq. The project has also demonstrated a participatory and transparent model where all key stakeholders have been involved from the inception in the design of the grant model. The combination of grants and capacity development that is benefiting 31 local CSOs has allowed them to effectively engage in citizen-led oversight mechanisms and taking actions to hold the government to account. Those 31 CSOs are engaged in implementing interventions related to Human Rights, Anti-Corruption and Service Delivery. At the same time the CSOs have benefited from a comprehensive accompaniment mechanism that is addressing demand-based capacity issues. As a result, **CSOs have gained credibility and professionalism and public authorities are increasingly accepting them as partners for positive change in Iraq.** The project has developed trust-based partnerships with the CSO parliamentary Committee, the NGO Directorate, equivalent authorities at Kurdistan Regional level and the CSO community at large. This good will capital will help reinforce the project's final results and future interventions.

### I. Purpose

The project is supporting CSOs to effectively monitor the Government of Iraq's compliance with due process and transparency and enhance CSO capacities for advocacy. UNDP is building the capacity of chosen CSOs to hold the Government accountable in the areas of promotion of adequate service delivery, anti-corruption, and human and civil rights. Through encouraging CSOs to form consortia, the project is transferring know-how whilst working on concrete issues. The Project is also contributing to opening up permanent and sustainable channels between CSOs and Government to interface and advocate for the voices of civil society to be heard and taken into account in relation to public policymaking. The partnership with UNOPS builds on existing strong relationships with the Kurdistan Regional Government (KRG), the Kurdistan Parliament and Kurdistan civil society.

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

The Project contributes to the following UNDAF priority areas:

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

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

The project document outlines the following two project outputs:

- Output 1: Government is supported to facilitate free engagement of CSOs in development and reconciliation processes.

*Note: For this output UNOPS reports bilaterally to its direct donor DANIDA<sup>8</sup>.*

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

*Note: UNDP component*

## II. Results

- **Outcome level**

At UNDAF Outcome level, the project is contributing to more inclusive and participatory processes by allowing for an enhanced dialogue between parliament and civil society. CSOs are being promoted to become more professional and credible actors that can work alongside decision makers. Equally, through regular contact with CSOs, the CSO parliament committee is progressively considering the added value of a national dialogue alongside CSOs as legitimate voices. A direct illustration of this idea is how the project, through establishing a very inclusive granting process has set a model that has contributed to raising momentum on proposing a draft law that would allow the federal budget to issue CSO Grants. Government and Parliamentary counterparts have been building interest on supporting this idea throughout 2013 and have been actively advocating for it at different governmental levels. Although the law has not yet been passed by Parliament, the fact that it emanated from the interest of these Iraqi institutions to promote CSOs speaks for itself.

These are encouraging signs of a growing partnership between CSOs and Public Authorities. This is opening way for an enhanced dialogue process with the potential to improve the information base for parliamentary decisions, influencing them to be more responsive to actual citizen's needs. At the same time, CSOs are developing linkages with decision makers that will help them monitor governance and convey important matters in a more knowledgeable way to their constituents (UNDAF Outcome 1.1 Priority 1). The CSOs are engaged in a reflection process on CSO consortia-led interventions in the areas of human and civil rights (UNDAF Outcome 1.1 Priority 1), promotion of adequate service delivery (UNDAF Outcome 1.1 Priority 4) and anti-corruption (UNDAF Outcome 1.1 Priority 1).

The project is investing in human capital (UNDAF Outcome 1.1 Priority 5) by empowering active citizens, both men and women, and their initiatives as an organized civil society. The project is contributing to creating a more capable Iraqi civil society that can produce effective and impactful interventions alongside decision makers.

- **Output level**

With regards to the UNDP led Output 2<sup>9</sup> "CSOs have an enhanced capacity to promote citizen oversight mechanisms". Specific output level achievements can be summarized as follows:

**CSO Grant model:** The project has developed a model for CSO granting that has generated a number of good practices and lessons learned. The process of designing the granting mechanism and its implementation has been done in an open and participatory way. This has allowed key public authorities and counterparts such as the CSO parliamentary Committee and the NGO Directorate, to witness the process,

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<sup>8</sup> See Annex 1: progress summary of UNOPS component (Output 1) of project "Empowering CSOs in Iraq"

<sup>9</sup> For progress on Output 1 see Annex 1.

contribute to it and, as a result, become advocates for an amendment to the current NGO legislation to allow for state funded grants to support civil society.

UNDP developed a set of *Grant Guidelines* in 2012 that were refined and finalized in 2013 after an extensive consultation process that included a broad sample of the CSO community. This has meant that the Guidelines integrate both UNDP best practices as well as a practical local context reality check. Such an open process can be said to be a first of its kind experience in Iraq when it comes to international grant schemes for CSOs. The result is a strong ownership, commitment and understanding by local stakeholders to the grant scheme. This has set the ground for a strong buy-in from the participating CSOs into the parallel capacity development support provided through the UNDP project. The guidelines include a transparent three phased selection process, a detailed description of the technical support the CSOs will be part of and a clear description of the monitoring and knowledge management efforts that will be undertaken during the CSO project implementation phase.

The granting mechanism established through the guidelines was implemented in a comprehensive *three-phased selection process*. This process was designed to be as transparent and accountable as possible while providing an opportunity to test and consolidate a complex set of requirements that can be the base for future models ranging from a complex set up to a very simple one. The pre-qualification phase called for interested CSOs to comply with a minimum set of criteria that would make them good candidates to be lead CSOs to form CSO consortia and to provide initial feedback on the Grant Guidelines. These pre-qualified CSOs were then invited to form CSO consortia, inviting other CSOs that usually don't have access to the international donor community channels and present Concept Notes. After a selection of the best concept notes and fulfilment of CSO consortia requirements, CSOs were then invited to present project proposals to compete for the final grant.

<b>Selection Phases</b>	<b>Applied</b>	<b>Selected</b>
<b>Pre-qualification</b>	54 CSOs	25 CSOs
<b>Concept Note</b>	21 CSO consortia <sup>10</sup>	15 CSO consortia
<b>Project Proposal</b>	15 CSO consortia	8 CSO consortia (including 31 CSOs)

CSO applications covered three thematic areas: promotion of adequate service delivery, anti-corruption, and human and civil rights. In addition, a strong emphasis was put on gender-focused projects by allocating 30% of the grant fund to this purpose. Applications received evenly cover the three thematic areas and the gender focus. The geographical coverage is equally even with interventions proposed in all governorates of Iraq.

It is worth noting the high levels of transparency that were infused in the *CSO selection process*. A CSO Grant Selection Committee has been established to manage the three-phased grant selection process. The Selection Committee was comprised of UNDP and UNOPS staff with voting rights and with the observer role of a representative of the CSO parliamentary Committee and a CSO representative. Key elements of the transparency were the fact that all selection protocols, including selection criteria, evaluation grids and composition of the Selection Committee were disclosed clearly in the public announcements for the CSOs. The Grant Selection Committee met and contributed to the revision of the three phased selection process. It was found that the general CSO application quality was low, confirming the need for parallel CSO capacity building efforts. The inclusion of the CSO Parliamentary Committee in the process was a particularly fruitful partnership. Very pertinent and constructive inputs were received from the members of parliament and advisors of this Committee leading to an overall enhancement of the process in addition to building local ownership. Establishing an accountable selection mechanism with the participation of public

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<sup>10</sup> 4 CSOs invited to present Concept Notes

authorities has set a model of good practice for future dealings with CSOs and is an accomplishment in itself.

**CSO Projects:** The 8 CSO consortia<sup>11</sup> finally selected regroup 31 CSOs from all over Iraq. A signing ceremony was organized on 28 April 2013<sup>12</sup>. The Council of Representatives hosted the event with the attendance of the Chairman of CSO parliamentary Committee and other members of parliament. CSOs expressed their satisfaction for having successfully passed the thorough UNDP selection process and expressed their appreciation of the learning process. CSO Consortia project implementation was initiated on 1 May 2014 for a period of 12 months for most projects. Projects cover most Governorates of Iraq and relate mostly to enhancing accountability on local services through citizen participation and networking between CSOs and local authorities. Other projects include raising awareness on human rights and particularly minority rights and promoting better governance through enhanced women participation in the public sphere.

<b>Thematic Areas</b>	<b>Approved Project Proposals</b>
<b>Promotion of adequate service delivery</b>	2
<b>Anti-corruption</b>	3
<b>Human and civil rights</b>	3
<b>Total</b>	<b>8</b>

<b>Projects including significant focus on a cross cutting issue</b>	<b>Approved Project Proposals</b>
<b>Gender</b>	2
<b>Environment</b>	1
<b>Youth</b>	1
<b>Human Rights</b>	3

Below is the list of projects approved in the main objectives of these projects:

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

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

Governorate: Kirkuk

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



One of the volunteers disseminating the Participatory Rapid Appraisal (PRA)

<sup>11</sup> See Annex 2: List of 8 CSO consortia (31 CSOs) selected for project grants and capacity development

<sup>12</sup> See Annex 3: Web story on Signing Ceremony

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

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

Governorates: Salah ad Din, Ninewa and Diyala



**Awareness raising through the distribution of garbage bags and brochures.**

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

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

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

Governorates: Sulaymaniyah, Erbil and Dahuk

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

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

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

Governorates: Missan

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

## ***5. Partnering for development and women's participation***

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

Governorates: Muthanna, Missan, Thi-Qar and Basra

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

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

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

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

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

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

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

Governorate: Diyala

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

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

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

Governorates: All except the Kurdistan Region

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

***Engagement of CSO Committee of CoR:*** A trust-based dialogue has been established with the CSO Committee of the CoR that has led to regular mutual consultations on various issues related to civil society affairs in Iraq and to high levels of support to the UNDP project. Engagement with the CSO Committee from the onset of the project has led to the CSO Committee participating and contributing to project activities. Hosting the Grant Guidelines Workshop and the signing Ceremony within the premises of the Parliament, in addition to having representatives of the CSO parliamentary Committee at all key training and knowledge exchange events of the projects attended by CSOs has contributed to reinforcing networking and opening dialogue avenues between CSOs and the Parliament.

In addition, the parliamentary Committee on CSOs and the NGO Directorate have expressed interest in UNDP's NGO grant mechanism, as a good practice model on which to base the potential federal budget level NGO grant mechanism. A second draft law proposal in this regard is currently with the Shura Council but given the short term remaining for the current Parliament it is unlikely to be approved. Nevertheless lobbying efforts and awareness raising on this draft law through the model set by UNDP projects will continue supporting this issue during the term of the new Parliament. The parliamentary committee and the NGO Directorate have requested UNDP to support in advocating for NGO grants with Members of Parliament and potentially with government officials. This request in itself is a great achievement for the UNDP project, indicating that the close involvement and partnership practiced from the beginning with the CSO parliamentary Committee has yielded an opportunity for UNDP to contribute to establishing more trust between the government and CSOs.

→ **Indicator 2.1** “Number of vetted national/local CSOs to undertake and promote oversight mechanisms in the areas of service delivery, anti-corruption and protecting and promoting Human and Civil Rights” has been fully achieved. The CSO consortia model, has allowed expansion of the CSO base (indicator target was 10 CSOs) vetting 31 CSOs in total.

***CSO capacity development:*** A CSO capacity development intervention is being implemented in parallel and as a complement to the grant process. The Canadian-Lebanese firm with extensive experience in Iraq, CLIC Inc./KDC consultants, has been contracted for this purpose. This component is being implemented as an innovative accompaniment mechanism that tackles capacity issues of CSO using a variety of methods and tools. Capacity improvements of CSOs are being measured through the monitoring mechanisms set up. Although progress can be observed at this point, measuring it through 8 months of project implementation duration is challenging. The final monitoring report in June 2104 will be a better account of progress, although it is understood that capacity improvements require sustain support over a period longer than a year.

A ***CSO capacity baseline*** has been drawn through an extensive CSO Consortia Capacity Assessment exercise that included the development of individual capacity profiles for each consortium along with individual capacity development plans. Key baseline findings indicate that most CSOs lack specialization and a clear focus of work. Principles of good governance are not applied internally and often basic organizational systems are not in place, including sound financial management and resource mobilization strategies. CSO management is challenged by the lack of job descriptions and clear roles and responsibilities for team members. Improvements could be done when it comes to establishing relationships with key stakeholders, such as the general public, the media, government and other CSO networks. At programme management level, many CSOs lack the capacity to conduct community needs assessments and effective monitoring and evaluation. On the positive side, the assessment found that the consortium structure created good opportunities for knowledge sharing and peer coaching. Some CSOs have clear procurement tools or structured financial management processes. In this case, there is potential for a positive spillover effect on weaker CSOs within the consortia. Finally, it was also recognized that while some capacity development target areas should be achievable during the project's life span, others would require a more long term

intervention for example when it comes to fully internalize results based management concepts or promote the setting up of sound administrative systems. The individual Consortia's capacity profiles and development plans are structured along issues related to the CSOs' commitment to participatory human development, democratic governance and project management capacity. A comparison between a self-assessment and the observations from field data collection is also offered alongside recommendations and priorities for each consortium.

Based on the needs identified through the Capacity Assessment, a ***comprehensive capacity development accompaniment mechanism*** has been put in place. The methodology has been designed to be as much demand-based as possible and to take advantage of different coaching methods for better results. Capacity support to the CSO was initiated even before the CSOs applied for the final project proposal selection phase with training for all those pre-selected during the Concept Note phase on how to write project proposals.

The main focus has been put on learning by doing and supporting CSOs with ***on-the-job coaching***. This has meant the setup of a team of field facilitators that have provided regular one on one support to the CSOs. This system has been based on the premise of the CSOs coming forward with the issues they are facing at the moment of the visit and allowing for the field facilitator to prompt the right questions, give guidance or proposal referral support. This regular support has taken place since the initiation of the CSO consortia projects' implementation on 1 May 2013 with at least one quarterly visit to each lead CSO and at least one CSO member of each consortium. In addition to the visits, support has also been provided by email and phone. An important part of this support has covered mediating on internal conflicts and decision making within the CSO consortia.

***Online mentoring*** has also been offered to the CSOs as a referral option. The technical consultants engaged in the project are based in different locations (Amman, Beirut and Ottawa) and have in this way been able to provide issue based consultations to the CSOs when needed. Support in dealing with organizing surveys, developing the right questionnaires, reviewing monitoring tools, identifying creative campaigning methods, developing good case studies and reviewing reports have been some of the issues brought up by the CSOs.

The above has been complemented by ***demand-based trainings***, group discussion sessions and workshop that have so far covered the following topics:

- Proposal development
- Project implementation
- Monitoring and Evaluation
- Results Framework
- Communications and Donor Relations
- Fundraising

Upcoming topics for 2014 have been identified and will cover volunteer management (implemented in partnership with UNV), accounting and budgeting and reporting. Most events have been held in Erbil twice because of the challenging security situation in Baghdad. All 31 CSOs have been invited to send a relevant participant and when there has been strong interest two per CSO have been allowed. The sessions have taken place over 1 to 2 days, depending on the topics. On average, about 40 CSO participants have attended each of these events.

***Peer knowledge exchange:*** The setup of working with ***CSO consortia*** and not individual CSOs has been put in place for two main reasons. First, to allow weaker CSOs that would normally not have had the chance to gain experience from handling a UN funded grant to partner with a more reputable CSO. Second, the lead CSOs have been requested in the project proposals to propose a capacity development plan for their member CSOs. Each consortia is comprised of 2-4 member CSOs that, in most cases, had been working more locally and had not had much access to the international donor community channels. Many CSOs have admitted not

worked in such close partnership with other CSOs and this experience, although challenging, has been very enriching.

To reinforce this idea, two CSO Peer Knowledge Exchange Workshops have been planned during the project as a *community of practice live exchange* event. The first one took place in Erbil on 30 September and 1 October 2013. Despite a major security incident that occurred the day before the workshop, the first in over six years, the high turnout with 41 CSO representatives, is considered a great achievement. All CSOs attended the event on a voluntary basis with no per diem for their stay. The workshop covered discussions around best practice case studies presented by the CSOs themselves, the LinkedIn online exchange platform, practical challenges faced by CSOs during implementation and the presentation of the CSO feedback on UNDP and the consultant teams' overall performance in supporting the CSOs.

An *online community of practice* was launched in July 2013 using the web platform Linked In. The platform reached a membership of over 40 participants by the end of 2013. The main goal has been to create a facilitated web-based peer-knowledge sharing mechanism, in which CSOs can share their experiences, challenges, and problem-solving skills with each other. A few initial discussions and consultations have already taken place on LinkedIn, but its usage levels by CSOs are not as high as expected despite the facilitation provided for this purpose. The interface combining English and Arabic script combined with the lack of technical skills by some CSO senior staff is creating this bottleneck. UNDP is considering switching the platform to from LinkedIn to Facebook if the low usage persists. About 45% of the CSOs have expressed being satisfied with LinkedIn despite their low frequency of use.

- **Indicator 2.2** “Number of CSOs that receive project cycle management and organizational networking skills capacity support from programme” can be considered 70% completed and fully on track with all 31 CSOs fully participating and benefiting from the comprehensive capacity development intervention set up by UNDP. Those 31 CSOs have also been guided into developing their networking skill by joining other CSOs to form consortia, attending a number of CSO group events and peer exchange initiatives, and finally by been exposed to interaction with an international agency (UNDP) and the CSO parliamentary Committee.

**Monitoring and evaluation:** The CSO projects monitoring strategy has been developed to ensure tracking of progress against the following: progress in CSO project implementation and project results; and progress in terms of institutional CSO capacity development. Tools have been run through each consortium twice quarterly and quarterly monitoring reports have been produced compiling progress and trends by Stars Orbit consultants. UNDP provided technical support through its consultant teams giving the CSOs an opportunity to enhance their draft reports based on practical feedback. The reporting quality was better for this second round of reports, although some CSOs still need support in producing reports that focus on qualitative achievements.

The *first two quarterly monitoring reports* have been produced and are showing slow but steady progress. Overall, implementation is progressing well although about half of the projects show delays against the established work plan and UNDP is following up closely to ensure continuous progress. Given the practical and security constraints of working in Iraq the fact that all CSOs are effectively working on their activities is a significant achievement. A number of significant interactions between CSOs and authorities, at different levels, have taken place demonstrating good steps towards enhanced citizen-led accountability. For example, in the Governorates of Muthanna, Missan, Basra and Dhi Qar, 32 Community Development Committees, including women, have been trained and mobilized in needs identification methods reinforcing their position to deal with their local council. The same local councils have in turn been trained and sensitized towards increased citizen participation in needs identification and decision-making. Another CSO consortia project has mobilized academics and students around a minorities' rights discussion

in Baghdad, Salah Al Deen, Anbar, Dohuk, Ninewa motivating Al Hurra Iraq satellite channel to broadcast a TV programme on the subject. In the Governorate of Diyala, women have been mobilized to carry out rapid assessments on issues related to VAW, girls student drop out, displaced women, widows, and early and forced marriage. As a result, various governmental institutions such as the Justice Directorate, the Education Directorate, the local police, and the local councils have been approached to discuss issues of concern.

→ **Beneficiaries:** Direct beneficiaries have been 31 local CSOs (forming 8 CSO consortia) that have been selected to receive UNDP grants and an extension coaching support throughout the 1 year implementation of their projects. CSO representatives attending UNDP's direct coaching have been on average 80% men and 20% women and active members of Iraqi civil society (see section below on implementation challenges and lessons learned).

In addition in the initial stages of the selection phase, 53 local CSOs (forming 15 CSO consortia) that had passed the concept note selection phase and have benefited from project proposal writing training and coaching.

Another group of direct beneficiaries are the Members of Parliament of the CSO parliamentary Committee and the NGO Directorate. The latter, although not much involved in the initial stages of the project given that it was a nascent institution, has been increasingly engaged with the project in 2103. These institutions are better linked and aware of CSO granting and capacity building interventions and better disposed to include CSOs in consultations and decision-making.

- **Describe any delays in implementation, challenges, lessons learned & best practices:**

The project faces *implementation constraints, delays and challenges* related to the security environment in Iraq. Different security incidents and the overall security situation regularly create challenges for CSO participants to attend trainings and other project activities. The security in the Baghdad area is deteriorating rapidly due to the situation in Anbar province, making it difficult to ensure high attendance to project events from CSOs travelling from other governorates. For this reason most project activities have been organized in Erbil. Accessing Erbil has now become challenging for CSOs travelling by road from other areas, as the access road from the south has been the target of attacks and the checkpoints to access the Erbil area require a preliminary notification to the Kurdish security authorities to ensure entrance for the CSOs. This also affects the capacity of CSO consortia to ensure internal coordination meetings as often as they wish as well as the level of attendance of individual community members to their activities. Despite this challenge, it is worth noting that CSO participants and communities in general have been showing a great level of commitment and have been attending project activities better than expected by the Project Management.

Coordination with the CSO parliamentary Committee is at times delayed due to the frequency and lack of predictability of parliamentary breaks that sometimes have made these counterparts unavailable in a timely way. Despite this constraint, the cooperation with the CSO Committee is going well and has been fruitful so far.

The LinkedIn *online community of practice* that was launched in July has been joined by most CSOs but the level of online engagement has not been as active as expected. Part of the challenge relates to a relatively low IT/social media awareness among CSO senior staff who are expected to be the main contributors (junior and younger staff are often more familiar with these tools). The English-Arabic language interface is also not ideal. Despite a specific on-the-job training for each CSO to ensure

technology is not a constraint to their participation results are not yet satisfactory. The project management is monitoring this activity and may resort to a change to Facebook if CSO engagement does not improve soon.

From other more programmatic challenges have emanated a number of *lessons learned*:

Ensuring at all times the highest levels of *transparency, openness and accountability*, especially when dealing with selections processes that lead to a grant, a training or other kinds of benefits is crucial. Whenever shortcuts and management practicalities have taken the lead the project has suffered from unnecessary questioning by those left out. It is inevitable that those left out will question the outcome of a decision by a UNDP project, but by ensuring that all practices are a model of transparency these challenges can be minimized. Being inclusive of all stakeholders in all steps has been a key way to ensure all parties had grounds to validate choices and considered the process accountable. Another lesson learned in this regard is that accountability has to be included in the design and implementation procedure of any process. When talking of granting mechanisms for CSOs, and when trying to create a model to inspire public authorities and CSOs alike this has proven to be of utmost importance.

*Avoiding a donor-driven approach when dealing with CSOs* has only been possible through thorough and advanced planning. Last minute information and requirements, when they have happened have put the kind of strain on CSOs that yields compliance but no learning.

Because this project was set up to partner directly with the CSO parliamentary Committee, the emergence of the NGO Directorate was missed in the initial stages. An opportunity to involve this institution sooner in the CSO granting process was therefore missed. *Reacting faster to a changing institutional environment* and not giving up on an institution that might be nascent or too weak has been a lesson learned from this project. This said, the NGO Directorate has increasingly been more involved in the project in 2013, with almost monthly meetings taking place in the second half of the year to share updates, ideas and progress.

Capacity development activities need to be established within *sustainable local structures*. Training and coaching are labor-intensive activities that require a high investment in time, human and financial resources. The project has designed this support to cater for the it's own needs through consultant outsourcing and flexible implementation structures with various methodologies and locations. It will be challenging to sustain the curriculums developed and the expertise of the human capital involved without an anchor for continuation. The NGO Directorate has been identified as a potential institution that could host future CSO capacity development initiatives and sustain them trough its dedicated unit.

Ensuring the *CSO feedback mechanisms* has worked well in terms of allowing for demand-driven support but also identifying bottlenecks early on. The project practices an active listening policy where CSOs have not only had open communication channels with all layers of management but where CSOs have also been prompted to provide their views. Establishing a culture of honest sharing and demonstrating responsiveness had to be done purposefully. One of the important sessions of the CSO Peer knowledge exchange workshop held last October was the discussion over the results of a comprehensive feedback survey on all aspects of the support provided to CSOs. This is an example of active listening methods that allowed CSOs to provide anonymous and peer-backed comments that later fed into project management decisions.

- **Qualitative assessment:**

It can be said that the project is contributing to building a momentum for CSOs in Iraq. Key institutions that support the legal and regulatory framework under which CSOs have to work are now on board with the agenda to support the development of the CSO Community. The most illustrative initiative in this regard is the draft law to allow for CSO state budget funded grants that has been drafted and actively advocated for by the CSO parliamentary Committee and the NGO Directorate in 2013. These two institutions have had the opportunity to observe and participate in the design of various project components, gaining insights on the needs and challenges the CSO community faces as well as the kinds of responses that can support them. This *partnership has been a two-way gain* where UNDP has been able to raise awareness of the role of civil society good participatory governance and where the public institutions engaged have allowed UNDP to better understand the complex legal, political and cultural context in which public authorities and CSOs interact in Iraq. Because of the active listening approach the project has taken, the same can be said of the partnership between UNDP and the CSOs involved in the project. As a result of these close partnerships the project has been able to work more effectively for results.

Equally, the coordination and cooperation with UNOPS has been excellent throughout 2013 with a real added value result. UNDP and UNOPS have been working autonomously on their components but have shared information, experiences and mutually supported each other during different implementation stages as one single team. The partnership with UNOPS has also allowed the ensuring of linkages with Kurdistan Region CSO related authorities.

Another important qualitative level success factor has been the *combination of grants and capacity development*. The thematic areas the CSOs are covering with their project are sensitive ones, namely Human Rights, Anti-Corruption and advocacy for enhanced service delivery. For CSOs to engage as credible actors in these fields that require interaction with public authorities, supporting their capacities has been crucial. Moreover, the project has geared the discussion with CSOs towards building positive partnerships with public authorities based on a mutual understanding of gains for citizens and Iraq. This change of paradigm is being supported by the fact that CSOs are being sensitized to a culture of self-improvement, of delivering results and becoming professional public actors that public authorities will see as attractive partners. The grant investments are therefore being much more effective than in a stand-alone grant fund intervention. *This enhanced credibility of CSO is also allowing them to more effectively and confidently perform their oversight role and hold the government to account.*

#### ***Cross-cutting issues:***

***Gender:*** A strong emphasis was put on promoting the submission by CSOs of gender-focused projects by allocating 30% (instead of the planned 15%) of the grant fund to this purpose. The application templates for CSOs included guides for gender-disaggregated data. The evaluation grids for the concept notes and the project proposals include gender specific criteria. During the project proposal writing and coaching workshop, gender mainstreaming was presented as a good practice across the board for any type of project. Concepts of gender equity, women participation, women leadership and women empowerment were covered during the discussions with the CSOs. Despite these efforts, it has been observed that promoting gender focus and gender mainstreaming with local CSOs remains a challenge and requires dedicated efforts. Although 30% of the grant fund is allocated for gender specific projects, only 26% of concept notes received aimed at the gender fund and virtually none of the remaining concept notes reflected gender mainstreaming. As a result only 2 out of 8 projects finally selected are focused on women

empowerment issues, although other projects include some components or awareness of gender considerations.

**Youth:** One CSO consortia is implementing a project engaging 6000 university students in Baghdad, Salah Al-Din, Anbar, Dohuk and Ninewa on the rights of minorities in Iraq. The project aims at engaging academics and youth into proposing a Minority Rights Protection Law in Iraq. CSOs have also been voicing their interest in better mobilizing and managing volunteer resources that often involve youth. UNDP will look into partnering with UNV in 2014 to support CSOs in this regard.

**Environment:** One CSO consortia is implementing a project that looks into enhancing waste management services for a better environment in the Governorates of Salah ad Din, Ninewa and Diyala. Awareness campaigns to put pressure on local government to enhance services and address issues in this regard are taking place. Overall, it can be said the CSOs are not actively mainstreaming environmental considerations and more could be done in this regard in future projects.

**ii) Indicator Based Performance Assessment:**

	<b><u>Achieved</u> Indicator Targets</b>	<b>Reasons for Variance with Planned Target (if any)</b>	<b>Source of Verification</b>
<b>UNDAF Outcome 1.1</b> The Iraqi state has a more inclusive and participatory political process reflecting improved national dialogue.			
<p><b>Output 2<sup>13</sup></b> : CSOs have an enhanced capacity to promote citizen oversight mechanisms.</p> <p><b>Indicator 2.1: Number of vetted national/local CSOs to undertake and promote oversight mechanisms in the areas of service delivery, anti-corruption and protecting and promoting Human and Civil Rights</b></p> <p><b>Baseline: 0</b> <b>Planned Target: 10</b></p> <p><b>Indicator 2.2: Number of CSOs that receive project cycle management and organizational networking skills capacity support from programme.</b></p> <p><b>Baseline: 0</b> <b>Planned Target: 15</b></p>	<p>2.1: 31 local CSOs, grouped in 8 CSO consortia have been vetted to undertake and promote oversight mechanisms.</p> <p>This indicator can be considered fully completed.</p>	<p>The CSO consortia model, has allowed expanding the number of CSOs targeted (indicator target was 10 CSOs)</p>	<ul style="list-style-type: none"> <li>• CSO Grant Selection Committee report</li> <li>• Quarterly monitoring reports</li> <li>• CSO consortia quarterly progress reports</li> </ul>
	<p>2.2: 31 local CSOs are fully participating and benefiting from the comprehensive capacity development intervention set up by UNDP. Those 31 CSOs have also been guided into developing their networking skill by joining other CSOs to form consortia, attending a number of CSO group events and peer exchange initiatives, and finally by been exposed to interaction with an international agency (UNDP) all 31 CSOs and the CSO parliamentary Committee.</p> <p>This indicator can be considered 70% completed as some capacity development activities are pending implementation in 2014.</p>	<p>The CSO consortia model, has allowed expanding the number of CSOs targeted (indicator target was 15 CSOs)</p>	<ul style="list-style-type: none"> <li>• Project Quarterly Reports</li> <li>• Training reports</li> <li>• Interim reports by CLIC/KDC on capacity development support</li> <li>• Quarterly monitoring reports</li> </ul>

<sup>13</sup> For progress on Output 1 see note page 3 of this report and Annex 1.

### **III. Other Assessments or Evaluations (if applicable)**

No other assessments or evaluations, other than those already mentioned have been undertaken.

### **IV. Programmatic Revisions**

No revisions were made in 2013.

### **V. Resources**

**Financial resources:** Project cumulated expenditure is 67% of the total budget which shows a balanced track record. Out of this expenditure about 9% took place in 2012 and the remaining 58% took place in 2013. The project is on track for full delivery in 2014.

**Human resources:** In 2013 the project counted with two dedicated staff Project Manager (Amman based) and the Assistant Project Officer (Baghdad based). In addition, the project is supported part-time by the Participatory Governance Coordinator (Amman based) for strategic guidance, the Associate Project Officer (Amman based) for administrative and financial support and a Project Officer (Erbil based) for monitoring and project follow up in the North of Iraq.

**Procurement:** The project counts with two major consultancy contracts. The first one has engaged the company CLIC/KDC (Canada/Lebanon based) for the capacity development support of CSOs for a value of USD 361,213. The second contract has engaged the company Stars Orbit (Jordan based) for the provision of monitoring and knowledge management services for a value of USD 100, 960. No other contracts are engaged in the project other than event management support.

## ***Annex 1 - Update on progress of UNOPS Component – Output 1***

### **Initial Project Activities**

Project preparations started in 2011 with wide direct consultations involving a range of stakeholders. The aim of the consultations was to agree on the project concept and approach and to generate political support for the initiative. The second part of the consultations included a several month-long process of formation of the Project Implementation Committee (PIC). The consulted counterparts included representatives of the Kurdistan Parliament, the Presidency of the Kurdistan Region, the Kurdistan Regional Government, and Kurdish CSOs. As a result the PIC was formed.

In parallel, UNOPS identified, by the way of a competitive process, a technical assistance provider, (the European Center for Not-for-Profit Law), which was contracted to provide a European expert on policy documents on cooperation as well as a Lebanese expert facilitator with knowledge and understanding of civil society in the Middle East and North Africa. In addition, UNOPS utilized a competitive process to identify a consortium of Kurdish CSOs led by the Al Mesalla human rights organization, which was contracted to facilitate civil society consultations on the *Compact*.

### **Formation and Capacity Building of the PIC**

**Representatives from the Kurdistan Parliament.** A draft list of the members of parliament who would participate in PIC was proposed by Kurdistan Parliament's civil society committee in consultation with UNOPS. Several meetings were held with the Chair of the Civil Society Committee to identify the proposed members of PIC. During a meeting with Dr. Dana Sofi, chairman of the civil society committee, 25 March 2012, it was agreed to select fifteen members for the PIC including eight representatives from the Kurdistan Parliament, two representatives from Kurdistan Regional Government NGOs Department, one representative from the Kurdistan Region Presidency Council, and four CSO representatives. Selection of members of parliament took in consideration the following criteria: balance among political parties, dedication to the project goals, a history of active support to civil society, and the ability to engage with colleagues across the political spectrum.

**Representatives from civil society.** In order to ensure the transparency of the process, an open process of submission of applications was put in place for the selection of CSO representatives. A request for applications was issued on 31 March 2012 and disseminated through several CSO mailing lists. The call for applications included a brief introduction about the Compact project and the role of PIC members. The call for applications also included the following criteria for selection: applicants should be familiar with and experienced in working with public authorities in the Kurdistan Region, should present a resume of their activities as CSO leaders, and must be employees or members of a CSO that is legally registered in the Kurdistan Region. An evaluation team consisting of UNOPS and members of the civil society committee was established to review applications.

A total of nine individuals applied to sit on the committee, of whom three were from the governorate of Erbil, three were from Sulaimanaya, and three were from Dohuk. The evaluation team decided on 10 May 2012 to select four CSO representatives based on the quality of the submitted applications.

**Representatives of Kurdistan Regional Government.** Upon consultations with the Dr. Sofi, it was agreed that the Secretary General and the Head of the Registration Section of the NGOs Department would be asked to serve as members of the PIC. It was also agreed to invite Dr. Azad Maleffendi, Legal Advisor to the President of the Kurdistan Region, to participate in the work of the PIC.

**PIC Induction Meeting (June 2012).** An induction workshop was held for PIC members in Erbil from 16 – 21 June 2012 in Erbil, the capital of the Kurdistan Region. During the workshop, participants gained a better understanding of what policy documents on cooperation are, what the importance and benefits of such documents can be, how such documents are drafted, and how such documents are implemented. In addition, they examined the processes and means of preparing a policy document on cooperation through a case study of the adoption of the Civil Society Development Concept of Estonia (EKAK). PIC members undertook a needs assessment for the Kurdistan region, which enabled them to discuss the situation of CSOs in groups and identify needs for improvement. At the end of the workshop, participants agreed on a work plan and signed a Memorandum of Understanding governing their work on the Kurdistan Region’s policy document on cooperation.

**Study Visit to Estonia (September 2012).** A five day study visit to Estonia was organized for PIC members from 2 – 8 September 2012. The aim of the study visit was to further familiarize the PIC members with the process of development and implementation of the EKAK and how it contributed to the development of civil society in Estonia and improved relations with public institutions. PIC members had an opportunity to meet with the most relevant actors involved in the drafting and implementation of the EKAK from government, parliament, and civil society and identified the building blocks of Estonia’s success story. PIC members recognized similarities and differences between Estonia and the Kurdistan Region and expressed their enthusiasm and willingness to apply the lessons learned in Estonia to their own context. Finally, on the last day of the study tour, PIC members generated initial ideas for the structure and content of the policy document on cooperation for the Kurdistan Region of Iraq.

### **Drafting of the *Compact* and Consultations with CSOs**

Once members of the PIC were sufficiently comfortable with the general principles underlying the drafting of a policy document on cooperation, the focus of the project turned to actually developing a Kurdish version. This was accomplished through two drafting workshops: one to prepare an initial draft, and a second to prepare a final draft. In the interim, the coalition led by Al Mesalla consulted with more than 600 Kurdish CSO leaders via thirty workshops to gather civil society input and feedback for the consideration of the drafting committee, and the European Center for Not-for-Profit Law (ECNL) provided expert comments and a technical review of the first draft.

**First Drafting Workshop (October 2012).** The preliminary draft of the *Compact* was developed from 12 – 13 October 2012 during a workshop led by ECNL in Erbil. PIC members used an outline developed by ECNL that was based on policy documents on cooperation from other countries as well as the input of PIC members at earlier stages of the project. A collaborative approach was utilized to ensure that all PIC members endorsed the entire text of the first draft.

Immediately following preparation of the first draft of the *Compact*, ECNL and members of the PIC presented the document to more than 115 CSO representatives and members of parliament through a series of seminars held at the Kurdistan Parliament.

**Civil Society Consultations (November 2012 – February 2013).** To ensure widespread understanding and support for the *Compact* drafting process among Kurdish civil society, a consortium of Kurdish CSOs led by Al Mesalla received a grant from UNOPS to conduct civil society consultations across the Kurdistan Region. Prior to these consultations, ECNL organized a “training for facilitators” from 31 October – 6 November 2012 in which the twenty facilitators selected by the Al Mesalla consortium learned the skills and techniques needed to effectively carry out their consultation meetings. Facilitators also had the opportunity to enhance their facilitation skills through several days of exercises and practical experience designing and delivering workshop sessions.

Following these trainings, the Al Mesalla consortium launched a major consultation civil society consultation program spanning four months. Among other activities, Al Mesalla:

- Distributed the draft *Compact* online and collected feedback via email and through a form on their website;
- Organized thirty workshops (eleven in Erbil, eleven in Sulaimanaya, and nine in Dohuk) in which more than 600 Kurdish CSO leaders provided feedback on the draft;
- Held three briefing meetings for the media in which more than ninety media representatives were taught about the *Compact* and asked to further distribute information concerning its content and goals; and
- Printed and distributed more than 3,000 posters and 6,000 brochures on the *Compact* providing information on how to get involved by sending feedback to the PIC.

Al Mesalla gathered and summarized this feedback and delivered it to the PIC ahead of their second drafting meeting to help inform the modifications that would be made.

**Second Drafting Workshop (April 2013).** The final version of the *Compact* was drafted from 18 – 20 April 2013 in Erbil. The PIC met over three days to discuss suggestions from civil society as collected by Al Mesalla and technical improvements and edits suggested by ECNL. The PIC further discussed a number of issues that had not been agreed upon at the first drafting workshop, notably the final form of implementation and the mutual roles and responsibilities of the Kurdistan Parliament and the NGOs Department. PIC members also reviewed international best practices and standards and modified the *Compact* accordingly. On the end of the third day, all participants agreed on the final form of *Compact*. Indeed, shortly thereafter, the Chairman of the Civil Society Committee of the Kurdistan Parliament organized a press conference to announce completion of the *Compact*. Representatives from Kurdish CSOs and UNOPS also attended and spoke at the meeting.

The eight members of parliament on the PIC publicly committed to making every effort to bring the final text of the *Compact* to the floor of the Kurdistan Parliament for a vote before the parliamentary term expired in August, but many observers expressed the fear that there would not be enough time to build consensus. Happily, the members of parliament were successful, and the Kurdistan Parliament ratified the *Compact* on 12 June 2013.

### **Proposed Activities 15 August 2013 – 31 March 2014**

Adoption of the *Compact on Partnership and Development between Public Authorities and Non-Governmental Organizations in the Kurdistan Region of Iraq* on 12 June 2013 was a major accomplishment for the Kurdistan Region and all of Iraq, and marked the achievement of the initial goals of this project. However, ensuring that the *Compact* is properly launched and implemented in the coming months is the only way to protect the long-term sustainability of this initiative. With this in mind, UNOPS has designed a series of additional activities with our local partners in government, civil society, and parliament that will utilize unspent project funds over a period of seven-and-one-half additional months.

***Annex 2: List of 8 CSO consortia (31 CSOs) selected for project grants and capacity development***

CSO Name	Role	CSO Code	Governorate
Insan Iraqi Society for Relief and Development	Lead	CSO1	Kirkuk
National Institute for Human Rights	Member	CSO1.1	Kirkuk
Humanitarian Relief Association for Iraqi Turkmen Women	Member	CSO1.2	Kirkuk
Iraqi Institute for Development (IID)	Lead	CSO2	Mosul
Organization of Iraqi Family	Member	CSO2.1	Tikreet
Harraa Humanitarian Organization	Member	CSO2.2	Diyala
Kurdistan Reconstruction and Development Organization (KURDO)	Lead	CSO3	Sulaymaniyah
Youth Activity Organization (YAO)	Member	CSO3.1	Sulaymaniyah
Kurdistan Economic Development Organization (KEDO)	Member	CSO3.2	Sulaymaniyah
Al Khair Organization	Lead	CSO4	Missan
Al Ahrar Organization	Member	CSO4.1	Missan
Iraqi women Foundation	Member	CSO4.2	Missan
Al Amel Association	Member	CSO4.3	Missan
Journalists Youth Organization	Member	CSO4.4	Missan
Al Rafidain Women Organization	Lead	CSO5	Muthanna
Al Huda Institution for Strategic Studies	Member	CSO5.1	Missan

Al-Ekha'a Organization for Democracy and Peace	Member	CSO5.2	Basra
Iraq Flower for Democratic Organization	Member	CSO5.3	Thi Qar
Salam Al Rafidain Organization	Lead	CSO6	Baghdad
Al Mahaba Forum	Member	CSO6.2	Anbar
Association for Woman And Children	Member	CSO6.1	Baghdad
Bunyan Foundation	Member	CSO6.3	Mosul
Ajial Association for Intelligence and Creation Development	Lead	CSO8	Diyala
Taawn Association for Consumer Protection	Member	CSO8.1	Diyala
Hawaa Organization for Relief and Development	Member	CSO8.2	Diyala
Youth Forum for Peace	Member	CSO8.3	Diyala
Al Noor Universal Foundation (NUF)	Lead	CSO9	Diyala
Shaoob for Democracy Support	Member	CSO9.1	Baghdad
Hamurabi Organization	Member	CSO9.2	Tikreet
Iraqi Civic Action Network	Member	CSO9.3	Babil
Iraqi Social Education Team	Member	CSO9.4	Baghdad

\*CSO 7 was excluded from the grant process during the grant contract negotiations for no cooperation issues.

## *Annex 3: Web story on CSO Consortia Grant Signing Ceremony 28 April 2013*

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

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

**1 May 2013**



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

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

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

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

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