



**UNITED NATIONS DEVELOPMENT GROUP IRAQ TRUST FUND**

**PROJECT DOCUMENT COVER SHEET**

<b>Participating UN Organisation:</b> UNESCO	<b>Cluster: 11</b> Electoral Support
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<b>Programme/Project Title:</b> <i>Support for fair, safe &amp; professional media election coverage: Election reporting guide and advocacy campaigns</i>  <b>Programme/Project Number:</b> C11-07	<b>Programme/Project Location:</b> Baghdad, Iraq, with supporting programmes in Amman or other location depending on the security situation
<b>Programme/Project Description:</b> A project to promote professional election reporting through the publication of an election guide and advocacy campaigns; to raise awareness to enhance access to public information; to support efforts to promote safety of journalists	<b>Programme/Project Costs:</b> <b>UNDG ITF:</b> US\$ 555.000 <b>Government Input:</b> <b>Other:</b> <b>Total:</b> US\$ 555.000
<b>Govt of Iraq Line Ministry Responsible:</b> Independent Electoral Commission of Iraq (IECI), Ministry of Human Rights	<b>Programme/Project Duration:</b> Three months
<b>Review &amp; Approval Dates:</b> Cluster Review Date: Cluster Manager Group Review Date: 16 December 2004 Steering Committee Approval Date: 16 December 2004 (Fast Track) ISRB Approval Date: N/A	

	<i>Signature</i>	<i>Date</i>	<i>Name/Title</i>
<b>UN Agency Name:</b> UNESCO	_____	_____	<b>Wolfgang Reuther, Director</b>
<b>Chairman UNDG ITF SC:</b>	_____	_____	<b>Roger Guarda RC a.i., SC Chair</b>



## UNITED NATIONS DEVELOPMENT GROUP IRAQ TRUST FUND

### PROJECT DOCUMENT COVER SHEET

**Development Goal and Key Immediate Objectives:** *(no more than one paragraph)*

The objectives of this three-part programme are to promote transparency and accountability through advocacy campaigns to encourage full, fair and efficient access to information to and by Iraqi journalists covering the elections and to raise awareness among civil society and officials on issues related to the elections, such as safety and democratic principles. Furthermore it seeks to enhance professional election reporting through skills training and the production and distribution of an election guide for Iraq. The project will also address safety issues for journalists and media workers.

**Outputs and Key Activities:** *(Please be concise and ensure the narrative above does not exceed this page)*Awareness raising campaigns

- A media and public awareness campaign backed by direct lobbying & advocacy initiatives that will encourage the election's political participants to ensure full disclosure of information incl. practical support programmes for Iraqi civil society and officialdom to develop their own strategies to work with the media, and support the full, fair and open dissemination of information.
- A media and public awareness campaign on the safety of journalists and their right to work without threat.
- Seminars to raise the level of debate and dialogue on the media's role and rights during elections and to promote access to public information.

Election guide for journalists

- Publication of an election guide booklet for journalists including guidelines to principles of professional reporting during elections, journalists' rights, election processes, contacts, reference materials, background documentation and safety information.
- Regular updating of guide to booklet distributed through web and partners during programme events.
- Online archive of election resource material and information.
- Translation of all content into relevant Iraqi languages, with selected translation into English.

Election reporting/safety training

- Training seminars to develop the capacity of Iraqi civil society and media to enhance the safety of journalists and media workers.

*Logical framework*

**THE LOGICAL FRAMEWORK**

Objectives	Measurable indicators	Means of verification	Important assumptions
<p>Development Objective</p> <p>Fair, safe &amp; professional media coverage of the Iraqi elections.</p>			<ul style="list-style-type: none"> <li>● Political will supportive of programme</li> <li>● Improvement of security situation</li> </ul>
<p>Immediate Objectives:</p> <ul style="list-style-type: none"> <li>● Promote transparency and accountability through advocacy campaigns to encourage full, fair and efficient disclosure of information to and by Iraqi journalists covering the elections and</li> <li>● Enhance professional election reporting through training</li> <li>● Production and distribution of an election guide for Iraq.</li> <li>● Running of a programme to address safety issues for journalists and media workers.</li> </ul>			<p><b>(Immediate Objective to Development Objective)</b></p> <p>By enhancing safe and professional election reporting, these outputs would promote full, fair and efficient disclosure of information to and by journalists covering the upcoming elections in Iraq.</p> <p><b>Important assumptions</b> Iraqi journalists willing and able to participate in training inside Iraq or by travelling outside the country as well as in production of campaign materials</p>
<p><b>OUTPUTS:</b></p> <ul style="list-style-type: none"> <li>● A campaign carried out;</li> <li>● Capacity of Iraqi journalists and media professionals strengthened;</li> </ul>	<ul style="list-style-type: none"> <li>● Campaign visible in Iraq;</li> <li>● Improved media coverage, that reflects use of the guide;</li> <li>● Number of</li> </ul>	<ul style="list-style-type: none"> <li>● Professional articles on election;</li> <li>● Workshop report;</li> <li>● Editorial contributions available in print and</li> </ul>	<p><b>(Outputs to immediate objective)</b></p> <ul style="list-style-type: none"> <li>● Together, the outputs would strengthen the capacity of journalists - and the media in general - for professional coverage of the elections, as well as</li> </ul>

<ul style="list-style-type: none"> <li>● Awareness raising campaign on risks of journalists covering the elections;</li> <li>● Election guide for journalists published in relevant languages &amp; disseminated;</li> <li>● On-line archive created (intra-cluster 9, inter cluster 11)</li> </ul>	<p>participants &amp; ideas exchanged at workshops for journalists/officials;</p> <ul style="list-style-type: none"> <li>● Documented increase in awareness of rule of law, democratic principles and of risks of journalists;</li> <li>● Number of election guides published for campaign;</li> <li>● Type, quality and quantity of information in the online archive.</li> </ul>	<p>on-line;</p> <ul style="list-style-type: none"> <li>● Articles that address the risk of journalists;</li> <li>● Editorial contributions on the elections;</li> <li>● Election guide published in relevant languages &amp; available for journalists;</li> <li>● Information accessible through the online archive</li> </ul>	<p>raise awareness about the risks of the work of journalists.</p> <p><b>Important assumptions</b></p> <ul style="list-style-type: none"> <li>● Political will supportive of programme</li> <li>● Improvement of security situation</li> <li>● Iraqi journalists willing and able to participate in training inside Iraq or by travelling outside the country and in production of campaign materials</li> </ul>
<p><b>ACTIVITIES:</b></p> <ul style="list-style-type: none"> <li>● Provide a campaign to encourage election participants to ensure full, fair &amp; efficient access to information &amp; the safety of journalists;</li> <li>● Workshops for Iraqi journalists on covering professionally elections;</li> <li>● A programme to address safety issues and awareness raised on risks of journalists;</li> <li>● Publication &amp; wide dissemination of election guide for journalists;</li> <li>● Creation of an online archive;</li> <li>● Translation of all content into relevant languages</li> </ul>	<p><b>INPUTS:</b></p> <p><u>Personnel:</u> Sub-total 1: 84.017</p> <p><u>Contracts:</u> Sub-total 2: 237.000</p> <p><u>Training:</u> Sub-total 3: 30.000</p> <p><u>Equipment:</u> Sub-total 4: 5.000</p> <p><u>Supplies:</u> Sub-total 5: 0</p> <p><u>Transport:</u> Sub-total 6: 0</p> <p><u>Travel:</u> Sub-total 7: 159.000</p> <p><u>Misc.:</u> Sub-total 8: 3.675</p> <p><u>Security:</u> Sub-total 9: 10.374</p> <p><u>Support:</u> Sub-total 10: 25.935</p> <p><b>TOTAL: 555.000</b></p>	<p>UNESCO shall submit narrative and financial reports in line with UNDG ITF Steering Committee requirements based on submissions provided in accordance with the terms of its contracts and association agreements with partner NGOs, through which this programme will be implemented.</p>	<p><b>(Activity to output)</b></p> <ul style="list-style-type: none"> <li>● Through campaigns, workshops and provision of information, it is expected that the task and role of journalists for a professional, full, fair and efficient coverage of the elections would be supported.</li> </ul> <p><b>Important assumptions</b></p> <ul style="list-style-type: none"> <li>● Political will supportive of programme</li> <li>● Improvement of security situation</li> <li>● Iraqi journalists willing and able to participate in training inside Iraq or by travelling outside the country and in production of campaign materials</li> </ul>

## **1. Programme/project Justification**

### **1.1 Background**

In UNESCO's current Medium-Term Strategy,<sup>1</sup> it is emphasized that "Global awareness-raising will seek to strengthen the freedom of expression and of the press, especially in countries in transition and in conflict or post-conflict zones. The transformation of Iraq into a democratic state, respecting and recognizing the importance of free media, is vital for the overall democratisation process, and in particular during the crucial election period. Having the mandate to promote freedom of expression principles, UNESCO is in a position to work actively to achieve these aims. Media training and education are the main devices in this process, where UNESCO has the skills to function as a connection between normative and practical assistance and is experienced in acting as an intermediary between UN agencies and programmes, IGO's, civil society partners and Iraqi media professionals.

UNESCO has developed extensive research resources on media and human rights training in conflict and post-conflict societies in recent years. UNESCO made a significant intervention in supporting media development initiatives in East Timor, Rwanda, the Balkans and Afghanistan. In Iraq UNESCO has been given a key role in the preparation of an initiative that would quickly tackle key media and human rights issues in the interim period throughout the election period.

### **1.2 Programme/project approach**

UNESCO and UNDPI participated in the UN/World Bank needs assessment for Iraq and provided the media report included in the governance rule of law. The Organization has thus from the outset been involved in the process of producing a media development strategy for Iraq, conducive to the strengthening of the rule of law and adherence to democratic principles.

At the meeting with the Minister for Human Rights in Amman (July 2004), UNESCO was requested to provide assistance to capacity building in all areas related to human rights and the media, including awareness raising on freedom of expression and the key role of a free press in a democratic society. It is along these lines that the below project emphasizes support to strengthening of respect for democratic principles, the rule of law, transparency and access to information throughout the election period.

Nominated to draft Iraq's new permanent constitution, the INA's initial viability and eventual success should be rooted in an electoral process that is both inclusive and transparent. It must offer the widest opportunity for Iraqis to participate as voters and candidates. This is only possible if the local population understand the importance of voting and what their choices are, the candidates, their standpoints and the consequences of the different politics in the long run. It is difficult to overestimate the importance of the local and national media to the achievement of this aim.

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<sup>1</sup> Medium-Term Strategy for 2002-2007, 31 C/4.

The media's first duty will be to play an independent complementary role to the dissemination of public information for the benefit of voters. Freedom of expression is the cornerstone of any democracy; media are the groundwork of a democratic society, where the public can make use of their right to vote on the basis of clear and non-biased media coverage. Parallel to the campaigns run by the political parties, it is essential that non-partisan information is available. To fulfil this fundamental role, the media is dependent on access to reliable information and respect for freedom of expression by all parties. It is only in this way that transparency about the election process is assured and the future Government can be considered elected in a truly democratic manner.

The programme will address the above through the following outline:

The first step will be the publication of a detailed election guide booklet for journalists contained in a clip binder for easy updating of its contents. The booklet will include guides to principles of professional reporting during elections, journalists' rights, election processes, contacts, background documentation and safety information among other important issues – some of which may not yet have emerged at the time of the submission of this proposal.

The guide will be regularly updated on the basis of new information and requests occur, thus assuring the highest amount of flexibility, which must be considered a major advantage when working in a country, where conditions can change over night. By making updates available online, the time of adaptation is further limited to an absolute minimum. A physical distribution will complement and extend the web-publication, to facilitate access of the entire target group and thereby achieve the highest penetration of booklet guide items.

Election information from the IECI, the UN and the Interim Government will be considered for inclusion along with party political material, where it contributes to increasing clarity and transparency. To assure a well-informed selection of this type of material, an independent team of journalists and political science experts should be identified in and outside Iraq, thereby assembling a wide-ranging group of competent professionals. Through this qualified identification, complemented by clear editorial policies for the team members, a non-biased selection of relevant input for the guide will be assured.

Contributions from civil society groups, NGO's and journalists as well as supporting educational material will be enclosed and hereby strengthen the impact and functions of the guide. All material will be translated and accessible on-line in relevant languages, such as Arabic, Kurdish and Persian (Farsi).

The creation and maintenance of the web-portal, serving both as channel for distribution of information as well as forum for dialogue, will be coordinated with the project for Capacity Building of the Media.

All through the project, material prepared for the guide will be made use of whenever relevant, so that essential information would also reach civil society and authorities.

Nationwide media and public awareness campaigns are planned - supported by advocacy initiatives that aim at encouraging the election's lead participants, to promote full and efficient disclosure of information. As these activities are partly driven by existing networks of civil society and NGO's, it is not yet possible to outline their exact shape, as

the security of involved actors must be assured and potential future obstacles must be considered.

Many new political actors will be interacting directly with the media for the first time and will be unfamiliar with the routines of releasing and distributing information effectively as part of the campaign process. Few will have the experience and understanding to deal fairly with demanding and critical journalists. Nevertheless, the free flow of information from the parties to the media, managed by efficient and accessible media relations officers, is essential to the accurate representation of the candidate parties' position to the general public.

In addition awareness raising activities will stress the importance of freedom of information to the political process. Political parties, associations and independent candidates registered as political entities with the IECI will be individually canvassed and responsible officials encouraged to attend the seminar on freedom of information and how to handle the relationship between public officials and journalists.

The media and public awareness and training campaigns will also encourage efforts to guarantee the safety of journalists and their right to work without threat. Without safe working conditions, complete and objective coverage of the elections cannot be expected to occur. Through direct lobbying and advocacy initiatives, publication and a major advertising and PR initiative, nationwide visibility will be assured if conditions allow. The safety programme will be developed with a specialist-training agency with direct knowledge of the media workers' security situation in Iraq.

Training seminars will be organized in parallel to the campaigns to develop the capacity of Iraqi civil society and media towards enhanced safety for journalists and other media workers. Campaigns will be coordinated, to amplify the outcome and distribution of information.

Information developing the advocacy skills and knowledge of basic human rights, especially freedom of expression, will be distributed through the web, at seminars and workshops and with assistance from the local network, to reach as many Iraqi voters as possible.

The programme is addressing the needs for information and education to assure a reliable media coverage of the Iraqi elections as well as well-informed voting. It will consist of three elements: The promotion of professional election reporting through the publishing of a reporters' election guide for the Iraqi media; an advocacy campaign to encourage full, fair and efficient disclosure of information to journalists covering the elections and to raise awareness among civil society and officials on issues related to the elections, such as safety and democratic principles; training seminars to effectively enhance the safety of journalists and media workers in the country.

All UNESCO media activities in Iraq have been developed to complement and support each other and have been developed as part of a unified consistent programme of UN activities concerned with human rights in Iraq<sup>2</sup>. Some of these programmes are scheduled

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<sup>2</sup> United Nations Strategic Plan for Iraq: The Human Rights Programme for Iraq - Programme of Cluster 9 "Good governance and civil society" December 2004 – December 2006. To be finalized at time of reference.

to begin later on, so they will benefit from the expertise and resources generated by this programme. Cooperation between the different activities outlined in the Cluster 9 Media Development Strategy is essential to the effective and sustainable facilitation and support of the plan's monitoring, training, professional contacts, information sharing and publication.

The media has the primary responsibility of disentangling and fairly representing the full spectrum of electoral participants - large parties, regional parties, local parties and independent candidates. How this will shape can not be predicted and it will be crucial with continuous analyses by journalists' to inform the voters about the different campaigns and alliances they should consider before voting. The media can additionally function as a nationwide forum for dialogue in which alliances can occur and the political process evolve, as opinions are exposed and mutual knowledge among partisan groups rises.

The scores of newspapers that have opened up in the last 18 months in Iraq already struggle to cover these issues professionally and fairly. Nearly all are economically dependent on the financial support of individuals and factions, who aim to recoup their 'investment' in the weeks before the vote by demanding political favours from their editors. It is therefore vital to emphasize to media and journalists, to what degree their independence and integrity is crucial for the democratic process in the country; indeed how insufficient and biased media coverage can undermine the legitimacy of the up-coming election.

However, many Iraqi journalists have high levels of technical skills, but most lack training in professional reporting and editing skills. Others are motivated by a politicized or religious agenda or are pressurized by publishers with agendas of their own. Iraqi journalists operate in the face of physical danger as well as potential direct censorship and other challenges to freedom of expression. Training programmes should facilitate and keep Iraqi journalists personally involved in the development of media rights so they may work freely, professionally, responsibly and safely.

The networks, established through the various media and information related initiatives would be helpful with detailed information and local knowledge throughout the projects. This is crucial in light of the delicate and complex political situation where a profound knowledge of culture and local factions is crucial to approaching and evaluating concrete situations. Politically the situation in Iraq is still oscillating and the difficult economic conditions are only adding to the insecurity. Vital institutions of society are in their elementary phase, which must be considered when working in the country and also highlights the importance of a reliable network.

The Iraqi society as a whole should benefit from the election programme. This is reflected in the fact that objectives will be approached through initiatives engaging the media, civil society and authorities creating mutually advantageous effects to reach the overall goal of fair and safe media coverage during the Iraqi elections, indispensable element on the road towards a democratic society.

Activities in conjunction with other UNESCO supported Cluster 9 programmes activities will facilitate exchanges and feature activities specifically designed to foster professional dialogue. This will include efforts to involve a fair proportion of women and minority participants.



Men and women will benefit equally of the offers of the programme in a short-term perspective. In the long run though, the programme would provide an important step towards a democratic society, where gender equality would improve compared to the present conditions, thereby strengthening the rights of Iraqi women. In addition, the protection of minorities and marginalized groups are issues of concern in Iraq today. Building a democratic state is the most efficient way to approach those issues and shape a better future for all inhabitants in the country.

In light of the condition, the project framework should and will be flexible, to be able to adjust actions depending on how the Iraqi situation evolves. If the security situation makes it impossible to operate in the country, the programme will be piloted from outside Iraq, where it would take advantage of the Internet and organizing events in close by countries, where safety is assured without making transportation needs a major obstacle.

After the fall of Saddam Hussein thousands of journalists, information and media workers found themselves unemployed. There has been a rapid increase in local print and broadcast media outlets and the media scene is the host of substantial international news media coverage, creating new job opportunities for media workers. However, the massive growth in the media in Iraq has not been accompanied by the kind of independent investment, resources and capacity building that was initially expected. The election programme will promote an independent media sector and ensure that media professionals from the pre-war Ministry of Information-run media will adapt to the new democratic system, making good use of existing skills while developing new ones.

The election programme is within the framework of the UN programme promoting Human Rights in Iraq. Freedom of expression and freedom the press are some of the key issues, which are also central in the present programme. Through the actions, press freedom will be promoted and knowledge about human rights in general increased.

The programme events will include practical support programmes for Iraqi civil society and officials to develop their own strategies to work with the media, and support the full, fair and open dissemination of information. An important awareness raising in Iraqi ministries and administration is hereby foreseen , supporting the shaping of a democratic state in the country.

Please see under Background

## **2. Management arrangements**

Programme implementation and supervision arrangements will be ensured by the UNESCO Office in Amman. In addition, a small office with national staff has remained open in Baghdad, which will assist with project implementation in Iraq. For its duration, the programme will be supervised by the Deputy Assistant Director General of UNESCO Communication Sector and the Director of the UNESCO Amman Office, paying due regard to the role of the Division for Human Rights (SHS) in this endeavour.

The programme will be co-managed through programme specialists at UNESCO HQ in the Communication Sector and the Social and Human Sciences Sector (Human Rights Division)

and a Programme Specialist (CI, Amman) seconded by the French Ministry of Foreign Affairs. The programme will be carried out by core staff, supported by a seconded programme specialist. The two lead staff and the specialist will be present at the UNESCO Office in Amman as per 1 January or as early as possible.

A consultant will be contracted to provide monitoring and evaluate the programme and its components. The program is designed as an interface with the Media and Human Rights program and will be carried out in coordination with this programme.

Implementing partners also include UNDP, international and national NGOs, as well as professional organizations. Implementation of the different components will be undertaken by international, regional and local civil society partners and in consultation with UNDP, UNAMI and the Independent Electoral Committee. The extent of cooperation will develop in line with ongoing dialogue on relevant issues.

Component planning and implementation will be done in coordination with the Governance and Rule of Law Cluster mechanism (Cluster 9) and other related projects. Election reporting is a cross Cluster project – meaning inter cluster co-operation between Cluster 9 and 11. In addition, many of the activities outlined in the components of this proposal will be undertaken in coordination with activities outlined in the UNESCO media and human rights programme proposal. With regard to cluster co-operation, linkages between media assistance programmes and other clusters will be explored in particular with regard to education, governance and elections.

The program will also be coordinated with the relevant aspects of the Independent Electoral Commission of Iraq (IECI) and information on planning and implementation shared with the Ministry of Human Rights.

The programme activities are being devised in cooperation with the Reuters Foundation, currently implementing a UNDP directed election journalism training programme for the Iraqi media. The program will be set up to share an online editorial resource and reference with the UNDP-Reuters Foundation News Exchange ([www.anbaliraq.net](http://www.anbaliraq.net)). The project is coordinated among relevant sectors in UNESCO in consultation with UNAMI, UNDP, and key media NGOs in Iraq and internationally.

The programme has been devised with due regard to the security conditions; flexibility is therefore essential both in terms of budget and time frame. Security continues to be the major issue and activities will mostly be implemented outside Iraq. Whenever possible, it is foreseen that partners will undertake activities in Iraq.

The overall time frame for the programme is six months as outlined in the attached work plan and timetable, with proposals for a further six months activity to be considered.

As regards the costs of the project, UN standards have been applied for the staff costs. Furthermore, use of readily available materials and publications will be prioritized in programme implementation, as will use of local infrastructure and resources. In addition, established networks of media organizations, academics and professionals will be linked with the programme.

The programme will be implemented according to UNESCO rules and regulations, both financial and administrative

Data collection and monitoring are part and parcel of the project. Due to the context in which the programme will be carried out and its relatively short duration, a full assessment of impact can only be foreseen after the elections and the follow up implementation period.

### **3. Analysis of risks and assumptions**

Security Officers in relevant UN and NGO agencies should be aware of both UN Minimum Operating Security Standard (MOSS) Guidelines and the UN-NGO Security Collaboration Recommendations to the Inter-Agency Steering Committee (IASC)

The programme relies heavily on the contributions of international media and human rights groups, and the programme implementation will have to take into consideration the safety for these professionals as well as recognize the limits that the situation may impose on their activities under this umbrella. Furthermore, it is possible that participation could be limited due to problems of communication, thereby hindering participants in travelling to attend workshops and seminars outside Iraq. The flexibility of the outlined programme allows each component to be expanded and developed into more long-term projects if and when the situation allows.

Due to the security situation and the unpredictability in terms of safe areas, the programme is designed to allow some flexibility in implementation. It also includes a number of different components that can be implemented independently and through different partners. The seconded media specialist based in Amman will monitor the implementation and ensure that programme is kept within the outlined framework. The various components will be assessed separately and on case-by-case basis. In the worst-case scenario where component is not implemented as agreed or the diversion from the overall framework is too great, contract with concerned partners will be annulled.

## **PRELIMINARY STANDARD PROGRESS REPORT OUTLINE**

### **Reporting UN Participating Organisation:**

**Country: Iraq**

### **Programme/Project No. and Programme/Project Title:**

**Reporting Period:**

### **I. PURPOSE**

This section is a résumé of the Programme/project as approved in programme/project submission to the UNDG ITF Steering Committee. It includes:

- Main objectives and outcomes expected as per approved Project/Programme/project Document.
- Reference to how the programme/project relates to the UN Assistance Strategy to Iraq and how it aims to support international and national development goals including the Millennium Development Goals and other goals as pertinent.
- A listing of the main international and national implementing partners involved.

### **II. RESOURCES**

This section includes total approved budget and summary of resources available to the programme/project from Iraq Trust Fund and non-Fund resources, identifying earmarking if applicable.

### **III. RESULTS**

Information in this section includes:

- An assessment of the extent to which the programme/project component/programme/project is progressing in relation to the outcomes and outputs expected for the year.
- Main activities undertaken and achievements.
- Implementation constraints, lessons learned from addressing these and knowledge gained from evaluations and studies that have taken place during the reporting period.
- Key partnerships and inter-agency collaboration: impact on results.
- Other highlights and cross cutting issues pertinent to the results being reported on.

### **IV. FUTURE WORK PLAN**

Information in this section includes:

- Priority actions planned for the subsequent reporting period to overcome constraints, build on achievements and partnerships, and use the lessons learned during the previous period.
- Indication of major adjustments in the strategies, targets or key outcomes and outputs.
- Estimated Budget required (including any major funding shortfalls).

Budget Category	Item Description	Unit	Unit Cost	QTY	Total Cost US\$	ESTIMATED UTILIZATION OF RESOURCES US\$					
						2004			2005		
1. PERSONNEL						Budget	Commitment	Disbursement	Budget	Commitment	Disbursement
<b>1.1 National Programme/Project Personnel</b>											
	Adm. Assistant	1	2167	3	6,501	2,167			4,334		
<b>1.2 International Programme/Project Personnel</b>											
	1 P3	1	9125	3	27,375	9,125			18,250		
	1 P4	1	11375	3	34,125	11,375			22,750		
<b>1.3 National Consultants</b>											
	Training election/dem./hrs	1	4958	2	9,916	4,958			4,958		
<b>1.4 International Consultants</b>											
	Evaluation	1	6100	1	6,100	6,100			0		
<b>2. CONTRACTS</b>											
	Short term trainers	2	5,000	6	30,000	15,000			15,000		
	Election publication and training	1	22,500	2	45,000	45,000			0		
	Training election/dem./hrs	1	7,500	3	22,500	7,500			15,000		
	Training safety for journalists	1	7,500	3	22,500	15,000			7,500		
	Research, inform. Coll. and dissemination	1	2,000	3	6,000	6,000			0		
	Translation 1 qt.: 3 lang.versions	3	15,000	3	45,000	45,000			0		
	Publishing and dissemination	3	20,000	3	60,000	60,000			0		
	Web-portal design and maintenance	1	2,000	3	6,000	2,000			4,000		
<b>3. TRAINING</b>											
	Election workshops (3)	1	5,000	3	15,000	7,500			7,500		
	Election seminars (3)	1	5,000	3	15,000	7,500			7,500		
<b>4. EQUIPMENT</b>											
	Equipment		5,000	1	5,000	5,000			0		
<b>5. SUPPLIES &amp; COMMODITIES</b>											
<b>6. TRANSPORT</b>											
<b>7. TRAVEL</b>											
	Missions	1	3,000	4	12,000	6,000			6,000		
	Evaluation missions	1	4,000	1	4,000	4,000			0		
	Travel to training				138,000	69,000			69,000		
	In country travel		5,000	1	5,000	2,500			2,500		
<b>8. MISCELLANEOUS</b>											
	Sundries		2,475	1	2,475	1,238			1,238		
	Communications, paper, etc.	1	400	3	1,200	400			800		
<b>9. SECURITY</b>											
	2%				518,692						
					10,374	3,458			6,916		
<b>10. AGENCY MANAGEMENT SUPPORT (including Monitoring &amp; Reporting)</b>											
	5%				25,935	4,322			21,612		
<b>PROGRAMME/PROJECT BUDGET TOTAL</b>											
					555,000	340,143			214,858		