



UNITED NATIONS DEVELOPMENT GROUP
IRAQ TRUST FUND

Project Cover Page

Participating UN Organisation: UNESCO and UNDP	Sector Outcome Team: Governance
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Project Title: Support for Enhanced Media Coverage and Monitoring of Electoral Processes	Project Number: G11-22

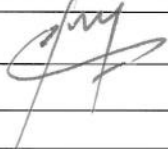
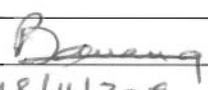
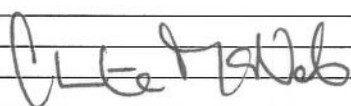
Project Description (limit 1,000 characters): <p>This project supports the electoral process in Iraq by building the capacity of three key institutions – the Independent High Electoral Commission (IHEC), the Communications and Media Commission (CMC) and the professional media – so they can play their respective and complementary roles in providing stakeholders with timely, accurate and impartial information.</p> <p>The project will be implemented through activities designed to:</p> <ul style="list-style-type: none">• build public confidence in these three key institutions;• facilitate dialogue among these three key institutions;• strengthen regulatory frameworks (including self-regulatory mechanisms) relating to Article 19 freedoms of expression and access to information;• ensure evidence-based public outreach and advocacy for the IHEC and the CMC. <p>UNESCO and UNDP will emphasize capacity building for the IHEC, CMC and media professionals and institutions. The division of labor will be shared according to agency mandates and expertise. It will enable a mix of upstream and downstream activities that will benefit the key stakeholder institutions and enhance the democratic process in Iraq.</p>
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Project Costs:		Project Location:	
UNDG ITF:	USD4,004,772	Governorate(s):	Nationwide
Govt. Contribution:		District(s):	
Agency Core:		Town(s):	
Other:			
TOTAL	USD4,004,772		

Govt of Iraq Line Ministry Responsible:	Programme Duration:	
Independent High Electoral Commission (IHEC) Communications and Media Commission (CMC)	Total # of months:	24
	Expected Start date:	15 November 2009
	Expected End date:	15 November 2011

Review & Approval Dates	
Line Ministry Endorsement Date:	IHEC: 13 August 2009 CMC: 20 October 2009
Concept Note Approval Date:	17 June 2009
SOT Approval Date:	17 June 2009
Peer Group Review Date:	10 November 2009
ISRB Approval Date:	N/A
Steering Committee Approval Date:	

Signatures of Agencies and Steering Committee Chair

I.	Name of Representative	Mohamed Djelid
	Signature	
	Name of Agency	UNESCO
	Date	18/11/09
II.	Name of Representative	Paolo Lembo
	Signature	
	Name of Agency	UNDP
	Date	18/11/2009
I.	Name of Steering Committee Chair	Christine McNab
	Signature	
	Date	19/11/09

National priority or goals (NDS 2007- 2010 and ICI):

NDS:

- Pillar 4: Strengthening good governance and improving security; specifically articles (7) supporting the electoral commission, including voter registration and voter education; and (8) strengthening journalistic professionalism

ICI Benchmarks (as per the Joint Monitoring Matrix 2008):

- 3.1.2 Implementation of political/legislative timetable
- 4.2.1 Local and central institutions are accountable and have the capacity to make informed decisions and implement them in a transparent manner.

Sector Team Outcome(s):

- Strengthened electoral processes in Iraq;

Joint Project Outcome:

1. Strengthened electoral processes in Iraq;

Detailed Breakdown of Budget by Source of Funds and Distribution of Project Budget by Participating UN Organizations

Participating UN Organization	Portion from Budget (US \$)
UNESCO	USD3,000,000
UNDP	USD1,004,772
Total Budget (USD)	USD4,004,772

Total budget (in USD):	USD4,004,772
Sources:	
▪ Government	USD
▪ ITF (earmarked EC)	USD4,004,772
▪ ITF (un-earmarked)	USD
UN Core Sources	
▪ UN Org (UNDP)	USD

1. Executive Summary

The aim of the project is to strengthen three key institutions – the IHEC, the CMC and the professional media – so that they can play their respective and complementary roles in providing the Iraqi public with timely, accurate and impartial information on which to base their votes.

As this project will be part of ongoing IEAT activities supporting the institutional development of the IHEC, it will complement efforts undertaken so that IHEC can operate independently, efficiently and transparently in line with international best practice. It will work with IHEC and the International Election Assistance Team (IEAT) as part of the overall effort to develop the institutional capacity of the Public Outreach Department, specifically the External Media Unit, the Web Team, the Graphic Design Unit and the Voter Education Unit, especially as it applies to promoting media coverage of elections, thus enhancing voter awareness.

The project will build on ongoing UNDP-led capacity building activities as contained in the project G11-14 on Capacity Building for the IHEC, which was redirected in August 2008 following a determination by IHEC, in consultation with IEAT, that public outreach and media engagement activities proposed by UNDP represented ‘a capacity building priority in the current and forthcoming year,’ along with ongoing UNOPS support for the training of electoral observers.

The project builds on UNESCO’s and UNDP’s work with the IHEC, the CMC and professional media to promote fair and balanced coverage of electoral processes. It will also build on previous UNESCO initiatives to build the capacity of independent bodies including the CMC to monitor media coverage of the elections in accordance with international standards. Finally the project will work with media professionals and institutions to provide training on election reporting so that the media can facilitate the engagement of the voters in a timely, accurate and impartial way.

This project is in support of the three outputs under Governance Sector Outcome Team outcome 1: Strengthened electoral processes in Iraq.

Key objectives

The focus of this project is to increase confidence in electoral processes and enhance credibility of election results by:

- Enhancing the capacity, knowledge and expertise of the IHEC in media relations and the CMC as it relates to IHEC during electoral periods
- Promoting dialogue and partnerships between the IHEC, the CMC and the media
- Raising awareness amongst Iraqi media on electoral issues, and improving media capacity to analyse and report on electoral events, processes and results in a professional manner
- Promoting appropriate and equitable public access to information on electoral processes and campaigns
- Supporting development and implementation of the legal framework relating to media coverage of elections

2. Situation Analysis

The 2009 Provincial Council elections were remarkable for the low levels of violence that accompanied the vote; moreover according to the Committee to Protect Journalists and the Iraqi Nonviolence Group, there were just a handful of incidences of violence directed against media professionals in the course of reporting elections. Nevertheless vigilance is still required as the media is one of the central institutions of electoral processes and

attacks on the media while carrying out their duty of reporting elections fairly is an attack on the legitimacy of the process itself.

In August 2008, following discussions with IEAT and IHEC, the ongoing UNDP Capacity Building project G11-14a was revised to reflect the fact that electoral public outreach and external media engagement was a capacity building priority for the electoral institution in 2008 and 2009. In the run up to the 2009 provincial elections the IEAT supported the development of the IHEC External Media Unit, the Office of the Spokesperson and the Web Team as critical components of a long-term strategy to improve IHEC's engagement with external stakeholders and public participation in and knowledge of electoral processes.

The 2009 elections were also noted for the innovative public outreach campaigns launched by the IHEC using new media – the IHEC website, blogs, SMS and YouTube as well as traditional radio, TV and print media. With the support of IEAT the IHEC established the External Media Unit, the Office of the Spokesman and a formal Web Team and these were all provided with hands on training and mentoring to engage with the media. Regulations and policies on IHEC's media engagement were updated and dialogue facilitated between the Communications and Media Commission and the IHEC to redraft the 2005 Code of Conduct for the Media during Elections.

IEAT advisors encouraged the IHEC to authorize the Governorate Electoral Offices to engage with the local media and those offices that undertook community-based public outreach saw significantly higher numbers of voters registering to vote and participating in the election than those that did not.

Overall commentators agreed that the 2009 elections witnessed unprecedented and intensive media debates on critical issues related to minority rights, the Status of Forces Agreement, electoral quotas for women among other topics. While this can be attributable to many factors, including subsiding levels of violence, increased access to convergent technology, and a growing professionalism of the mass media, it is also fair to say that the strengthening of the electoral institutions' capacity to engage with each other meant that citizens were able to access information about the electoral process and those institutions more easily than before and factor that in to their electoral vote.

This link between accurate and timely information and electoral legitimacy is made clear by a national opinion poll commissioned by UNDP on public perceptions of the electoral process and electoral institutions in Iraq. The poll, which coincided with the January 2009 elections, showed that a majority of respondents felt they had received 'enough information about the electoral process' to allow them to vote, if they chose to do so. Most received their election-related information via television but IHEC was also seen as a key and reliable source. A similar poll is being developed by UNDP in a separate project with the Communications and Media Commission and the results, which will be available by the second quarter of this proposed project, will feed into the implementation of electoral-related information management as well as broader sector development strategies.

The Communications and Media Commission plays an important role in monitoring election related content during the critical campaign period and in the run-up to and aftermath of the announcement of results. The CMC is currently weaker than in the past but its staff is committed to its work and has clear ideas of what help they need from the United Nations in order for the institution to carry out its role. The CMC is based in Baghdad and currently has capacity to monitor the broadcast media in Baghdad and the print media nationally. In 2008, under the IHEC Capacity Building Project, dialogue between the CMC and the IHEC was initiated and this led to the joint updating of the 2005 Code of Conduct for the Media during Elections. The support to the CMC under this elections project will complement activities being carried out or planned under the ongoing UNDP/UNESCO media project and the focus of intervention under this elections project will therefore be quite specific and narrow.

The transformation of Iraq into a stable democracy must include respect and recognition of the importance of free media as vital to the overall democratization process and in particular during the crucial and sensitive periods, such as elections. The project will place emphasis on the promotion of media dialogue with relevant institutions, such as IHEC, to enhance its capacity to provide public information on and about the elections.

Although there is constitutional protection for freedom of expression and broadcast facilities are both privately and government owned, Iraq has only begun to develop free speech protections and professional standards. The media remains one of the most dangerous professions for Iraqis in the world and most are committed to international principles of responsible journalism. Nevertheless three decades of suppression of media freedoms, which is only just beginning to end, has had a negative impact on professional standards and capacity. The project will therefore work with media professionals and institutions to support training and capacity building for responsible and safe reporting of elections.

To address the above issues, the project focuses on (i) capacity building of the IHEC to ensure timely and efficient information dissemination, including improving the capacity of the IHEC public relations skills; (ii) Institutional capacity of IHEC and the CMC to coordinate activities related to media and elections is improved and (iii) capacity development of the Iraqi media to fulfill their mandate to inform citizens about electoral processes and report of elections professionally and independently.

3. Lessons Learned, NDS and ICI Relevance, Cross-Cutting Issues, and Agency Experience in Iraq/in the Sector

The project is based on recommendations from the IHEC board and has been developed in close collaboration with the IEAT capacity building team. It also builds on discussions with the CMC and professional media organizations held throughout 2008 and 2009. The project directly supports the NDS objective to Strengthen Good Governance and Improve Security by ensuring the Iraqi electorate has access to information and can have its voice heard within the electoral process. This is a fundamental element of good governance, which is further enhanced in this project through activities related to the media's role in the elections, as well as the role of the CMC. Among the lessons learned from the UNESCO activity was that flexibility in implementation and willingness to adapt to changing needs are critical to success; assessing commitment and interest on the part of local partner is also critical as an all inclusive approach to the Iraqi media environment may not be advantageous as some local partners are limited in their impact and their interest to incorporate and embrace international standards; and targeted approaches ensure that enough resources are available to make a difference. In addition, results from the UNESCO-sponsored Media Sustainability Index showed additional capacity building activities are necessary in support of Iraqi journalists and media institutions. And finally, that communication among implementers on a regular basis ensures complementarities and reduces duplication, thus maximizing resources for more gain.

The project builds on activities initiated under the ongoing project G11-14, "Institutional Development – Organizational and HR Capacity Building for the IECI/IHEC and previous engagements of both UNESCO and UNDP with the electoral institutions and processes in Iraq. In August 2008, following discussions with IEAT and IHEC, the ongoing UNDP Capacity Building project G11-14a was revised to reflect the fact that electoral public outreach and external media engagement was a capacity building priority for the electoral institution in 2008 and 2009. Under this revised project and in the run up to the 2009 provincial elections the IEAT supported the development of the IHEC External Media Unit, the Office of the Spokesperson and the Web Team as critical components of a long-term strategy to improve IHEC's engagement with external stakeholders and public participation in and knowledge of electoral processes.

Other activities included nationwide training of Governorate Electoral Officers and local media on the respective roles and responsibilities of the IHEC and the media in reporting elections, a national opinion poll on public perceptions of electoral processes and institutions in Iraq, training of local FM radio stations in facilitating live discussions on electoral processes and events, and innovative projects to use new media to raise awareness of electoral processes and encourage people to vote using SMS-campaigns, YouTube, blogs and web banners, and an agreement with Yahoo.com to subsidize a web-based awareness campaign. The project also funded the redevelopment of the IHEC website to incorporate dynamic features and multi-language access sites and to train the Web Team in content management.

The project also funded the development of regulatory tools including an updated Code of Conduct for the Media During Elections (in collaboration with the CMC), the translation of the UNESCO Guide to Reporting Elections into Kurdish, Assyrian and Turkoman, the IHEC Media Regulation (8), procedures on engaging with the media, accrediting the media, and ensuring the security of polling stations.

In March 2009 the project funded a lessons learned workshop for the GEO managers during which one of the priorities identified for subsequent elections was the need to improve public engagement and media outreach skills at all levels of the electoral commission.

Project G11-14a was extended until September 2009, at which point an assessment report of activities funded during the project cycle was to be commissioned.

The International Compact with Iraq (ICI) recognizes the central issue of protecting democracy, transparency and accountability and emphasizes the will of the Government to create a legislative framework allowing a free and independent media and establish all independent organizations required under the terms of the Constitution. In strengthening institutions and improving governance the ICI stresses the need to develop a comprehensive approach to transparency including freedom of information legislation and policies on public disclosure for public officials and institutions as well as guarantees and protection of the media and other information sharing institutions. This project advances the priorities in these areas and further establishes informed public participation in the political process.

SCR 1770 emphasizes the strengthening of national institutions and promotion of political dialogue, which cannot be achieved without sufficiently building capacity of key Iraqi institutions and bodies. Furthermore, transparency and participation can only be achieved if principles of access to information are sufficiently incorporated within public institutions and the independent media sector also is empowered to play its role as watchdog, fueling civic participation through its reporting and holding public bodies accountable.

Access to information and participation in the political process are key elements to achieving the Millennium Development Goals. A citizenry empowered to play its role in the development of democratic institutions and a media establishment capable of holding officials accountable for their actions directly influences outcomes on a variety of local and national priorities including those related to the MDGs as they apply to Iraq.

Assessment of Cross-cutting Issues

Human Rights: Access to information and participation in the political process are universally accepted as basic human rights. This project promotes the flow of information, especially as it relates to the electoral process.

Gender equality: The project will use as a baseline reference, a survey commissioned by UNDP in 2009 measuring women's access to electoral information. This survey demonstrates the urgent need to prioritise the provision of accurate, impartial information to women in an accessible format to enable them to make an informed decision about the vote they cast. The project will ensure that women are fairly represented in training groups and discussion forums; ensure that safety guidelines and training take account of the particular problems

faced by female media workers; ensure that in considering issues relating to voter information, the interests and perspectives of female voters are always represented.

Key environmental issues: Environmental concerns do not fall directly within the framework of this proposal.

Employment generation: Employment generation does not fall directly within the framework of this proposal.

Agency Experience in Iraq/in the Sector

UNESCO is the UN's specialized agency for communication, freedom of expression and access to information. The UNESCO Iraq office has been in operation since 2004 and since that time the Agency has provided significant support to the independent media sector with programs such as Good Governance through support for Independent, Pluralistic, Professional and Sustainable Media; Support for Safe, Fair and Professional Media Election Coverage; Media and Human Rights: Promotion of Freedom of Expression and Human Rights in Iraq. In addition UNESCO has worked to develop a media code of Ethics in Iraq and supported a Media Sustainability study. UNESCO, through its World Press Freedom Day events around the world and in Iraq have helped to raise awareness about the contributions journalists make on a daily basis to a functioning society. UNESCO participated in the UN/World Bank needs assessment for Iraq in 2003 and has been involved in developing and promoting press freedom standards for Iraq through participation in joint UN activities on Election support in 2005, Constitution building in 2005-2006 and Constitutional review in 2006-2008. Three previous media projects have been implemented by UNESCO (C9-10c, G11-07, C9-21). During the past 15 years UNESCO has developed policies and strategies supporting media in conflict areas and enhancing the role of media in good governance.

UNDP is the UN specialized agency for elections, working under the global mandate and agreed memoranda with the Electoral Assistance Division of the UN, represented in Iraq by the UNAMI-International Elections Assistance Team. UNDP has provided support for media in elections under project G11-14, including the establishment of the external media unit and the office of the Spokesperson, drafting of regulations relating to the media in elections, innovative on-line campaigns including blogs, and sms-based election reporting. UNDP, as a member of the IEAT, has been working with the IHEC since its establishment in 2007, and with its predecessor the Independent Election Commission of Iraq (IECI) since 2004. UNDP has provided technical assistance and support through the implementation of five electoral projects/phases. UNDP has been working in media development since 2004 with projects ranging from supporting Aswat al-Iraq news agency to working with media professionals to develop professional Codes of Conduct. UNDP has successfully implemented over USD10 million worth of media-related activities, including training women photographers and building the capacity of Iraqi media professionals to report on constitutional and electoral issues. UNDP has developed extensive relations with Iraqi media partners, regulators and diaspora organisations and is well established as a credible resource on media development issues.

4. The Proposed Joint Project

This is a 24 month project that is designed to strengthen the capacity of three critical actors in the electoral process: the Independent Higher Electoral Commission (IHEC), the Communication and Media Commission (CMC) and the independent media sector. Along with UNESCO and UNDP, as well as the IEAT, the CMC and IHEC will sit on a project board providing strategic direction for the project. Both commissions have been involved in project development and have endorsed it. A new head of the CMC took office in August 2009 and has requested UN support to help it exercise its mandate, which includes monitoring the media during elections. The project is not targeted at any particular election, but instead takes a long view at capacity building for this key feature in the development of nascent democratic states.

UNESCO is responsible for the overall management of the project. The project has three distinct outputs. Output 1.1, which will be led by UNDP with UNESCO input, will focus on IHEC. Outputs 1.2 and 1.3 will focus on the CMC and the independent media sector, respectively, with UNESCO in the lead and input from UNDP. This division of labor plays to the specialized areas of expertise of both organizations. The strategy behind the project is to develop capacity for the main player within each output, while building understanding and, in some cases, coordination between the three groups. Coordination and cooperation between the two commissions is an important outcome, as these two entities have found themselves at odds with each other, unclear of where the mandate for one ends and for the other begins. The joint project ensures that clarity is brought to this issue and that direct lines of communication between the entities exist. Also a priority is to ensure that both commissions understand the role of the media in the electoral process. From the point of view of the CMC, it is ensure that there is a clear understanding of the needed space for freedom of expression and that no undue pressure is brought to bear on the media community for fair and accurate reporting that may be perceived as critical of the process. As the entity responsible for holding news organizations accountable for their actions, the CMC must also set out its policies for adherence to the code of conduct for elections. For IHEC, the understanding that the media, while a conduit for imparting important election's related information to the public, is also a watchdog over the process. For the media, comprehension and adherence to the code of ethics for elections is paramount, as well as understanding the balance between being a partner and a watchdog.

The media's capacity to provide fair and accurate reporting during the election cycle and on electoral institutions is questionable without training. Generally, the independent media sector in Iraq is seen as polarized along sectarian, political and ethnic lines. This does not, however, preclude the necessity for this intervention as institutions and reporters evolve over time and that evolution is influenced by appropriate training that sets an internationally recognized standard for journalism excellence. This project directly addresses these needs within the media sector and further advances the process by providing the media with the skills and tools needed to launch innovative reporting techniques to further enlighten and inform the voting public.

Initially baseline surveys will establish the public's understanding of these three groups within the elections' context. The information provided will inform the training process. On parallel tracks training and workshops will be undertaken, as well coordination meetings and simple forums for building trust and mutual understanding. The CMC plays a critical role as a media monitor and substantial development will be made in this area by providing training and some equipment related to this responsibility. All efforts will be undertaken to identify individuals who show promise and willingness to be further trained as trainers, the training of trainers or TOT.

IHEC and the CMC are essentially recipients of the capacity building activities detailed in this proposal. Both organizations have committed staff time as well as space for training. They will play critical roles contextualizing the training for their respective and shared needs.

The Government has requested that training of civil servants be conducted as far as possible inside Iraq. While not, strictly speaking, civil servants, the employees of IHEC and the CMC seem to fall under this requirement, and as much training as possible will be done inside Iraq. In some technical areas there are no expert trainers in country and therefore training will have to be done abroad using the TOT modality to enhance sustainability. The independent media do not fall under the Government restrictions but in-country training capacity does exist and as much as possible training will be carried out inside Iraq. In addition some training exercises will be undertaken at IHEC, some at CMC and some at media houses. In the case where travel to these institutions is not possible, alternative training locations will be identified and used.

Outcome 1: Strengthened electoral processes in Iraq

JP Output 1.1: IHEC has improved capacity to develop media strategies, policies, and implementation plans

IHEC has acknowledged the need for training and policy development in order for it to fulfill its mandate during the electoral process and has contributed to the development of this project. The project will provide

technical support to the IHEC to undertake evidence-based public outreach campaigns and build on the three surveys carried out in 2009 which assessed public perceptions of the IHEC and the electoral process in Iraq; women's access to electoral information and the media's access to electoral information. The project will also provide technical support to key units involved in public outreach to develop strategic plans for training based on the electoral calendar. The project will make use of existing expertise within the IEAT and the IHEC capacity building department, a fact which is reflected in the budget. Support will also be given to the Board of Commissioners to develop a Freedom of Information policy for the IHEC in line with international best practices and to revise existing policies and regulations relating to media engagement with the electoral process in consultation with the CMC. Further support will also be given to the IHEC web team to ensure that they can make effective use of digital platforms to enhance electoral participation.

JP Output 1.2: CMC has improved capacities to develop media related strategies, policies and implementation plans

The project will provide technical support to the IHEC and the CMC. It will provide activities to strengthen the relationship between IHEC and the CMC as it relates to media coverage of the elections and IHEC's role in the electoral process. The project will also support CMC in undertaking evidence-based public outreach campaigns and build on a survey already carried out in 2009 which provided a baseline assessment of industry perceptions of the CMC and its role in monitoring media during elections. Further activities include scoping studies to assess the needs of the CMC in relation to monitoring media during elections, especially outside Baghdad and across several media platforms. Support will be provided to revise the existing Code of Conduct for the Media during Elections, which was updated for the January 2009 Provincial Council elections but which requires further modification to bring it into line with international best practice and recent national legislation. The project will also assist the CMC in coordination with IHEC to develop resource materials on election coverage for media professionals and provide technical support to enable CMC to monitor the media during elections and to advocate for support to effectively exercise its national constitutional mandate.

JP Output 1.3: Media professionals and institutions have enhanced capacities for effective monitoring and reporting of the elections process

This includes Training of Trainers, in-house or residency training, and training on identifying specific issues relating to electoral processes and electoral institutions, including comparisons with other country experiences.

Where necessary, training activities will be carried out with IHEC officials to increase mutual understanding and the complementarities that exist for professional media and electoral officials play in the dissemination of timely and impartial information to voters.

Training of trainers identifies those individuals from within the media community who show particular promise, as well as the capacity to share their newly acquired knowledge with their colleagues. Development of this capacity will include co-training with international experts who will provide the initial backbone for capacity building activities. In-house training is a proven method of instilling norms within the context of the work environment as it allows for on-the-job training, which is the least disruptive to the work output and generally preferred among media managers. Specific focus will be given to gender sensitive election reporting, editing and access to information for women and to the importance of journalism safety in reporting elections.

Key Activities

Output 1.1:

- Provide support to the IHEC to build capacity to commission surveys, opinion polls and other associated products.

- Provide support to the IHEC Graphic Design department to build on successful digital public outreach initiatives, including training on analyzing web trends. This includes the provision of specialized equipment and software and a training plan for the unit which will be based on the electoral calendar so as to minimize disruption to electoral operations.
- Provide support and training to the External Media Unit and the Office of the IHEC Spokesman to develop a strategic plan for staffing and training in various aspects of public outreach and media engagement, including the commissioning and monitoring of national and international multi-media public awareness and advocacy campaigns, the organization of press events and information management. This includes the provision of specialized equipment and software and a training plan for the unit which will be based on the electoral calendar so as to minimize disruption to electoral operations.
- Provide support and training to the Governorate Electoral Offices media liaison units to develop strategic plans for staffing and training in various aspects of public outreach and media engagement, including the commissioning and monitoring of local multi-media public awareness and advocacy campaigns, the organization of press events and information management. This includes the provision of specialized equipment and software and a training plan for the unit which will be based on the electoral calendar so as to minimize disruption to electoral operations.
- Provide support and training to the Board of Commissioners to develop a Freedom of Information policy for the IHEC and to mainstream it through institutional policies, practices and training programs.
- Provide support and training to the Board of Commissioners to develop and implement appropriate media regulations and policies in line with international standards and in consultation with the CMC.
- Provide support to the IHEC Web Team to build on successful digital public outreach initiatives, including training on analyzing web trends. This includes the provision of specialized equipment and software and a training plan for the unit which will be based on the electoral calendar so as to minimize disruption to electoral operations.
- Provide support to stakeholders to develop gender sensitive policy and regulations and to ensure that women are involved in all aspects of policy development. This includes the provision of a training plan based on the electoral calendar.

Output 1.2:

- Technical support, including trainings and materials, is provided to CMC to revise the 2009 Code of Conduct for the Media during Elections in consultation with IHEC and professional media. This includes training, workshops and press events.
- Providing technical support to the CMC to enable it undertaking public outreach campaigns, scope studies that identify weaknesses in media coverage of elections, developing resource materials on electoral coverage and monitor media coverage of electoral processes.
- Technical support, including trainings and materials, is provided to IHEC and CMC to weave stronger bounds and networks with Iraqi and international media.

Output 1.3:

- Technical support, including trainings and materials, is provided to media professionals and institutions to report on electoral processes, including training and workshops in country and abroad.
- Technical support, including trainings and materials, is provided to media professionals and institutions to report on electoral institutions including training and workshops in country and abroad.
- Technical support, including trainings and materials, is provided to media professionals and institutions to report safely on electoral processes and institutions and advocate for legislative protection while covering elections.
- Gender training is provided to ensure that women issues are reflected in the media coverage of electoral events.
- Technical support, including training and material, is provided to media institutions to produce adapted and innovative election reporting material.

Anticipated Outputs and Results Associated with Activities:

Output 1.1:

- Enhanced capacity of IHEC to undertake evidence-based public outreach campaigns and monitor and evaluate success of media and advocacy initiatives.
- Technical support, including trainings and materials, is provided to IHEC Graphics Design Section for digital public outreach campaigns
- Technical support, including trainings and materials, is provided to IHEC External Media Unit and Office of the Spokesman to develop strategic plan for staffing and training based on electoral calendar.
- Technical support, including trainings and materials, is provided to GEOs to develop strategic plan for staffing and training for media engagement and public outreach based on electoral calendar.
- Technical support, including trainings and materials, is provided to IHEC BoC to develop Freedom of Information policy for the IHEC.
- Technical support, including trainings and materials, is provided to IHEC BoC to develop appropriate media regulations and policies in line with international standards and in consultation with CMC.
- Technical support, including trainings and materials, is provided to IHEC Web Team to build on successful digital outreach initiatives.
- Sensitivity training is provided to ensure that gender issues are properly reflected in IHEC material and outreach.

Output 1.2:

- Number of media regulations, and CMC Code of Conduct for the Media during Elections revised in accordance with international best practice. Number of CMC officials and media professionals trained in new regulations and policies.

- Number of public outreach campaigns, scope studies on media coverage of elections undertaken. Resource materials developed on election coverage.
- IHEC and CMC to interact with Iraqi and international media as it relates to the electoral process.

Output 1.3:

- Number of media professionals and institutions trained on rights, regulations and policies, with monitoring and evaluation.
- Percentage of media reports on election in accordance with international best practice
- Inquiries to IHEC dealt with professionally and in accordance with FOI policy.
- A code of conduct on reporting elections safely and an advocacy campaign on media safety during elections are developed by media professionals and institutions.
- Gender training is provided to ensure that women's issues are reflected in the media coverage of electoral events.
- Enhanced capacity of media professionals and institutions to produce adapted and innovative election reporting material.

5. Results Framework

Table 1: Results Framework and Indicators

Project Title:	Support for Enhanced Media Coverage and Monitoring of Electoral Processes	
NDS/ICI priority/ goal(s):	<p>NDS: Strengthen Good Governance and Improve Security</p> <p>ICI Benchmarks (as per the Joint Monitoring Matrix 2008): 3.1.2 – Implementation of political/legislative timetable 4.2.1 – Local and central institutions are accountable and have the capacity to make informed decisions and implement them in a transparent manner</p>	
UNCT Outcome	Strengthened governance institutions and processes for political inclusion, accountability, rule of law and efficient service delivery.	
Sector Outcome	Outcome: Strengthened electoral processes in Iraq	
JP Outcome 1	Strengthened electoral processes in Iraq	<p>NDS: Strengthen Good Governance and Improve Security:</p> <p>ICI Benchmarks (as per the Joint Monitoring Matrix 2008): 3.1.2 – Implementation of political/legislative timetable 4.2.1 – Local and central institutions are accountable and have the capacity to make informed decisions and implement them in a transparent manner</p>

JP Outputs	UN Agency Specific Output	UN Agencyⁱ	Partner	Indicators	Source of Data	Baseline Data	Indicator Target
JP Output 1.1: IHEC has improved capacity to develop media related strategies, policies, and implementation plans	IHEC has improved capacity to develop media related strategies, policies, and implementation plans	UNDP	IHEC	1.1.1 Number of IHEC staff (disaggregated by sex) trained on commissioning opinion polls	Training Report	0	5 staff trained including one woman
				1.1.2 Percentage of trained IHEC staff satisfied with quality of training in terms of relevance and usefulness	Post training participants' assessment	To be developed	80%
				1.1.3 Number of surveys to assess effectiveness of web campaigns.	Survey reports	0	1 baseline survey and one post-election survey
				1.1.4 Number of press events organized in coordination with Office of the Spokesman	Reports on press reports	0	At least one strategic press event a month
				1.1.5 Number of IHEC officials and media professionals trained in media engagement policy	Training report	3 reports	25 of relevant GEO and POD staff trained

				1.1.6 Percentage of trained IHEC staff satisfied with quality of training in terms of relevance and usefulness	Post training participants' assessment	NA	80%
				1.1.7 FOI policy developed	FOI policy	No	Draft policy developed for approval by Board
				1.1.8 Number of IHEC officials and media professionals (disaggregated by sex) trained in FOI issues	Training report	0	25 relevant staff trained
				1.1.9 Percentage of those trained (disaggregated by sex) satisfied with quality of training in terms of relevance and usefulness	Post training participants' assessment	NA	80%
				1.1.10 Media Regulation 8 (2008) revised draft produced	Programme progress report, Revised document of Media Regulation 8 (2008)	No	Yes
				1.1.11 IHEC Media Accreditation policy (2008) for local and international media revised draft produced	Programme progress report, Revised document of IHEC Media Accreditation policy (2008) for local and international media	No	Yes
				1.1.12 Number of IHEC officials trained in on how to use the website (including some programming)	Training report	2	5 web team staff trained
				1.1.13 Percentage of those trained (disaggregated by sex) satisfied with quality of training in terms of relevance and usefulness	Post training participants' assessment	NA	80%
JP Output 1.2: CMC has improved capacities to develop	CMC has improved capacities to develop media related strategies,	UNESCO	CMC	1.2.1 CMC Code of Conduct for the Media during Elections revised in accordance with	Programme progress report, Revised document of CMC Code of	Existing Code of Conduct	Revised Code of Conduct for the media during elections is produced.

media related strategies, policies, and implementation plans	policies, and implementation plans			international best practices	Conduct for the Media during Elections revised in accordance with international best practices		
				1.2.2 Number of media coverage policies revised	Programme progress reports	0	50
				1.2.3 Number of CMC officials and media professionals trained in new regulations and policies.	Training report	0	100
				1.2.4 Percentage of those trained (disaggregated by sex) satisfied with quality of training in terms of relevance and usefulness	Post training participants' assessment	NA	80%
				1.2.5 Number of Public Outreach Campaigns undertaken	Campaign Report	0	3
				1.2.6 Number of scoping studies on media coverage of elections	Study reports	0	3
				1.2.7 Number of resource materials developed on electoral coverage	Resource materials	0	5
				1.2.8 Number of Iraqi and international media institutions engaged with the work of IHEC and CMC	Estimate from the 2009 Governorate Election	25 international & 100 Iraqi media institutions	100
				1.2.9. Number of cooperation meetings held between IHEC and CMC	Meetings Reports	0	4
JP Output 1.3: Media professionals and institutions have enhanced capacities for effective monitoring and reporting of the elections process	Media professionals and institutions have enhanced capacities for effective monitoring and reporting of the elections process	UNESCO	Media professionals and institutions	1.3.1 Number of media professionals and institutions trained on rights, policies and regulations	Training report	0	50 Institutions 250 journalists and media professionals
				1.3.2 Percentage of those trained (disaggregated by sex) satisfied with quality of	Post training participants'	NA	80%

		training in terms of relevance and usefulness	assessment		
		1.3.3 Code of Conduct on Reporting Elections Safely developed by media professionals and institutions	Code of Conduct on Reporting Elections Safely	No	Yes
		1.3.4 Media professionals and institutions develop advocacy campaign on media safety during elections	Advocacy campaign report	No	Yes
		1.3.5 Code of Conduct for Gender Sensitive Elections Reporting developed by media professionals and institutions	Code of Conduct for Gender Sensitive Elections Reporting	No	Yes
		1.3.6 Number of media professionals trained on producing election materials	Training Report	UNESCO project report	50 media professionals
		1.3.7 Percentage of those trained (disaggregated by sex) satisfied with quality of training in terms of relevance and usefulness	Post training participants' assessment	NA	80%

6. Management and Coordination Arrangements

Overall management of the project will fall to UNESCO. In terms of implementation, UNDP will take the lead under Output 1 and UNESCO will take the lead under Outputs 2 and 3. Each agency will support the other with inputs as needed and as called for in the proposal. This is particularly true when there are joint activities involving IHEC and other counterparts such as the CMC and the independent media sector. Overall coordination will be achieved by the Project Board. The Project Board will be comprised of UNESCO, UNDP, IEAT, IHEC and CMC. The Board will provide strategic direction for the project and will meet at least twice a year to review progress. The Board will be chaired by UNESCO. It will request from implementing partners quarterly status reports on the activities, their outputs and outcomes and will compare these against the RBM. The Board will also consider changes to the project as recommended by partners and, as such, can convene at other times of the year as determined by events. The Board will meet within the first quarter to determine its meeting schedule and other terms of reference as broadly outlined here. The project will be backstopped by UNESCO's Communication and Information Section in UNESCO Iraq (Amman) as well as by the Communications and Information Sector at UNESCO Headquarters and by UNDP in Amman.

The project managers will be based in Baghdad assisted by two national project assistants in Amman. UNDP will also employ a National Officer as BRIDGE-qualified training coordinator (duty station Amman) who will coordinate with the Capacity Building Department of IHEC and undertake training activities with the IHEC as necessary. A National Program Officer based in Baghdad will provide additional coordination and support. In Baghdad, the international staff coordinating UNESCO activities will have this project under his supervision along with a national program officer. In Amman, the project will be supported by program associate and program assistant at the UNESCO Iraq office. UNDP provides for an international media specialist with overall supervision and national program staff in Baghdad and Erbil. The UNESCO and UNDP as the principal managers of the project will maintain regular contact. IHEC and CMC are beneficiaries of the project and have limited management roles outside their participation on the project board. Consultation with the commissions is ongoing.

The project will liaise closely with IEAT to ensure access to IHEC to carry out training and capacity building activities and where necessary external consultants and specialists will be contracted in accordance with UN security and procurement regulations.

This is a project with national scope and the purpose is to provide capacity building throughout the country. Training will be conducted in seminar settings as well as in-house training, where consultants work side by side with the beneficiaries. In addition, for the purpose of building coordination and cooperation between the three primary entities, small scale meetings will be held with principals to ensure communication channels remain open.

As needed, private contractors and NGOs will be called upon to implement elements of the project. These non-UN actors will have established track records in Iraq or the region and with specific expertise in developing capacities within the framework of electoral processes. As needed, independent consultants will be engaged for targeted activities. The IEAT, as the unit providing direct operational support to IHEC in fulfilling its charge as the independent electoral authority, will work closely with team leaders in Iraq.

Aside from study visits and in the case where trainers are not available in Iraq, all training activities are to be conducted in Iraq. The security situation in Iraq has been improving, albeit with some setbacks. In the event a sustained security crisis emerges south of the KRG, the alternative location for training will be Erbil. Whenever possible, local trainers will be used, although a preference remains among beneficiaries of the projects that the expertise and long-term relationships with international trainers is still highly valued. If security requires that all internationals relocate outside the country, project activity is expected to continue within this context, although subject to change, through the use of local staff.

This activity will remain within the Governance Sector.

7. Feasibility, risk management and sustainability of results

Lack of access to stakeholders as a result of security-related restrictions is a constraint to sustainability of outcomes. The drawdown of multinational forces increases the risk of volatility in the security environment. Nonetheless the project is an important one and the UN has developed strategies over the last six years to mitigate the impact of restricted access.

UNESCO and UNDP are aware that managing risk will involve national staff as well as implementing partners who have the local capacity to operate under difficult security conditions. The security situation in Iraq, while improved, remains unstable, but the UNESCO-UNDP management team is confident that as long as certain criteria are met, risk can be managed barring a complete breakdown in the security situation. In the event, international staff cannot be present, supervision will continue from Amman working through local staff. This would be true for UNESCO and UNDP as well as any contractor or NGO involved in the project.

Sustainability of the project is assured through several components, including training of trainers (TOT) and the institutional realities of IHEC and the CMC. Both commissions are legally constituted entities, independent of the government but required to exist by law in the service of the government. Training is targeted at all levels, from commissioners to senior staff to staff. Particular attention will also be paid to the CMC, which has a training mandate. Providing for the fulfillment of the mandate within the context of supporting the electoral process will also have benefits for the CMC as these skills are transferable to a non-electoral context.

This project targets three critical actors in the electoral process: the Independent Higher Electoral Commission (IHEC), the Communication and Media Commission (CMC) and the independent media sector. Along with UNESCO and UNDP, as well as the IEAT, the CMC and IHEC will sit on a project board providing strategic direction for the project. Both commissions have been involved in project development and have endorsed it. A new head of the CMC took office in August 2009 and has requested UN support to help it exercise its mandate, which includes monitoring the media during elections.

Overall management of the project will fall to UNESCO. In terms of implementation, UNDP will take the lead under Output 1 and UNESCO will take the lead under Outputs 2 and 3. As needed, private contractors and NGOs could be called upon to implement elements of the project. These non-UN actors will have established track records in Iraq or the region and with specific expertise in developing capacities within the framework of electoral processes. As needed, independent consultants will be engaged for targeted activities. The IEAT, as the unit providing direct operational support to IHEC in fulfilling its charge as the independent electoral authority will work closely with team leaders in Iraq.

This is largely a training program building capacity and technical expertise for officials and staff of the commissions and for media professionals and media organizations as it relates to strengthening the electoral process in Iraq. The Government has requested that training of civil servants be conducted as far as possible inside Iraq. While not, strictly speaking, civil servants, the employees of IHEC and the CMC seem to fall under this requirement, and as much training as possible will be done inside Iraq. In some technical areas there are no expert trainers in country and therefore training will have to be done abroad using the TOT modality to enhance sustainability. The independent media do not fall under the Government restrictions but in-country training capacity does exist and as much as possible training will be carried out inside Iraq. In addition some training exercises will be undertaken at IHEC, some at CMC and some at media houses. In the case where travel to these institutions is not possible, alternative training locations will be identified and used.

8. Monitoring, Evaluation, and Reporting

In terms of UNDG ITF reporting, the Program Director shall consolidate narrative progress reports from all member agencies in accordance with MDTF Office requirements, so as to provide a comprehensive account of progress for the entire Program. In accordance with UNDG ITF regulations, each individual UN agency shall issue separate financial statements and reports and directly submit to the UNDG ITF.

The Project Board will provide additional oversight to the monitoring and evaluation process by reviewing the quarterly reports and leading the annual program review.

Quarterly Progress Reports and Reviews

Quarterly progress reports will provide an assessment of progress against outputs, stipulated indicators and their contribution towards the outcome as stated in the results framework, and as measured by the corresponding indicators.

In addition to the above, there will be three meetings per year to review agency work plans, within the framework of the wider program, and focus on the activity level and its contribution to output components, with suggestions for corrective measures and remedial actions being generated. The results of this quarterly review process will feed into the quarterly reporting process, linking activities to outputs and outputs to outcomes results tracking. This process will also report at the aggregate level total quarterly expenditures, the composition of spending and its contribution towards meeting program results.

Annual Review Exercise

An annual program review exercise will be organized at the level of the Project Board, around which the annual work plan can be monitored and future work plan and priorities determined. The evaluation, which will be conducted in accordance with theory-based-evaluation will not only assess the results of the program, agreeing any revisions required to work-plans and implementation modalities, but will be a participatory process to the extent possible by conducting key informant and focus group discussions within the ministries.

Ongoing monitoring and evaluation will be undertaken through the life of the project. Evaluation of training will be ongoing with a goal of reaching 80% of those trained (disaggregated by sex) satisfied with the quality of training in terms of relevance and usefulness. Responses will be used to further refine activities and future training.

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 agreements with partners such as international and national NGOs as well as IEAT agencies.

External Evaluation

An external evaluation will be undertaken in the final year of the program to (i) assess the contributions of the program towards the outcome (ii) assessing the efficiency of the program in meeting stipulated results (iv) drawing lessons for improving the design and management of future activities (v) comparing the effectiveness of alternative interventions and (vi) strengthening accountability for results.

Annex A: Workplan

Work Plan for: Support for enhanced media coverage of electoral events and issues

Period Covered by the Work Plan: **15 November 2009- 15 November 2011:**

Sector Outcome (s): Promote good governance and democratic processes, assist to the rule of law and establish a human right regime											
IP Outcome(s): IHEC in partnership with CMC and media professionals are effectively engaged in media monitoring and coverage of elections:											
UN Organization - Specific Annual Targets	Major Activities	Time Frame (by activity)								Implementing Partner	PLANNED BUDGET (by output)
		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8		
IP Outcome 1: Strengthened electoral processes in Iraq											
IP Output 1.1: IHEC has improved capacity to develop media related strategies, policies, and implementation plans											
UNDP	Technical support to IHEC Public Outreach Division to undertake evidence-based public outreach campaigns and to assess performance of prior public outreach and media engagement initiatives.			x	x	x	x	x	x	International competitive tender; UNDP and IEAT Public Outreach Advisors	USD117,846.56
	Technical support and equipment provided to IHEC Graphics Design Section to undertake digital public outreach campaigns.			x	x	x	x	x		UNDP and IEAT Public Outreach Advisors	USD197,846.56
	Technical support is provided to IHEC External Media Unit and Office of the Spokesman to develop strategic plan for staffing and training based on electoral calendar	x	x	x	x	x				UNDP and IEAT Public Outreach Advisors	USD210,693.12
	Technical support to GEOs to develop strategic plan for staffing and training for media engagement and public outreach based on electoral calendar.		x	x	x	x	x			UNDP and IEAT	USD187,846.56
	Technical support to IHEC BoC to develop Freedom of Information Policy for the IHEC.			x	x	x				International competitive tender	USD93,846.56
	Technical support to IHEC BoC to develop appropriate media regulations and policies.	x		x	x	x	x			International consultant	USD93,846.56
	Technical support is provided to IHEC Web Team to develop strategic plan for staffing and training based on electoral calendar.		x	x	x					International consultant	USD102,846.56

UNESCO	Sensitivity training is provided to ensure that gender issues are properly reflected in IHEC material and outreach	x			x			x				USD 170,050.64
IP Output 1.2: CMC has improved capacities to develop media related strategies, policies, and implementation plans												
UNESCO	Technical support, including trainings and materials is provided to CMC to revise the 2009 Code of Conduct for the Media during Elections in accordance with international best practice. This includes training, workshops and press events.	x			x		x				International competitive tender	USD 223,050.64
	Providing technical support to the CMC to enable it undertaking public outreach campaigns, scope studies that identify weaknesses in media coverage of elections, developing resource materials on electoral coverage and monitor media coverage of electoral processes.			x		x		x			International competitive tender	USD 585,050.64
	Technical support, including trainings and materials, is provided to IHEC and CMC to weave stronger bonds and networks with Iraqi and international media.	x	x			x		x			UNAMI, UNDP	USD 225,050.64
IP Output 1.3: Media professionals and institutions have enhanced capacities for effective monitoring and reporting of the elections process												
UNESCO	Technical support is provided to media professionals and institutions to report on	x			x		x				International competitive tender	USD 350,050.64

	electoral processes.										
	Technical support is provided to media professionals and institutions to report on electoral institutions.	x			x		x			International competitive tender	USD 425,050.64
	Technical support to media professionals and institutions to report safely on electoral processes and institutions.	x		x			x		x	International competitive tender	USD 155,050.64
	Gender training is provided to ensure that women's issues are reflected in the media coverage of electoral events	x			x		x				USD 180,050.64
	Technical support is provided to media professionals and institutions to produce adapted and innovative election reporting content.	x			x		x		x	International competitive tender	USD 547,050.64
Total UNDP											USD 1,004,772
Total UNESCO											USD 2,998,455.75
Total UN organization											USD 4,004,772

Annex B: Programme Budget

PROGRAMME BUDGET		ESTIMATED UTILIZATION OF RESOURCES (US\$)		
CATEGORY	AMOUNT (US\$)	2009	2010	2011
1. Supplies, commodities, equipment and transport	562,160	20,720	520,720	20,720
2. Personnel (staff, consultants and travel)	1,115,584	48,066	576,792	528,726
3. Training of counterparts	190,000	7,916.66	95,000	87,083.33
4. Contracts	1,533,000	63,875	766,500	702,625
5. Other direct costs	330,554	13,772.66	165,272	151,499.33
Total Programme Costs	3,769,288	154,350.33	2,124,284	1,490,653.66
Indirect Support Costs (6,25%)	235,483.75	9,811.82	117,741.875	107,930.052
TOTAL	4,004,772	164,162.15	2,242,025.88	1,598,583.72

Annex C:

UNESCO Media Election Budget ITF

CATEGORY	DESCRIPTION	UNIT COST (USD)	NUMBER UNITS	AMOUNT (USD)
Supplies, commodities, equipment and transport	Equipment	463,544	1	463,544
Personnel (staff, consultants)	Personnel	144,000	5	720,000
Training of counterparts	Training			
Contracts	Contracts	1,433,000	1	1,433,000
Other direct costs**	Security, travel, misc	207,076	1	207,076
Total Program Costs		2,823,620		2,823,620
Indirect Support costs***	GMS	176,3780	1	176,380
GRAND TOTAL****				3,000,000

UNDP Media Election Budget ITF

CATEGORY	DESCRIPTION	UNIT COST (USD)	NUMBER UNITS	AMOUNT (USD)
Supplies, commodities, equipment and transport	Equipment	98,616	1	98,616
Personnel (staff, consultants)	Personnel	144,528.00	3	433,584
Training of counterparts	Training	38,000.00	5	190,000
Contracts	Contracts	100,000.00	1	100,000
Other direct costs**	Security, travel, misc	123,468	1	123,468
Total Program Costs		945,668		945,668
Indirect Support costs***	GMS	59,104	1	59,104
GRAND TOTAL****				1,004,772

Annex D: Budget Narratives

UNESCO BUDGET NARRATIVE

Direct costs:

Item 1: supplies and commodities – total budgeted USD 362,000.00

The equipment line items will be bundled in the contract supporting independent media with the implementers.

Equipment for basic production of print, TV, and radio programs for innovative elections reporting – USD 362,000.00.

All equipment purchases will be based on need following an assessment of worthy recipients.

Equipment purchases will likely include the following:

Radio Station Support

Radio field recording kits: \$1200 per unit

Radio Studio Microphones: \$250 per unit

Radio Studio Mixing Boards: \$550 per unit

Radio Studio Recording Equipment: \$750 per unit

Radio Studio Computer with soundcard: \$3500 per unit (ultra high processing speeds)

Radio Studio Speakers: \$250 per unit (sold as pairs)

Radio Studio Headphones: \$150 per unit

Radio Newsroom Computers with soundcard: \$3500 per unit (ultra high processing speeds)

Adobe Audition software: \$350 per unit

TV Station Support

Computer \$3500 unit cost

Monitor \$600 unit cost

Matrox RT X2 capture card \$1700 unit cost

Adobe Premiere CS4 \$800 unit cost

Panasonic AG-HMC70U camera \$3000 unit cost

Mackie 802VLZ3 \$300 unit cost

Audio Card \$300 unit cost

Studio Mic \$250 unit cost

Field Mic \$650 unit cost

Lavalier Mic \$400 unit cost

Soft Light Kit \$600 unit cost

Camera Tripod \$200 unit cost

Mic Boom \$300 unit cost

Wind Screen \$150 unit cost

This budget line also includes cost for transport and insurance.

Item 2: Personnel (staff and travel) – total budgeted: USD 720,000.00

6 full time personnel have been budgeted, 2 national project assistants in Iraq, one in Baghdad, one in Erbil, and one national project assistant and one admin assistant in Amman, and an International project manager.

The Assistants will be paid USD 3,000.00 (including support costs) * 24 months equal to USD 288,000.00.

The International Project Manager cost is USD 18,000 * 24 months equal to USD 432,000.00, which includes life support.

Travel (total budgeted: USD 101,544)

13 staff missions (regional travel to support the project) of USD 1,657.23 equals USD 21,544.00
8 staff missions to Iraq at USD 10,000.00 equals USD 80,000.00

Item 3: Training of counterparts

The training of counterparts has been included in the Contract section below (item 3), the implementer will undertake the trainings as part of the contracts.

Item 4: Contracts – total budgeted USD 1,433,000.00

-CMC Contract - USD 658,000.00

-Development and publishing of the revised code of conduct -USD 98,000.00

Contract with an international competitive tender to develop and implement a new code of conduct, this includes :

- 3 workshops to revise the Code of Conduct and bring it in line with international best practice and recent national legislation, and development of a strategy with legal experts to promote it (3 workshops to keep the code of conduct up to date)- USD 68,000.00
- publishing- USD 30,000.

-Capacity building and provision of adapted equipment for media monitoring- USD 460,000.00

International competitive tender to provide technical support to enable CMC to undertake public outreach campaigns, scope studies and developing resource materials on election coverage and monitoring.

This includes:

- providing of equipment for CMC- USD 40,000.00
- updating, translating and printing of election material- USD 40,000.00
- providing the CMC with an updated website- USD 80,000.00
- scoping studies to assess the needs of the CMC in relation to monitoring media across several media platforms: 2 analyses of monitoring activities(USD 30,000), and assessments on media monitoring of electoral campaigns (1 at the beginning of the project- USD 40,000) and principles of access to information(2 assessments at the beginning and the end of the project- USD 10,000)- USD 80,000.00
- the development of a media monitoring strategy(10,000) and a media monitoring mechanism(4 training sessions- USD 60,000.00), and capacity building on media monitoring (3 trainings- USD 30,000.00)- USD 100,000.00
- capacity building on undertaking evidence based public outreach campaigns – 3 trainings: USD30,000
- 3 workshops on gender sensitive election monitoring to ensure CMC’s capacity to integrate gender criteria: USD 45,000.00
- Capacity building on development of innovative election material- USD 45,000.00

- consultative meetings to address mutual concerns, and 4 two-day workshops (or alternatively small group meetings as needed) to support coordination between IHEC and CMC, to highlight the CMC’s mandate and develop resource materials on election coverage for media professionals -USD 100,000.00

Cost for these activities are to be determined by the contractor based on the ToRs to meet the project’s objectives.

Support of Independent media –USD 710,000.00

- International competitive tender to provide technical support to report on electoral processes and institutions. Fora and trainings are to be held in each of the three provinces (Baghdad, Basra, Erbil). This includes training of trainers, in house trainings, and fora identifying specific issues relating to electoral processes and institutions, including comparisons with other experiences.

This includes:

- 12 discussion fora for media outlet owners, editors, and managers on electoral processes and institutions- USD 120,000.00
- 6 discussion fora also including CMC representatives to ensure the Code of Conduct is taking the media's experience into account(USD 60,000), and 3 election regulation trainings ensuring the journalists' capacity to take the code into account(USD 45,000) – USD 105,000.00
- 6 workshops on gender sensitive election reporting to ensure women issues are reflected in e media coverage of events, –USD 55,000.00
- 15 In house trainings (5 in each province) on election reporting, and reporting on electoral institutions: USD 240,000.00
- use of alternative media in election reporting : 3 trainings (1 in each province)– USD 100,000.00
- 4 study visits for journalists in key Iraqi electoral institutions – USD 60,000.00
- safety awareness capacity development for media outlets: 3 trainings – USD 30,000.00

Cost for these activities are to be determined by the contractor based on the ToRs to meet the project's objectives.

- Project pre and post assessments- USD 50,000.00

- Project audit- USD 15,000.00

One audit at the beginning of the project

Item 5: Other direct costs - Total budgeted – USD 207,076.00

- Rent charge for office, vehicle and any other needed utilities, public information campaigns, contingency- USD 78,450 (3% of the project total)
- security cost USD 52,300 (2% of the project total)
- Monitoring and Evaluation- USD 76,326

Indirect support costs

Agency Management Support costs (6.25% of total budget as per UNDG ITF regulations) USD 176,379.75

UNDP Budget narrative:

Item 1:

Two full time national personnel have been budgeted, three project assistant and two project manager.

The Assistant will be paid USD3,750.00 (including support costs) * 24 months equal to USD90,000.00 (5,625 in 2009, 45,000 in 2010, 39,375 in 2011)

The NOC will be paid USD4,816.00 (including support costs) * 24 months equal to USD115,584.00 (7,224 in 2009, 57,792 in 2010, 50,568 in 2011)

The International Project Manager will be cost-shared with the UNDP Media Project. The project costs will be USD18,000.00 * 12 months equal to USD216,000.00 (13,500 in 2009, 108,000 in 2010, 94,500 in 2011)

Project personnel will include one consultant for 2 months to support the introduction of Freedom of Information policy:

International consultant:: \$6000 * 2 months equal to USD12,000.00

Travel and life support: lump sum of \$ 100,000 which would cover travels and DSA for project manager to travel to Baghdad to attend steering committee meetings and coordination meetings and to liaise with IHEC and CMC officials.

The amount also covers the travel to Baghdad and DSA of the consultant, who shall spend at least one month in Baghdad. The cost breakdown is as follows :

Life support(total budgeted \$54,716) = USD7,000/month

1 consultant * 1 month = 1 month

1 Project Manager * 7 months (over 24 months) = 7 months

Total months 8 * USD7,000.00 = USD56,000

SAIT training for consultant = USD1000.00

Travel (total budgeted USD43,092.00)

Ticket 2 staff (1 consultant + 1 PM) USD1,500 * 4 = USD6000.00

DSA 1 consultant * 1 month = 1 * USD189 * 28 = USD5292.00

DSA 1 PM* 200 days = 189 USD*52= USD37,800.00

Item 2: Web campaign – USD100,00.00

USD100,000 for web campaign, estimate based on the cost of a web campaign run for the 2009 Provincial Council elections

Item 3: Training on Commissioning polls – USD30,000.00

Three or four day training course for small team (number to be decided in collaboration with IHEC) in region ; estimate based on informal discussions with training companies and subject to international tender.

Item 4: Training on web campaigns – USD10,000.00

Either bringing an international consultant to Baghdad or sending strategy manager from Public Outreach Department to regional PR company for two to three day mission that would be subject to international tender process.

Item 5: EMU study tour – USD35,000.00

One study tour to a neighboring country (tbc in discussions with IHEC) for senior management of External Media Unit to electoral commission with functioning PR department. The length of stay depends on the venue, as Lebanon, Dubai, Egypt are all proposed.

Item 6: GEO National Training USD100,000.00

Training of GEO media officers using IHEC staff trained as trainers. Costs are for initial refresher training (contract subject to bid) and hiring of venues in the governorates.

Item 7: Web team training USD15,000.00

National contract to train 3-5 web team members in programming, including purchase of licences for Dreamweaver (USD2000 each).

Other direct costs

Rent charge for office, vehicle and any other needed utilities, public information campaigns, contingency. USD24,666 represents 3% of the project total

The security cost USD16,444 represents 2% of the project total

Monitoring and Evaluation is USD82,358.4 is 10% of the project total

Indirect support costs

GMS is USD59,105 or 6.25% of the project total as per UNDG ITF regulations.

Annex E: Agency Project Status Profile

Each participating organization must complete profile of all is ongoing ITF-funded projects/programs within the sector in Iraq.

UNESCO:

Sl. #	Project ID #	Project Title	Total Budget (US\$)	Implementation Rate (% complete)	Commitments (% as of 27 September 2009)	Disbursements (% as of 27 September 2009)	Remarks
1	220IRQ4001	Restoration of Al Askari Shrine and Rehabilitation of other Damaged Religious Sites Throughout Iraq	\$5,400,000	70%	97%	70%	
2	C10-109d	Local Area Development Programme (LADP) / Area Based Development	\$3,235,570	35%	46.64%	24.59%	
		TOTALS (US\$)	\$8,635,570				

UNDP:

Sl. #	Project ID #	Project Title	Total Budget (US\$)	Implementation Rate	Commitments (% as of March 2009)	Disbursements (% as of March 2009)	Remarks
1	G11-14	IHEC Capacity Building	3,235,426	89.380%	93%	89.380%	NTE 30 September 2009
2	G11-20	Technical assistance to IHEC Phase 2	3,676,000	8.63%	15%	8.63%	Approved December 2008
3	C9-26	Support the Media in its Role of Fostering Peace and Democracy	6,131,285	44%	54%	44%	Approved December 2008
		TOTAL (US\$)	13,042,711				

ⁱ In accordance with current CT practice, while there is one agency accountable for each output, all activities will be carried out collaboratively, with regular consultations among UNAMI, UNESCO and UNDP to ensure that the project makes use of relevant expertise available within each agency.