

**2010 ANNUAL PROGRESS REPORT FOR PROJECT  
IRFFI/UNDG IRAQ TRUST FUND (UNDG ITF)**

**Participating UN Organization:** UNOPS

**Old Cluster:**

**New Sector:** Governance

**Project No. and Project Title:** C9-25

Iraqi Civil Society Empowerment Project

**Report Number:**

ATLAS Project Number: 66954

ATLAS Award Number: 54954

**Reporting Period:**

1 January – 31 December 2010

Project Budget US\$ 4,255,193

**List Implementing Partners:**

- UNOPS
- Ministry of State for Civil Society Affairs
- Civil Society Committee at Council of Representatives
- Council of Ministers Secretariat NGOs Directorate
- National Center for Consultancy and Management Development (Ministry of Planning and Development)
- Civil Society Committee at the Kurdistan Parliament
- Local authorities of districts Said Sadiq and Al Hilla
- OCHA,
- IFRC
- NGOs: International Center for Not-for-profit Law, NCCI, DRC.

**Geographic**

**Coverage/Scope:**

National coverage, with specific activities targeting priority areas

**Abbreviations and Acronyms:**

CoR – Council of Representatives;  
 CoMSec – Council of Ministers Secretariat;  
 DRR – Disaster Risk Reduction;  
 GoI – Government of Iraq;  
 OCHA - United Nations Office for Coordination of Humanitarian Affairs;  
 NCCI - NGO Coordination Committee for Iraq;  
 DRC - Danish Refugee Council;  
 IFRC - International Federation of Red Cross and the Red Crescent Societies;  
 IRCS - Iraqi Red Crescent Society;  
 RFP - Request for Proposal;  
 NCCMD – National Center for Consultancy and Management Development at the Ministry of Planning and Development;  
 ICNL – International Center for Not-for-profit Law;  
 SCSO – Steering Committee Support Office;  
 LGA – Local Governance Assessment;  
 KR – Kurdistan Region;  
 KRG – Kurdistan Regional Government

Project Status: On Going

Duration 24 Months

Timeline Extension/Closed

Project:

Start date: 9<sup>th</sup> Dec 2008

Original End date: 9<sup>th</sup> Dec 2010

Revised End date: 31 Dec 2011

## **NARRATIVE REPORT FORMAT**

### **I. Purpose**

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

#### **Project objectives:**

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

#### **Project outputs:**

- 1.1: International standards mainstreamed in draft laws and regulations governing NGO sector
- 1.2: Increased capacity of NGO's Directorate to register NGOs timely and provide information support.
- 1.3: Higher awareness across civil society, government and public on rights & duties of NGOs.
  
- 2.1 Increased Iraqi capacity to provide CB support to civil society organizations in core organizational functions and Human Rights Civic Education.
- 2.2: Civic Education campaign on Human Rights conducted by empowered NGO network.
  
- 3.1: NGO Emergency Preparedness and Response Network (EPRN) established nationwide
- 3.2: Enhanced coordination of local humanitarian NGOs with humanitarian community (GoI, UN, Int. NGOs)
- 3.3: Increased understanding of humanitarian ethics and advocacy role among NGO community.
  
- 4.1. Increased capacities for evaluating local governance and producing recommendations to improve citizen participation.
- 4.2: Civic Education campaign on citizen participation in local governance conducted by empowered NGO network.
- 4.3: Citizen participation initiatives increase democratic local governance through close collaboration between NGOs and local authorities.
- 4.4: Stronger policy debate for enhancing civil society and citizen participation in local governance.

- 5.1: A cadre of peace-building resource persons able to initiate change in the larger relational patterns within their communities, is set-up in select locations.
- 5.2: Civic Education campaign on community based peace-building and its contribution to national dialogue and reconciliation process conducted by empowered NGO network in Baghdad.
- 5.3: Tension levels amongst the general Iraqi public decreased by peace-building initiatives run by CSOs and community leaders in select areas.
- 5.4: Formerly divided communities are able to plan their future together.
- 5.5: Stronger policy debate on integrated community-based peace-building.

**The project contributes to the following development goals in the relevant development strategies for Iraq:**  
**NDS:** 7.5.3. (*Emergency Coordination, Preparedness and Response*); 9.1.1. (*National Dialogue and Reconciliation*); 9.4.1 (*‘Engaging with Civil Society’*)

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

### **Sector Team Outcome(s) for the Governance Sector:**

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

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

## **II. Resources**

### *Financial Resources:*

In the case of working with Iraqi NGOs, they do not always have access to bank accounts. UNOPS therefore sometimes uses specialized cash delivery companies when transferring payments to Iraq. Due to this system, some delays may occur. It is important therefore to ensure that UNOPS partners are aware of possible delays and that the work is organized in a way that activities on the ground are not affected by delayed payments.

### *Human Resources:*

- **National Staff:**

Operation (all part-time positions):

- 1 Finance Assistant – Amman
- Procurement & Contracts Officer

Programme:

- 1 Project Associate – Basrah
- 1 Project Associate (50%) – Erbil
- 1 Project Associate (50%) – Kirkuk
- 1 Project Associate (50%, 5 months) – Baghdad/Diyala
- 3 Project Officers (50%) – Amman
- 1 Project Officer (50%) – Baghdad
- 1 Programme finance associate (50%) – Amman
- 1 Programme admin assistant (50%) – Amman
- 1 Project Associate (100%, 3 months) – Sulaymania
- 1 Project Associate (100%, 3 months) – Al Hilla

- **International Staff:**

Operation:

- 1 x Admin / Finance Manager (50%)

Programme:

- Programme Manager (25%) – Amman
- Project Officer (50%) – Amman

Consultants (retainer contracts):

- NGO law consultant
- Local Governance & Participation Specialist
- Emergency Preparedness and Response Specialist

### **III. Implementation and Monitoring Arrangements**

UNOPS Project staff in Amman and Iraq (Erbil, Kirkuk, Sulaymaniyah, Baghdad, Basrah, Al Hilla, Diyala) share the responsibility for overall supervision of activities. The staff is supervised by the Amman based team composed of a Programme Manager, an international Project Officer and national Project Officers. The implementation mechanism selected for this project, also adapted for the prevailing security situation, additionally relies on partnerships with Iraq-based implementing partners. Furthermore, the Programme Manager and international Project Officer travel regularly to Baghdad and Erbil. As many activities from the four components were implemented during 2010, both the Programme Manager and international Project Officer conducted missions on a monthly basis to organize meetings with stakeholders, trainings for the different components, round tables and support technical experts in facilitating their tasks. Both stay in regular contact with various stakeholders relevant for implementation of the project including (federal and Kurdistan Region) government, parliament and civil society representatives.

Two meetings of the project Steering Committee took place in the reporting period. The meetings were hosted by the Civil Society Committee at the Council of Representatives and attended, inter alia, by: a representative of Minister of State for Civil Society Affairs, representatives of the NGOs Directorate, representatives of NGOs, representative of the National Center for Consultancy and Management Development at the Ministry of Planning and Development, representatives of the CoR, NGOs. In addition, the Programme Manger on a regular basis meets with either the Minister of Civil Society Affairs or his representative, as well as the Chair of the CoR Civil Society Committee or other members of the Committee, the Director or representatives of the NGOs Directorate, Representatives of the NCCMD, Representatives of the Kurdistan Parliament in Iraq, KRG, the Presidency Council of the Kurdistan Region as well as NGOs and INGOs working in Iraq. Ongoing communication is also maintained with all the stakeholders on a regular basis via phone and e-mail directly with the Programme Manger or via the National Project Officer based in Baghdad and Field Associate based in Erbil. Communication with the CoR and GoI has been maintained even in the period of protracted process of government formation. Contacts with new members of the Civil Society Committee were established (Chairman nominated in early 2011 only) and contacts with a new Minister of Civil Society (nominated in February 2011) will be established in March 2011.

The Project Implementation Committee meeting has not been convened yet, as planned per the project proposal due to constraints related to developing some of the components of the project (e.g. two of the partners presented in the project proposal who were planned to be members of the Committee, could eventually not be contracted. This necessitated an identification of alternative partners, delaying the Committee meeting). However, continuous coordination was maintained with OCHA (Iraq office in Amman and Erbil), UNAMI, NCCI, DRC, International Federation for the Red Cross and the Iraqi Red Crescent Society regarding the emergency preparedness and response component. While UNOPS was in charge to facilitate the logistics of the Disaster Risk Reduction and Emergency Coordination training, to liaise and coordinate with 18 selected NGOs, and to manage the contractual issues with two of the four trainers, the International Federation for the Red Cross provided the training material and one trainer and NCCI supported with another trainer. Once the training was successfully conducted and six NGOs selected to implement the second phase grants, OCHA, NCCI and IOM field staff supported UNOPS staff in the governorates while the core group kept regular contact with DRC and NCCI to follow up the the implementation of grant projects and the organization of a final workshop in Erbil.

Furthermore, close coordination with ILO, UNOPS LADP team is maintained with regards to the citizens' participation module (local governance assessment component). Further coordination with other agencies involved in the LADP was also developed. All the agencies participating within LADP were consulted on the Local Governance Assessment project implemented in LADP locations in Said Sadiq/Sharozoor and in Al Hilla. Representatives of the agencies were invited to Amman held trainings organized for assessment teams. The updates were shared with agencies and final assessment reports will be disseminated in April 2011.

Locally, the LGAs were coordinated with local decision makers through Advisory Committees created in both locations. The members of the Advisory Committees were comprised of members of the LADP Steering Committees plus representatives of Governorate and district level authorities. This allowed retaining synergies and coordination between LADP and the LGAs. Assessment teams, made up of citizens of the targeted locations, remained in continuous communication with the ACs, UNOPS and technical advisors.

With regards to the citizen's participation grant fund implemented in the lower South, the coordination with local authorities was established in the early phase of the grants fund implementation. The Programme Manger and Project Officer visited office of the Governor of Basrah and established relations with focal point for civil society at the provincial council in Basrah. This person together with representatives of local authorities from all the governorates where the grant fund was implemented (Basrah, Thi Qar, Missan, Muthana) were invited to Erbil to join training on citizens participation techniques organized for NGOs partners. This allowed to facilitate coordination between NGO partners and local authorities in the target areas.

While this project is reported on through the Governance SOT, information will also be shared with the Protection SOT for Modules 2 (Disaster Risk Reduction) and 4 (Peace-building) since they als relateto protection issues.

UNOPS utilizes standard procurement process according to its procurement manual\* and following principles

- a) Best value for money
- b) Fairness, integrity and transparency
- c) Effective competition
- d) The best interests of UNOPS and its clients

UNOPS procures goods and services in close collaboration with the Clients, Iraqi authorities, and the Beneficiaries. While the individual arrangements vary depending on the Client and the specific project requirements, the general modalities are:

### **Requirements**

- Upon request of Client, and together with the Iraqi counterparts, identify the goods and services for UNOPS to provide or contract.
- Preparation of detailed specifications of equipment and services and work plan, by UNOPS, based on input and with the support from the Client, the Iraqi authorities and the beneficiaries.
- UNOPS utilizes standard procurement process, including; Request for Quotations (RFQ), Invitation to Bid (ITB), Request for Proposal (RFP)

## **Short-listing**

- UNOPS has developed and maintains a database of known suppliers and service providers in Iraq (incl. performance assessment, capacity, registration in Iraq, etc.) and a roster of registered experts.
- Qualified and potentially interested vendors in the area can also be drawn from the local authority's relevant company registration offices.
- Alternatively, interested companies can be requested to submit their profiles in response to an Expression of Interest ad published in the Iraqi and/or international media (incl. internet).
- Where necessary and relevant, information on companies/vendors can also be drawn from other UN agencies and entities operating in Iraq.
- The short-list of companies selected to be included in the procurement exercise requires approval by the Regional Director, confirming that all relevant sources of information have been utilized for compiling the list.

## **Tendering Process**

- UNOPS issues an Invitation to Bid/Request for Proposal to all short-listed companies, requesting them to submit an Offer/Proposal in line with the specific requirements. The document also stipulates the exact process of submission, receipt, opening, and evaluation of bids and it informs on the nature of the contract/purchase order the selected bid could result in.
- Requests for clarification received from potential bidders are responded to by UNOPS, if necessary upon consultation with the Client, relevant Iraqi authorities, and/or Beneficiaries.
- After expiration of the submission deadline, all Bids received are opened by a UNOPS Bid Opening Committee. The opening ceremony is open to observers from the Client, relevant Iraqi authorities, the Beneficiaries, as well as for companies participating in the tender.
- The evaluation follows UNOPS standard procedure, varying on procurement type and value, and should result in a recommendation for award of contract to the lowest, compliant bid. This recommendation requires approval by the relevant authority within UNOPS.

\*<http://www.unops.org/english/whatwedo/services/procurement/Pages/Procurementpolicies.aspx>

In the reporting period the Project was monitored based on the following arrangements:

- Baghdad based UNOPS National Project Officer for the coordination with GoI, CoR, NCCMD, NGOs directorate, NGOs on activities related to NGO law, relations between Government and civil society, capacity building of NGOs Directorate and implementation of the peacebuilding grant.
- UNOPS Field Associates in Erbil and Kirkuk for coordination with KRG, Kurdistan Parliament in Iraq, Presidency of the Kurdistan Region on the issues related to Kurdistan Region NGO law, implementation of Human Rights component, Peacebuilding component, and DRR components. In addition, UNOPS Field Associate in Basra responsible for following up in the citizen's participation component in the lower south and UNOPS Field Associate in Babyl and Suleymania for the Local Governance Assessments.
- UNOPS National Project Officers based in Amman are in charge of overseeing grants implementation and contractual/logistical arrangements related to various components.

- UNOPS International Project Officer is in charge of implementing all the grants under Reconciliation and Civil Society Portfolio, including grants under this project, Project Officer takes a lead on emergency preparedness, peace-building, the citizen's participation and human rights components and supports the LGA component related to grants.
- UNOPS Programme Manager, has overall responsibility for the supervision of the project and for tracking funds, carries out regular supervision and technical back-up missions to Iraq as well as takes the lead on the components of the NGO law, relations between Government and Civil Society, local governance assessment and capacity building of governmental institutions related to civil society.

Management and oversight of the project is governed by the regular procedures laid out in the programming manual of and other reporting requirements agreed between UNOPS and ITF. UNOPS prepares periodic progress and final reports and is also responsible for preparation of the project's Final Financial Statement.

- Report on any assessments, evaluations or studies undertaken.

The local Governance Assessments carried out in Said Sadiq and Shahroozor (Sulaymaniya Governorate) and in Al Hilla City center (Babyl Governorate) are two key outputs of the project component on Local Governance Assessment. In addition to serving as a basis of discussion on local governance in conferences between authorities, civil society, academia and other community members and during their continued engagement, the findings will also be used to base additional community projects on under phase II. Phase II will be implemented via local NGO partners. The projects will target some of the needs identified by the reports and will focus on implementation of short term recommendations.

The National Center for Consultancy and Management Development (NCCMD), contracted by UNOPS, completed an institutional assessment of the Iraqi Ministry of State for Civil Society and the NGOs Directorate. The findings of the assessment were used for designing a capacity building programme for NGOs Directorate staff. The programme was implemented by NCCMD between June and December 2010.

An Iraqi NGO was contracted as an external evaluator to follow up on the capacity developments of a sample of four organizations under the project. The assessment aims to provide an important input for the project activities and represent the baseline to evaluate the achievements.

A conflict management training took place in Sulaymania 19<sup>th</sup> to 24<sup>th</sup> February 2010 with 10 selected focal points from the targeted communities and two conflict assessment reports were issued.

An NGO implementing a peacebuilding component hired an external evaluator to conduct studies in the two targeted areas to establish baseline data and later measure the change in data after implementation of the peace building projects. The final evaluation report will be provided in early 2011.

#### **IV. Results**

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

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

Completion: 70%

Progress/Results in the reporting period:

1. On 10<sup>th</sup> of January 2010, the UNOPS Programme Manager participated in ad hoc meetings convened by the Chair of the CoR Civil Society Committee in Baghdad. This meeting, gathering representatives of the

CoR, NGOs and the MoCS, resulted in preparing a last review of the draft federal NGO law and recommendations for amendments before its final third reading at the CoR.

2. *As a result of joint efforts of various parties, including substantive support provided by UNOPS within the framework of this project, the Iraqi NGO law (Law no. 12) was adopted by the CoR on 25<sup>th</sup> of January 2010. The law entered into force in early April.*
3. Subsequently, UNOPS provided advisory services and coordinated inputs and consultations of the various stakeholders in the process of drafting NGO law no 12 implementing regulations. A roundtable on the NGO law implementing regulations was organized from 2<sup>nd</sup> – 4<sup>th</sup> of July 2010 in Erbil. The event was attended by 26 participants representing Iraqi Council of Ministers Secretariat, including the NGOs Directorate, several Iraqi Government Ministries, the CoR, as well as Iraqi and International NGOs. The roundtable was organised in cooperation with the International Center for Not-for-profit law (ICNL). As a result, a draft of comprehensive implementing regulations was agreed upon by the participants of the roundtable. The NGOs Directorate was to use the draft in the further work on drafting and putting in practice the implementing regulations.

*Separate report and press release attached.*

4. In January 2010, UNOPS was requested by the Civil Society Committee of the Kurdistan Parliament to support the development of the KRG NGO law. Preparatory work and coordination with other involved stakeholders has been carried out throughout the duration of 2010. UNOPS worked on streamlining the drafting process and bringing various stakeholders (KRG, Kurdistan Parliament of Iraq, Presidency of the Kurdistan Region, NGOs) together to avoid duplication and overlapping of activities..
5. A Roundtable Conference on the Draft KRG NGO Law took place from 23<sup>rd</sup> to 25<sup>th</sup> September 2010 in Erbil and it brought together 40 participants. The Conference was organized jointly by UNOPS and ICNL, and the participants included representatives from the Kurdistan Parliament of Iraq, the Kurdistan Regional Government, the Presidency Council of the Kurdistan Region, Kurdish and International NGOs, and observers representing federal authorities and the international community. The conference focused on improving the text of the draft NGO Law, which was before the Kurdistan Parliament and had already had a first reading. The outcome of the conference was that the three groups of participants – Parliament, Government and NGOs – reached consensus on a large number of substantial improvements to the draft law.

*Separate report and press release attached.*

6. The three-day study visit to Lebanon and a law drafting workshop on the Kurdistan Region NGO law was organised from 3<sup>rd</sup> to 5<sup>th</sup> November with 24 participants. The visit provided an opportunity for a smaller group of MPs and representatives of committees in charge of drafting the law from the Kurdistan Parliament of Iraq to learn from the Lebanese experience and further develop the wording of the draft text. The visit was also attended by representatives of the Kurdish Regional Government, the Presidency Council and NGOs based in the Kurdistan Region.

*Separate report and press release attached.*

7. 1 NGO law consultant was hired and delivered commentaries on the draft NGO law as well as other papers and supported the running of the roundtables and the study visit. 1 consultant was hired to facilitate the organization of the NGO Law Roundtable in July.
8. Outcomes of the roundtables and study visit were widely disseminated and press releases were issued helping to keep civil society up to date on the developments and contributing to promotion of cooperation between public authorities and civil society. Apart from the direct results the roundtables and unofficial



meetings, bringing together representatives of Federal and KR level authorities helped to strengthen understanding and cooperation in the area of support to development of civil society in Iraq.

9. Based on first hand information from the Kurdistan Region the works on the KR NGO law will resume in March 2011 and there are viable prospects that the law might be adopted in 2011.

### **Output 1.2: Increased capacity of NGO Assistance Office to register NGOs timely and provide information support.**

Completion: 60%

#### Progress/Results in the reporting period:

1. The National Center for Consultancy and Management Development (NCCMD), contracted by UNOPS, completed an institutional assessment of the Iraqi Ministry of State for Civil Society and the NGOs Directorate.
2. Outcomes of the assessment were used for designing capacity building programme for NGOs Directorate staff. The programme was designed in consultations with NGOs Directorate and implemented by NCCMD between June and December 2010. 18 implemented courses comprised of: Writing Reports and Correspondences; Work Ethics; Anti-Corruption in Contracts; Administrative Archiving; Electronic Archiving; Accountancy for Non Accountants; Negotiation Skills; Projects Management; Organization and Reorganization; Leadership Skills; Performance Management; Training Methodology; Excel Course/Basic; Performance Management/Advanced; Excel Course/Advanced; Computer Maintenance/Basic; Decision Making; Strategic Planning. The 13 training courses covered 34 persons from all departments of the NGO Directorate.
3. Representatives of the NGOs Directorate were invited to and participated in a number of the meetings organized during the course of this project. This helped to develop their overall understanding on the issues related to development of civil society in Iraq.

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

Completion: 10%. *The bulk of the activities under this output will start in 2011. Although the federal NGO law entered into force in April 2010, the implementing regulations were not passed by the CoMSec until September 2010. The actual work on awareness on the NGO law could not be started in 2010 due to the political situation and protracted process of government formation (the awareness activities are to cover public authorities and civil society and will be implanted in coordination with all the stakeholders. Due to the political situation there was no government (Ministry of Civil Society Affairs) or CoR (Civil Society Committee) partners available to agree on a project approach.*

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

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

Completion: 90%. *UNOPS faced challenges in 2009 in the selection of a project partner. The project proposal foresaw cooperation with NCCI on this component. However, due to persisting problems, NCCI was not able to obtain a registration with the NGOs Directorate in Baghdad. UNOPS therefore would not be in a position to grant NCCI. Therefore alternative partners had to be identified.*

#### Progress/Results in the reporting period:

1. During 2010, the following objectives of the project were implemented via the NGO Al Messalla: “ii) to empower one Iraqi local NGOs network internally, providing comprehensive capacity building assistance to its members and governing bodies; and iii) to have about 30 empowered NGOs implementing a nation-

wide civic education campaign on human rights standards and norms objectives” were implemented successfully.

2. Al Mesalla worked very closely in partnership with the Italian NGO Un Ponte Per. After the capacity building phase for Al Mesalla staff (networking, management) was completed, Al Mesalla signed an MoU with LAONF Non Violence group network. From its 65 members, LAONF selected 30 NGOs to be responsible for the implementation of the Human Rights civic education campaign in all the governorates of Iraq. In addition, training for the board of directors of LAONF was organized in Erbil from the 27<sup>th</sup> to 31<sup>st</sup> January with 9 NGO representatives and provided them training modules on core issues such as fundraising, management, communication skills among other.
3. A web developer was hired and improved and updated the LAONF network web portal (<http://www.laonf.net/>). The main updates included adding sections for comments, downloading, subscribing, the number of website visitors, as well as other layout changes.
4. Al Amal Association was contracted as the external evaluator to follow up the capacity developments of a sample of four organizations. The assessment aims to provide an important input for the project activities and represent the baseline to evaluate the achievements. The selected NGOs were from the North, Centre and South of Iraq as well as Baghdad.
5. LAONF Network assembly meeting was organized from the 16<sup>th</sup> to 20<sup>th</sup> May with the participation of 28 members. As part of this meeting, a training was organized for the selected NGOs responsible of conducting the human rights civic education campaign. The topics presented were: governance, fundraising, human rights norms and standards, rule of law and training skills.

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

1. During the second semester of 2010, the preparations and campaign strategy to implement the civic education campaign for the selected NGOs started. The motto of the campaign was “Educate women, secure their future”. Project and financial documentation templates were prepared by Mesalla and shared with the NGOs. Two phases were foreseen, the first phase in nine of the governorates and after a lessons learnt review, a second improved phase in the remaining ones. Many NGOs were not could not continue the work under the project as they were unable to provide a valid NGO registration certificate; hence Mesalla has to identify other NGOs from the network.
2. 10 NGOs implemented grants in 8 provinces during October and 13 NGOs started to implement their activities during December in the remaining 10 provinces. It is likely that at least 2000 beneficiaries were reached throughout the 23 projects.

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

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

- (i) UNOPS in coordination with others would organise a training on DRR for all the involved stakeholders from selected governorates would be involved.*
- (ii) Next step will be that NGOs, which will have been trained, submit to UNOPS project proposals tackling development of coordination mechanisms in their respective Governorates and designing a governorate coordination plan. Once NGO per governorate is selected to implement the project.*
- (iii) Projects are implemented creating/strengthening coordination mechanisms and ensuring the prominent role*

of NGOs in the system.

(iv) Last stage is to organise evaluation lessons learnt meeting where the project would be analyzed and the way forward planned.

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

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

Completion: 0%, please see explanation above. The scope of this component was formally changed in November 2009. The new activities would promote cooperation between NGOs and government, and between NGOs themselves on emergency preparedness and response, thus contributing towards outputs 3.2 and 3.3.<sup>1</sup> The new scope eliminated the establishment of an EPRN throughout Iraq.

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

Completion: 80%

#### Progress/Results in the reporting period:

1. Regular coordination meetings took place between UNOPS, OCHA, UNAMI, NCCI and DRC to define the approach and strategy. The component was divided into three phases. The first one would be a DRR and emergency coordination training, the second, would include the launching of a request for proposals (to follow up coordination and awareness raising activities) addressed to NGOs participating in the training and implementation; and the third, a lessons learnt workshop after the grant activities have been completed.
2. For the first phase, a lead consultant was hired by UNOPS to prepare the training content on governorate level emergency coordination, one additional trainer hired and 2 trainers were provided by the partners (NCCI, IFRC). Close and regular coordination was maintained between UNOPS, OCHA, IFRC, NCCI and DRC for the preparation for the DRR training which was conducted in Erbil from 28<sup>th</sup> March to 1<sup>st</sup> April. UNOPS was leading the initiative in close cooperation with partners as well as with authorities. 60 participants included representatives of Governorate Emergency Cells, Governor of Erbil, Ministry of Science and Technology, IFRC, IRCS, local NGOs, international NGOs, UNHCR, UNOCHA, IOM, Civil Defence from Mosul. Participants represented governorates of Ninewa, Dahok, Diyala, Wassit, Thi Qar and Missan governorates.
3. In the course of the second phase, in early April a competitive bid to implement five-month small grants was open to all 18 NGOs who attended the training. In May the evaluation of 14 received proposals started, in June the negotiation with the selected six NGOs was completed and in July grant agreements were signed and the implementation of the projects started for five months. 220 events were conducted. Visibility requirements were followed up on and 4,166 beneficiaries were reached by the end of December. The grants achieved the aims to identify vulnerabilities in the governorates and raise awareness on the need for involvement of the civil society organizations in the emergency coordination at the community level. This was made possible through the conduction of a civic education campaign and close coordination with relevant stakeholders, GEC and authorities, which therefore enhanced the role of civil society in DRR and coordination at the governorate level.
4. During the third phase, NGOs, together with government representatives will be invited to a lessons learned workshop regarding the small grants and DRR, to be implemented in February 2011.

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

### **Output 3.3: Increased under-standing of humanitarian ethics and advocacy role among NGO community.**

Completion: 0%, please see explanation above about change of scope of component.

1. It is important to highlight the process that was created to enable civil society to be an active partner of the existing structures at the governorate level on emergency preparedness and response and the benefits of this DRR component for development of NGOs. There is a lack of knowledge concerning Disaster Management in general and Disaster Risk Reduction in particular. DRR terminology is a new subject in Iraq.
2. During the first phase and second phase, one specific methodology and humanitarian ethics and international standards were presented through a training and NGOs had an opportunity through the small grants to use this knowledge, coordinate and advocate. 1) The Humanitarian Code of Conduct and the Sphere standards was introduced to participants and as a result they were able to understand ten humanitarian principles and the internationally agreed expected standards to be used in humanitarian assistance. 2) Coordination mechanisms were discussed and enhanced with the GECs. The strong emphasis were made on information sharing. 3) The Hyogo Frame Work Agreement was introduced, where the five principles and the cross-cutting issues (multi hazardous approach, gender and culture sensitivity, community participation and capacity building) and the existing mechanisms in the targeted governorates and the ability to identify gaps were discussed. 4) The Vulnerability Capacities Assessment methodology was introduced as it is the most commonly used tool to gather information, analyze it, and design plans in line with the needs identified. The role of community work with a view to the VCA was highlighted
3. A plan of action was requested for the participants of the training per governorate. Each group developed emergency planning, formulated an emergency coordination governorate structure and provided tools and mechanisms to facilitate contingency planning based on the information gathered.
4. Through the grants, the six selected NGOs put into practice all these tools in their home governorates. Advocacy and coordination efforts with the existing Governorate Emergency Cells were necessary to achieve the projects' aims.
5. In order to make sure the local structures are incorporated into the overall emergency coordinaton structures, coordination efforts were made with the central level at the Ministry of Science and Technology responsible of the DRR National Committee.

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

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

Completion: 100%.

Progress/Results in the reporting period:

*Local Governance Assessments were carried over the period of 9 months. The LGA was conducted in (jointly) Said Saddiq and Shahrhזור Districts (Sulaymaniyah Governorate) and Hillah District (Babil Governorate) which for the past two years have been the focus of integrated UN assistance in area-based development through the Local Area Development Program (LADP).*

1. The Company Darat Consulting, in charge of providing technical assistance during the project was contracted.

The following activities have been conducted within the LGA component:

2. Building interest on a LGA process from Iraqi local authorities, demonstrating the value of governance assessments to improve key areas of democratic local governance, and enhancing links to regional / global experience in the area of local governance assessment this was done by way of direct communication with the local stakeholders who formed project advisory committees as well as assessment teams. A 2 day introductory meeting for members of the advisory committees with Iraqi stakeholders from the targeted communities was organized in Amman in May 2010 (app. 13 participants including the Governor of Babil, mayors of targeted districts, members of the local provincial council, members of the LADP local steering committees). The meeting included participation in a Regional Conference on Local Democracy, organized by IDEA in Amman.
3. Design of the methodology for LGAs in Iraq through a participatory process with local stakeholders, and integrating regional / global best practices in that area. To this effect, assessment teams were formed in each targeted location including representatives of academia, local authorities, civil society, and private business. A review of regional and global experiences in local governance assessment methodologies, research on Iraq resources and a review of methodologies was carried out. The LGA Methodology Design Workshop with Iraqi stakeholders (members of assessment teams) was held in Amman in April 2010. Follow up on methodology design work, preparation of survey questionnaires and surveys was completed after the workshop;
4. The assessment teams were trained and coached in all stages of the LGA process. A Field Work Training Workshop was organized for assessment teams in Erbil, in May. Remote technical backstopping to LGA teams carrying out work in Iraq (June-July-August) was provided by specialized hired company. A two day mid-term monitoring meeting of technical advisors and LGA assessment teams was organized in Sulaymaniya in July.
5. A Results Analysis Meeting - Report Drafting Workshop was held for team leaders in Amman in August to help them prepare the assessment reports. Furthermore, remote assistance in drafting reports was provided by technical experts.
6. In the last phase implemented in 2010, the findings of the reports were presented in local conferences and where they were discussed and obtained endorsement of local stakeholders. Local conferences presenting reports in the two locations were organized on 29<sup>th</sup> of November in Said Sadiq and on 6<sup>th</sup> of December in Al Hilla (each conference gathered app. 150 participants).

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

Completion: 80%. The *project proposal assumption was that this component would be implemented by an NGO NCCI, which was preselected already at the stage of project proposal preparations, and hence explicitly mentioned in the project document. However, as mentioned earlier, NCCI was not able to obtain registration in Iraq.*

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

- (i) *Submission of project proposals to implement activities in four governorates, one per each governorate of: Basrah, Missan, Thi Qar and Muthanna;*
- (ii) *NGOs would be requested to work via informal local networks but this would not be a precondition for selecting proposal, i.e. the option of having one NGO implementing the activities on governorate level*

would be also possible;

- (iii) Four NGOs partners (working through local networks or alone) would be selected, one per governorate;
- (iv) NGOs would receive training, organised in Iraq, from UNOPS consultant on principles of citizen partnership in local governance and mechanisms of carrying out effective civic education campaign;
- (v) Each NGO would implement civic education campaigns on citizens participation in their respective governorates;
- (vi) Lessons learnt/reporting meeting, facilitated by UNOPS consultant, would be organised in Iraq upon completion of the four grants' implementation. Representatives of local authorities from the four governorates would be invited to attend.

*The proposed activities will contribute to achievement of Outcome 4 of the project through achieving Output 4.2.*

**Progress/Results in the reporting period:**

1. After the evaluation of the applications received responding to the third request of proposals, five NGOs<sup>2</sup> were selected and Grant Agreements were signed in four governorates of the Lower South: one in Missan, two in Basrah, one in Muthanna, and one in Thi Qar. The implementation of the grants started in April.
2. Technical assistance was provided from the early stages to improve the implementation strategy of the grantees projects. Preparations had been made for a training to take place in May in Basra on advocacy, networking, campaign strategies, basic democratic values and citizens participation modalities. However, the technical assistance provider Canadian Leaders in International Consulting Inc. (CLIC) was unable to obtain visas for Basra for its trainers and hence the training was re-scheduled for June. For logistical and security reasons, the training was moved to Erbil and took place from the 23<sup>rd</sup> to 27<sup>th</sup> June. In addition to inviting two participants from each NGO, 9 representatives of local authorities from 4 governorates participated during the last two days of the training.
3. After the training, NGOs adjusted some of the remaining activities to improve their strategic approach and a of trainings, media campaigns and workshops. All NGOs requested a non-cost-extension to ensure the effective completion of activities which ended in December.

*An expanded report on this grant fund is annexed to the report.*

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

Completion: 0%. *This component can only be implemented following the completion of Local Governance Assessments.*

*An RfP will be prepared and released in early 2011 to solicit project proposals for projects targeting short term recommendations included in both LGA reports. The projects will be implemented in the LGA locations of Said Sadiq, Sharozoor and Al Hilla city center.*

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

Completion: 0%. *This component will be implemented following the Local Governance Assessments and in the phase of advanced implementation of LGA follow up grants.*

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

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

*The project proposal assumption was that this component would be implemented by the NGO Mercy Hands, which was preselected already at the stage of project proposal preparations, and was hence explicitly mentioned in the project document. However, due to the complexity of the required tasks, UNOPS decided to look for an implementing partner through competitive process.*

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

Completion: 100%.

Progress/Results in the reporting period:

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

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

Completion: 20%. *Bulk of activities to be implemented in 2011.*

1. IDPN was in charge of capacity building training of local NGOs. 30 NGOs were selected to take part to the training program and to be a member of the NGO network. They were selected from three sources: NGOs who are part of Salamnet, a network previously formed by INSAN and trained on conflict management, NGOs who are part of a network formed by Forum for Development, Culture & Dialogue (FDCD), previously trained in conflict management and advocacy and other reputed NGOs working in other diverse governorates of Iraq.
2. From June 23<sup>rd</sup> to 29<sup>th</sup> 2010, a training on NGO management, ethics, strategic planning, proposal and budget development, and conflict management conducted by a pool of IDPN trainers and attended by 26 NGOs. 9 groups of NGOs were made, and were requested to work on developing proposals. From the 5<sup>th</sup> to 10<sup>th</sup> of August another training was organized and diverse complimentary topics were included such as advocacy and the role of an advocacy campaign, financial management and reporting.
3. The civic education campaign was originally part of the contract awarded to INSAN. However, UNOPS decided to cancel this component based on a variety of management and timing issues.
4. UNOPS released another RFP in late December 2010 that covered the civic education campaign, website, and final conference. Once a suitable NGO partner is identified, these activities will be implemented in 2011.

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

Completion: 100%. *Activities implemented.*

1. In May, UNOPS in cooperation with INSAN launched an RfP for the small peace-building grants responding to the findings of the Participatory Rapid Appraisal (PRA) in each location.
2. The evaluation and selection process was lengthy, however, five small peace-building projects responding to the needs in the targeted areas were selected: three in Kirkuk and two in Baghdad. In general the selected NGO conducted the following activities: trainings, campaigns, and workshops, focus groups, art exhibitions and film screening during the four months of activities and ensured the participation of different sectors of society.

*An expanded report on this grant fund is annexed to the report.*

3. INSAN hired an external evaluator to conduct studies in the two targeted areas to establish baseline data and later measure the change in data after implementation of the peace building projects. The final evaluation report will be provided in early 2011.

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

Completion: 90% of activities implemented.

1. INSAN organized the planning exercises in both targeted areas. Plans were developed each for both Kirkuk and Baghdad, after extensive participatory rapid appraisal processes. A clear methodology was followed and community meetings and strategic workshops were organized in Kirkuk on October 23<sup>rd</sup> and 28<sup>th</sup>. Community leaders, PRA volunteers, teachers and other educated persons living in Hurriya gathered and worked together to design the community development plan of Hurriya. In Baghdad, the approach was slightly different, however, a strategic workshop was organized on November 4<sup>th</sup> and 5<sup>th</sup> 2010 to design the community development plan.
2. Five meetings were held with policy-makers in Kirkuk and six meetings held in Baghdad where the PRA reports and development plans were shared. These lobbying sessions were facilitated with different stakeholders to secure support.

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

Completion: 0%. *Activities to be implemented in 2011.*

1. A roundtable at the end of the civic education campaign under 5.2 will be conducted in 2011.

Delays were explained in details above. The reasons can be categorized as follows:

1. Registration problems faced by NGOs in Iraq due to the very low efficiency of the registration system. UNOPS is obliged to work with registered NGOs only hence the registration problems considerably hamper the pace of project work as often no registered NGO partners can be found.
2. Delays in passing the Federal NGO law and Kurdistan Region NGO law. Many project components depend on having new NGO laws in Iraq;
3. The project proposal foresaw working with preselected partners. Eventually, UNOPS was not able to engage with most of them, thus identification of alternative partners was necessary;
4. Difficulties in identifying NGO partners who are reliable, possess sufficient capacities and have valid registration in Iraq;
5. Difficulties in identifying NGO networks as there are few of them. In addition, the few existing networks are not active as they depend on external funding and have no valid registration;
6. Insufficient responsiveness of Iraqi official institutions;
7. Political development in Iraq related to elections and protracted process of government formation in 2010.



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

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

- **Other highlights and cross-cutting issues pertinent to the results .**

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

**Gender:** Women are very active in the Iraqi civil society, on gender issues and beyond. Women NGOs are numerous and generalist women-headed NGOs are also prominent. With regards to grant projects, currently under implementation in the framework of ICSEP, women will be targeted in the following way: A fair number of women will be selected to be focal points in targeted locations; Awareness raising activities conducted by focal points in their community will target in particular women, considered as peace building champions; Peace Building proposals designed by local NGOs will contain women specific activities in an aim to enhance the role of women in taking part in peace building processes. With regards to Al Messala: the project is based on the documented assumption that women are the most vulnerable victims of human rights violations in Iraq. Accordingly, the project will try to keep the number of women activists participating in capacity building activities at least at 40% of the total and will make sure that the same percentage is respected among the beneficiaries of advocacy activities.

**Youth:** The role of youth in Iraqi civil society cannot be minimized. A great number of Iraqi NGOs have a strong youth component and youth groups are known for being a fervent supporter of civil society action, perhaps on account of their genuine openness to the notions of democracy and freedom that arrived in Iraq only a few years ago. In the newly adopted NGO law, the rights of youth to participate in NGOs were strengthened if compared to the draft law presented by the Government in early 2009.

## V. Future Work Plan

**The projected activities and expenditures for the following reporting period (1 January-31 December 2011), using the lessons learned during the previous reporting period.**

### Outcome 1

1. Work in support to development of Kurdistan Region NGO law;
2. Activities in support to drafting implementing regulations to KR NGO law (provided it is passed);
3. Awareness activities on federal NGO law and implementing regulations for representatives of the public administration and civil society (similar activities in the KR);
4. Meetings on building up relations between GoI/CoR and civil society;

### Outcome 2

1. Finalize implementation of Al Messala project – last phase of the civil education campaign on Human Rights and external evaluation report.

### Outcome 3

1. Lessons learnt workshop.

### Outcome 4

#### LGA:

1. Disseminating final version in English, Arabic and Kurdish of LGA reports
2. Preparation and implementation of grant projects in targeted communities based on results of LGA;
3. Conference on presenting results of the project and discussing related policies.

#### Citizens participation civic education:

1. Lessons learnt workshop with selected NGOs and local authorities.

### Outcome 5

1. Implementation of civil education campaign on peace-building and final debate.

Final conference – Civil Society Forums closing all the project components.

Regional political development and the role that civil society plays in these processes (including Iraq) may pose a need to adjust some of the project components in order to respond to urgent needs in terms of facilitating development of relations between public authorities and civil society. No particular actions are foreseen at this point however.

## VI. Performance Indicators (optional)<sup>3</sup>

### I. Performance Indicators assessment

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Means of Verification	Comments (if any)
IP Outcome 1 Establishment of liberal legal and administrative framework for Iraqi NGOs, respected by authorities and NGO community						
IP Output 1.1 Intn'l standards mainstreamed in draft laws and regulations governing NGO sector	Indicator 1.1.1 No. of draft laws brought in line with intn'l standards	N/A	2 NGO draft Laws (Iraq / Kurdistan) fully compliant with intn'l standards before final vote in CoR/KNA.	1 (federal) NGO law passed by CoR	Reports from CoR	
IP Output 1.2 Increased capacity of	Indicator 1.2.1 - No. of NGOs	- 3,000 NGOs registered	- 6,000 NGOs by project's end	34 staff members of NGOs Directorate	Report from NCCMD,	Process of capacity

<sup>3</sup> E.g. for the UNDG Iraq Trust Fund and the MDG-F.

NGOs Directorate register NGOs timely and provide information support.	registered with NAO. - Period needed to obtain registration.	(2007) - Minimum 3 months to obtain registration	- Less than 3 months in 90% of cases.	trained.	Monitoring reports from UNOPS staff. Feedback from NGOs Directorate.	building of NGOs Directorate is underway.
IP Output 1.3 Higher awareness across civil society, government and public on rights & duties of NGOs.	Indicator 1.2.1 - No of governmental officials trained - No. of NGOs with raised awareness on NGO Law	N/A	- 500 government officials trained. - 1,200 NGOs educated	- 5 staff members of NGOs Directorate trained	Monitoring reports from UNOPS staff	Process of awareness raising is to start in 2011.
IP Outcome 2 Increase organizational capacity of the Iraqi civil society for advocacy						
IP Output 2.1 Increased Iraqi capacity to provide CB support to civil society organizations in core organizational functions and Human Rights Civic Education.	Indicator 2.1.1 No. strengthened CSSCs with viable business plans. No. of improved training modules	N/A	- 1 CSSCs (Sulay.) with business plans for 3 years. - 6 modules (ethics, finance, HR, planning, training skills, fund-raising)	- 1 CSSCs (Erbil) with business plans for 3 years. - 6 modules (ethics, finance, HR, planning, training skills, fund-raising)	NGO partner reports, UNOPS reports	
IP Output 2.2 Civic Education campaign on Human Rights conducted by empowered NGO network	Indicator 2.2.1 • Network supported and registered. • No of CSOs trained. • Functioning web portal. • Civic Education campaign conducted and no. of Iraqis reached. • New funding received from intn'l donors.	Iraqi civil society studies describe NGO organizational capacity as generally low. Networks rarely survive beyond specific funding program. Iraqi networks organize one-off events but rarely organize longer-term campaigns.	• 30 CSOs trained. • At least 2000 persons reached directly through a advocacy Civic Education campaign. • 1 web portal	• 30 NGOs from LAONF Non Violent group network trained. • 23 NGOs implemented Iraqi wide "Educate a women, secure their future". • <a href="http://www.laonf.net/">http://www.laonf.net/</a>	NGO partner reports., 23 reports from civil education implementing partners, local media, brochures, UNOPS field staff reports	Achieved partly, the last phase of the campaign and external evaluation will be completed in early 2011
IP Outcome 3 Improved access of Iraqi citizens to relief assistance following increased role of NGO community in conducting emergency response.						
IP Output 3.1 NGO Emergency Preparedness and Response Network (EPRN) established nationwide	Indicator 3.1.1 No. of NGO Emergency Network established	No EPRN yet existing.	1 EPRN set up.	No EPRN set up		See explanation from 2009 year report regarding the adjusted approach in the component.
IP Output 3.2 Enhanced coordination of local humanitarian NGOs with humanitarian community (GoI, UN, Int. NGOs)	Indicator 3.2.1 • No. of communication protocols established. • No. of partners linked with EPRN • No. of reports sent to UNAMI-IAU	N/A	• 3 comms protocols 4 partners linked (GoI/PM, NSA, UN, Local authorities).	• DRR Capacity Building Workshop • Six grants implemented by NGOs (VCA applied and awareness campaign conducted) • 220 events were conducted. • 4,166 beneficiaries • Better DRR understanding among stakeholders,	Training agenda and training report; six NGO reports; campaign material (radio adds, TV	Achieved through a different approach.

					spots, banners and leaflets); GEC coordination minutes,	
IP Output 3.3 Increased under-standing of humanitarian ethics and advocacy role among NGO community.	Indicator 3.3.1 <ul style="list-style-type: none"> <li>No. of printed/audio-visual materials produced</li> <li>No. of awareness-raising events</li> </ul>	<ul style="list-style-type: none"> <li>1 Manual, 1 DVD, posters, stickers, etc.</li> <li>50 awareness initiatives targeting 500 CSOs.</li> </ul>		<ul style="list-style-type: none"> <li>Humanitarian Code of Conduct and the Sphere standards was introduced,</li> <li>Coordination mechanisms enhanced with GEC</li> <li>The Hyogo Frame Work Agreement was introduced,</li> <li>Vulnerability Capacities Assessment methodology was introduced</li> </ul>	NGO partner reports, contingency plans per governorate, banners, leaflets, media outlets SOP	Achieved. See explanation from 2009 year report regarding the adjusted approach in the component.
IP Outcome 4 Strengthened citizen participation in local governance processes, organized by civil society, for impacting positively on social assistance delivery and local economic development						
IP Output 4.1 Increased capacities for evaluating local governance and producing recommendations to improve citizen participation.	Indicator 2.1.1 <ul style="list-style-type: none"> <li>Methodology developed</li> <li>No. of local evaluators trained.</li> <li>No. of local governance assessments carried out</li> <li>No. of recommendations produced for 2 areas.</li> </ul>	Methodology fine-tuned to Iraq not existing.	<ul style="list-style-type: none"> <li>LGA method for Iraq ready (2009).</li> <li>10 local governance evaluators trained.</li> <li>2 pilot LGAs carried out</li> <li>10 recommendations per pilot locations</li> </ul>	<ul style="list-style-type: none"> <li>LGA method for Iraq prepared.</li> <li>11 local governance evaluators trained.</li> <li>2 pilot LGAs carried out</li> </ul> 19 recommendations prepared in Said Sadiq/Sharoozor; 32 recommendations prepared in Al Hilla.	Reports from TA provider, UNOPS monitoring. LGA final reports.	Achieved.
IP Output 4.2 Civic Education campaign on citizen participation in local governance conducted by empowered NGO network	Indicator 4.2.1 <ul style="list-style-type: none"> <li>Network supported and registered.</li> <li>No of CSOs trained.</li> <li>Functioning web portal.</li> <li>Civic Education campaign conducted in Basrah and people reached.</li> <li>New Funding received from international donors</li> </ul>	Iraqi civil society studies describe NGO organizational capacity as generally low. Networks rarely survive beyond specific funding program. Iraqi networks organize one-off events but rarely organize longer-term campaigns.	<ul style="list-style-type: none"> <li>1 CSSCs (Basrah) with business plans for 3 years.</li> <li>6 modules (ethics, finance, HR, planning, training skills, fund-raising)</li> <li>30 CSOs trained.</li> <li>At least 2000 persons reached directly through the Civic Education campaign on citizen participation in Basrah</li> <li>Web portal</li> </ul>	<ul style="list-style-type: none"> <li>Technical assistance provided advocacy, networking, campaign strategies, basic democratic values and citizens participation modules</li> <li>Five NGOs grants implemented in Missan, Basra, Muthanna, and Thi Qar</li> <li>10,620 people were reached</li> </ul>	Training agenda and report; NGO reports; UNOPS reports	Achieved through a different approach as explained in 2009 report
IP Output 4.3 Citizen participation initiatives increase democratic local governance through close	Indicator 4.3.1 <ul style="list-style-type: none"> <li>No of citizen participation initiatives carried out.</li> </ul>	Various initiatives implemented with international	<ul style="list-style-type: none"> <li>2 citizen participation initiatives implemented and evaluated</li> </ul>	2011		RfP will be prepared and released in early 2011 to solicit project

collaboration between NGOs and local authorities.	<ul style="list-style-type: none"> <li>No. of citizens involved.</li> <li>Evaluation method for impact of citizen participation existing.</li> <li>% citizens in pilot areas finding local governance democratic.</li> </ul>	support but lack of efforts on evaluation and developing best practices for Iraq. Baseline on citizen perceptions to be done at project's onset.	<ul style="list-style-type: none"> <li>50% more citizens involved</li> </ul>			proposals for projects targeting short term recommendations included in both LGA reports.
IP Output 4.4 Stronger policy debate for enhancing civil society and citizen participation in local governance.	Indicator 4.4.1 <ul style="list-style-type: none"> <li>Attendance at RT by government officials</li> <li>No. of policy decisions in favor of participatory local governance..</li> </ul>	N/A	<ul style="list-style-type: none"> <li>RT attended by at least 5 ministries</li> <li>10 policy recommendations</li> </ul>			Not achieved yet, workshop to be organized in 2011
IP Outcome 5 Collaborative initiatives to counter conflict trends spearheaded by civil society, with the ultimate aim of protecting human rights and achieving community development.						
IP Output 5.1 A cadre of peace-building resource persons able to initiate change in the larger relational patterns within their communities, is set-up in select locations	Indicator 5.1.1 <ul style="list-style-type: none"> <li>No. peace-building resource persons available in select communities and categories they belong to.</li> </ul>	N/A	110 resource persons including 10 focal points, representing civil society, political / religious leaders, tribal leaders, women / youth leaders.	<ul style="list-style-type: none"> <li>10 community focal points trained and participated in a study tour in Lebanon</li> <li>10 IDPN staff members</li> <li>10 INSAN staff members</li> <li>53 influential community members participated in conflict workshop (28 in Baghdad and 15 in Kirkuk)</li> <li>300 community members reached through activities including a football match, theatre play, and feast food day.</li> </ul>	NGO partner report, UNOPS field staff reports,	Achieved
IP Output 5.2 Civic Education campaign on community based peace-building and its contribution to national dialogue and reconciliation process conducted by empowered NGO network in Baghdad.	Indicator 5.2.1 <ul style="list-style-type: none"> <li>Network supported and registered.</li> <li>No of CSOs trained.</li> <li>Functioning web portal.</li> <li>Civic Education campaign conducted in Baghdad and no. of Iraqis reached.</li> <li>New Funding received from international donors</li> </ul>	Iraqi civil society studies describe NGO organizational capacity as generally low. Networks rarely survive beyond specific funding program. Iraqi networks organize one-off events but	<ul style="list-style-type: none"> <li>1 CSSCs (Baghdad) with business plans for 3 years.</li> <li>6 modules (ethics, finance, HR, planning, training skills, fund-raising)</li> <li>30 CSOs trained.</li> <li>At least 2000 persons reached directly through the Civic Education campaign on</li> </ul>	<ul style="list-style-type: none"> <li>26 CSOs were trained on NGO management, ethics, strategic planning, proposal and budget development, and conflict management</li> <li>NGO Business plan</li> </ul>	Training agendas, participation list. NGO partner reports, copy of NGO business plan,	<ul style="list-style-type: none"> <li>26 NGOs were trainer</li> <li>Civic education campaign to be implemented in 2011, together with the website</li> </ul>

		rarely organize longer-term campaigns.	Peace-building in Baghdad. • Web portal			
IP Output 5.3 Tension levels amongst the general Iraqi public decreased by peace-building initiatives run by CSOs and community leaders in select areas.	Indicator 5.3.1 • No. of peace-building initiatives carried out. • No. of incidents between two or more groups in target communities • % community members pessimistic on chance to decrease conflict between groups in mid-term (3 years)	N/A	<ul style="list-style-type: none"> <li>• 2 CT initiatives</li> <li>• Decrease by 50% of inter-group incidents</li> <li>• Decrease by 50% of pessimistic answers.</li> </ul>	<ul style="list-style-type: none"> <li>• Five peace-building projects were implemented, three in Kirkuk and two in Baghdad</li> <li>• One external Evaluation carried out</li> </ul>	External evaluation, implementing NGO reports, small grants reports, UNOPS fields staff reports,	Small PB initiatives successfully implemented.
IP Output 5.4 Formerly divided communities are able to plan their future together.	Indicator 5.4.1 • No. of pilot community plans developed. • % of needs (financial, technical) for implementing plans covered by GoI and civil society.	N/A	<ul style="list-style-type: none"> <li>• 2 plans developed.</li> <li>• 50% of plans supported by Iraqi sources.</li> </ul>	<ul style="list-style-type: none"> <li>• 2 PRA developed each for both Kirkuk and Baghdad</li> <li>• Five meetings held with policy-makers in Kirkuk and six meetings held in Baghdad for fundraising</li> </ul>	PRA reports, NGO PRA process reports, UNOPS field staff reports	Achieved
IP Output 5.5 Stronger policy debate on integrated community-based peace-building.	Indicator 5.5.1 No. and kind of attendees at Roundtable.	Policy debate exists but remains mostly limited to civil society.	At least 5 ministries attend + 4 large political groups.			Not achieved yet, planned for 2011.