



**ANNUAL PROGRAMME NARRATIVE PROGRESS REPORT
REPORTING PERIOD: 1 JANUARY – 31 DECEMBER 2010**

Programme Title & Number
<ul style="list-style-type: none">• Programme : Support Iraqi Media in Fostering Peace and Democracy• Programme Number C9-26• MDTF Office Atlas Number: 00066955

Country, Locality(s), Thematic Area(s)
<i>Iraq</i> , Baghdad , Erbil, Suleiymanieh and Basrah Thematic Area: Governance

Participating Organization(s)
<i>UNDP</i>

Implementing Partners
<ul style="list-style-type: none">• <i>UNESCO</i>• ASWAT• Thomson Reuters Foundation

Programme/Project Cost (US\$)
MDTF Fund Contribution: \$ 6,131,285
Agency Contribution N/A
Government Contribution
Other Contribution (donor) N/A
TOTAL: \$6,131,285

Programme Duration (months)	
Overall Duration	38 months
Start Date	8 December 2008
End Date	8 December 2010
Revised End Date	31 December 2011
Operational Closure Date	31 December 2011
Expected Financial Closure Date	31 December 2012

Programme Assessments/Mid-Term Evaluation
Assessment Completed - if applicable <i>please attach</i> <input type="checkbox"/> Yes <input type="checkbox"/> No Date: _____
Mid-Evaluation Report – <i>if applicable please attach</i> <input type="checkbox"/> Yes <input type="checkbox"/> No Date: _____

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I. Purpose

The project promotes the development of an independent, pluralistic and professional media as a fundamental infrastructure to contribute to the achievement of good governance, and appropriate legislative and regulatory frameworks.

The project has three broad areas of intervention: (i) to develop or strengthen participatory processes leading to sustainable media self/co-regulatory mechanisms and legislative frameworks enabling independent and professional media; (ii) to support the development of local content; and (iii) to identify key institutions – eg training institutions, regulatory bodies and

professional entities – for targeted capacity building to enhance professionalism at editorial, technical and policy levels. A critical intervention was to conduct a baseline survey identifying audience trends and ownership/funding in the media sector, which was scheduled in 2009 but ran into delay. During 2010, this intervention was superseded by the publication of such a baseline by the US media development NGO, IREX Iraq.

- The main output and outcomes/objectives of the programme.

Project Main Output/Outcome:

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

The project has three broad objectives:

Objective 1: Support regulatory frameworks to build capacity of an independent, pluralist and professional media leading to the articulation and/or enhancement of sustainable media self/co-regulatory mechanisms and legislative frameworks to protect fundamental human rights including the rights to freedom of expression, access to information and data protection.

Objective 2: Support to key institutions – e.g. training institutions, regulatory bodies and professional entities - for targeted training and capacity building to enhance professionalism.

Objective 3: Development of local content to support national dialogue and reconciliation through targeted training.

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

- The Programme relates to the Strategic (UN) Planning Framework guiding the operations of the Fund/JP.

The Project is in line with priorities identified within the ICI and National Development Strategy; the relevant ICI benchmark is engaging with Civil Society, with regulatory benchmarks including freedom of information legislation and legal support for media watchdogs.

There are no media-specific MDGs but media development and relevant content support respond and support all the Millennium Development Goals with the media a central role in advocacy and citizen education towards the MDG.

During 2010 the UN Country Team made a transition in the documents in which it used making the NDS and ICI less relevant. Three key new documents were developed which have a direct affect on this project and UNDP-Iraq. These documents are described below.

DEVELOPMENT ASSISTANCE FRAMEWORK FOR IRAQ 2011-2014 (UNDAF)

The United Nations Development Assistance Framework (UNDAF) was prepared by the United Nations Country Team in Iraq in consultation with the Government of Iraq and other partners, with the aim of improving the lives of the people of Iraq, and particularly the most vulnerable, in alignment with the national priorities and Millennium Development Goals. The United Nations Development Assistance Framework (UNDAF) 2011-2014 is the first for Iraq, marking a significant milestone in the nation's recovery and transition towards longer term development. Based upon and prepared in parallel with the Iraq Five Year National Development Plan (NDP) 2010-2014, the UNDAF provides a coherent and coordinated strategy for the delivery of UN assistance that embodies the Paris Principles, and supports the newly elected Iraqi administration in meeting its various obligations. The focus of the UNDAF implementation is to foster national capacity and leadership of the development process, within governmental, non-governmental and social institutions, in order to transition the country from the impact of violence and repression characterizing recent decades. Five UNDAF priorities have been identified, providing the scope and strategic direction of the UN system's support to Iraq in the next four years, namely:

1. Improved governance, including the protection of human rights.
2. Inclusive, more equitable and sustainable economic growth.
3. Environmental management and compliance with ratified international environmental treaties and obligations.
4. Increased access to quality essential services.
5. Investment in human capital and empowerment of women, youth and children.

Country Programme Document (CPD)

The first Country Programme was endorsed by GoI and approved by the Executive Board of UNDP on 3 September 2010. The Country Programme is aligned with the National Development Plan and is nested within the UNDAF. UNDP has identified four priority areas of synergy with National Development Plan and UNDAF, namely: a) fostering inclusive participation, b) strengthening accountable and responsive

governing institutions; c) promoting inclusive growth, gender equality, climate change mitigation and adaptation and MDG achievement; and d) restoring the foundations for development. The Country Programme takes into account that UNDP operates under the overall mandate of the United Nations Assistance Mission in Iraq (UNAMI) focussing on the role of supporting the Government of Iraq (GoI) in the transition towards national reconciliation, peace and stability through work on governance, poverty alleviation, economic recovery and environment guided by conflict prevention and recovery approaches identified in five outcomes and respective outputs. Five Country Programme priorities have been identified, providing the scope and strategic direction of UNDP to Iraq in the next four years, namely:

- 1) GoI and civil society have strengthened participatory mechanisms in place for electoral processes, national dialogue and reconciliation
- 2) Enhanced rule of law, protection and respect for human rights in line with international standards
- 3) Strengthened regulatory frameworks, institutions and processes in place for accountable, transparent and participatory governance at national and local levels
- 4) GoI has the institutional framework to develop and implement MDG-based pro-poor, equitable and inclusive socio-economic and environmental policies and strategies
- 5) Enabling policy and frameworks for rapid economic recovery, inclusive and diversified growth and private sector development

Country Programme Action Plan (CPAP)

The CPAP is in the final stages of negotiations with signing anticipated in the near future. The CPAP is a signed legal agreement between the Government and UNDP based upon the Country Programme Document. The 2011-2014 CPAP is a four-year living document defining the mutual cooperation and programme of work shared between the Government and UNDP. It is a response to the specific challenges identified in the UN Common Country Assessment 2009 and the UN response as outlined in the UN Development Assistance Framework 2011-2014. These, in turn, take account of the Millennium Development Goals, the Iraq National Development Plan as well as the lessons learned from past UNDP programming in Iraq. The CPAP, has been prepared in close consultation with key stakeholders, defines the goals, and broad outline of strategies and activities that the Government and UNDP jointly subscribe to, with agreed financial parameters. The CPAP further elaborates the five CPD outcomes and respective outputs of UNDP which has incorporated this ITF project.

This project is located within the Governance Sector of UNDP-Iraq and the focus is Sector Outcome 1: Government of Iraq and civil society have strengthened participatory mechanisms in place for electoral processes, national dialogue and reconciliation. . It also supports efforts to strengthen national dialogue for reconciliation through constitutional review and enabling national dialogue.

II. Resources

Financial Resources:

The project has been through earmarked funds for media development by the Government of Spain; following discussions at the Iraq Trust Fund for USD 6,131,285.00.

Human Resources:

1. National Staff: Provide details on the number and type (operation/programme)

UNDP

- One national project associate (G6) from January 2009 till December 2010, duty station Amman
- One national project officer (NOC) from August 2009 till December 2010, duty station Baghdad
- One national project officer (NOB) from June 2009 till December 2010, duty station Erbil

UNESCO

- One national consultant from August 2009 till December 2009, based in Erbil
- One national consultant from September 2009 till December 2009, based in Amman

2. International Staff: Provide details on the number and type (operation/programme)

UNDP

- One international project manager (P4) from January 2009 till December 2010, duty station Amman

UNESCO

- One international consultant from June 2009 till September 2009, based in Amman
- One international consultant from August 2009 till October 2009, based in Baghdad

III. Implementation and Monitoring Arrangements

- Summarize the implementation mechanisms primarily utilized and how they are adapted to achieve maximum impact given the operating context.
- A significant amount of time and money was allocated to strengthening the management capacity of Aswat al Iraq News Agency. It was established in 2004 and supported by UNDP through a contribution via ITF from the Spanish Agency for International Development Cooperation, the European Commission, and with capacity development provided by the Thomson Reuters Foundation.
- The project manager is in regular contact with Aswat al Iraq and has visited the project site on several occasions. Three legal identities have been established since inception of the project for Aswat – Aswat al Iraq News Agency (registered as a news agency with the Kurdistan Journalism Syndicate and the Iraqi Journalism Syndicate), Aswat al Iraq for Media Development NGO (registered with the Government of Iraq) and Aswat al Iraq public limited company (registered in Cyprus). The reason for this was that UNDP has different modalities for engaging implementing partners from civil society (NGO) and the private sector (plc and news agency). An institutional relationship was established between UNDP and Aswat al Iraq NGO, with the NGO acting as the implementing partner but providing support to the news agency. The plc was established in 2008 by Thomson Reuters Foundation but it has been maintained as a safeguard for the constitutional independence of Aswat al Iraq News Agency.

- UNDP has sought to introduce Aswat to new sources of funding and to broaden UN involvement with the organization. In May 2009, under UNDP supervision, Aswat al Iraq hosted a seminar on the relationship between media independence and the legitimacy of the electoral process to mark World Press Freedom Day. UNESCO and UNAMI were invited to participate in this event, which gave rise to a commitment by the Kurdish Government to support press freedoms in the run up to the Kurdish regional elections in July 2009. The Erbil World Press Freedom Day event coincided with an event in Baghdad, which was organized by IREX in collaboration with UNDP. UNDP ensured that the logos of UNAMI, UNESCO and UNDP were displayed at the Baghdad event and that copies of speeches by the UNESCO Director General were available at venues in both Erbil and Baghdad.
- From January 2008 UNDP has been supporting Aswat to develop a business plan and marketing strategy, providing in-house mentoring services and specialist business management consultancies. The organizational capacity improved to such an extent that the organization was approved as a UNDP implementing partner in January 2009. In June that year the agency became runner-up in an international media development award organized by the One World Broadcasting Trust and the Chair of the Board of Directors and the Managing Editor were invited to London to meet with One World Broadcasting Trust.
- In July 2009 UNDP organized a business development management consultancy funded by UNESCO to further develop a business plan and institutional development strategy and to support Aswat NGO in managing over USD1 million in grants for media development from the US Institute of Peace (USIP), UNESCO and the European Union. A review of stakeholder perceptions of Aswat al Iraq is being planned for April 2010.
- From the end of July until December 2009, the project manager was in Iraq for 52% of the time, liaising directly with counterparts. UNDP played a leading role in coordinating a UN position on a draft journalism protection law and in ensuring that KRG delegates were invited to the USIP Conference on Incitement in the Media in Istanbul in September and the Iraq Telecoms 2009 Conference in London in November.
- In August, UNDP was asked by the Head of the Media and Culture Committee of the Council of Representatives to coordinate a UN delegation to a debate on media freedoms in Iraq and was personally thanked for its proactive role in facilitating dialogue among stakeholders.
- The media project visited the Communication and Media Commission (CMC) (the first UN Red Zone mission to the premises) to welcome the new CEO; three follow-up missions to the CMC were undertaken; an office has been set aside for the project; and the media National Project Officer has established regular communication with Board Members. The project also visited the Ministry of Communication twice in Baghdad and was one of the first UN delegations to greet the new Kurdish Minister of Communication in September 2009.
- The Erbil National Project Officer established excellent relationships with the Ministry of Culture and the Ministry of Communication, and the Minister's Office wrote to the media project to thank them for ensuring that the Kurdistan Ministry of Communications was represented at the Annual Iraq Telecoms 2009 meeting in London, a key venue for international telecoms investment.
- Other letters thanking the media project for its role in promoting dialogue among stakeholders have come from the organizers of Iraq Telecoms 2009 and the Associate Vice President of United State

Institute of Peace. Telecoms operators have also recognized the leading role that the project has played in bringing regulators, government and the private sector together to discuss telecoms regulation, while the CEO of the Communication and Media Commission has acknowledged the media project's role in facilitating dialogue between it and the Kurdish Government to resolve issues ranging from licensing to spectrum management and interoperability among telecoms operators.

- The procurement procedures utilized.

The media project has followed UNDP procurement procedures in all activities and there have been no variances in standard procedures.

UNDP Iraq follows the Financial Regulation and Rules (FRR) and the Procurement Manual posted under the Programme and Operations Policies and Procedures (POPP) which provides the framework to carry out procurement processes. The following bullets serve as guiding principles within the procurement process at UNDP Iraq. These principles are:

- Best Value for Money
- Fairness, Integrity, Transparency
- Effective International Competition

UNDP defines procurement as the overall process of acquiring goods, civil works and services which includes all functions from the identification of needs, selection and solicitation of sources, preparation and award of contract, and all phases of contract administration through the end of a services' contract or the useful life of an asset. UNDP has two primary documents, the Financial Regulations and Rules and Procurement Manual, which specify solicitation procedures for supply of goods, services, or works, including appropriate methods for evaluating and selecting awardees and possible contracts. The Regulations and Rules and Procurement Manual also indicate which conditions justify waiving the competitive tendering process in favor of direct contracting.

Further, in order to ensure compliance with UNDP regulations, rules, policies and procedures, all procurement activities at UNDP-Iraq are subject to a review and approval process prior to an award of a procurement contract.

In summary UNDP-Iraq Procurement Unit follows the rules, regulation and there is no variance in standard procedures.

IV. Results

UNDP Planned Outcome 1: Independent civil society and media enabled through legal and regulatory frameworks, professional development and strengthened indicators

***Output 1.1: Increased dialogue and advocacy related to A38 legislation and A19 freedoms through the establishment of a media law working group – UNDP lead
Physical progress: 100% achieved***

UNDP and one of its partners under the Media project – Article 19 - held a Workshop in Beirut, Lebanon from 3-5 December 2010, on the Right To Information (RTI) Law. 22 Participants were present at the workshop from the Council of Representatives, the Commission of Integrity, the Iraqi Journalists' Syndicate and academia. Also present were UNDP's main partner on Media initiatives – UNESCO. Article 19 had brought along RTI and media law experts from Jordan, Hungary, Lebanon as well as from IREX Iraq, an international NGO also working on these issues.

The purpose of the workshop was to sensitise the Iraqi participants to the importance of RTI laws and provide case studies from countries as varied as USA, UK, Hungary, Jordan and Lebanon. Indeed some of those countries such as Jordan and Lebanon do not yet have such a law and it was interesting to hear what some of the obstacles are in these countries. An overview of best practices and international standards was provided by Article 19 including an interesting analysis of countries where the RTI law is weak but the cultural sense of 'the right to know' of the citizens of a country superseded the weak law.

The second component of the workshop was to analyze the current draft RTI law for Iraq, which Article 19 had done prior to the meeting and explained its concerns with some of the articles, one by one. Then the participants volunteered their own opinions on various key articles and all points of general consensus were recorded. The last part of the workshop was to organise the participants into three task groups targeting issues of promoting public awareness, lobbying of Parliamentarians and legal re-drafting of several articles in the current draft. It was also deemed important to identify the key implementation issues that will need to be addressed when an RTI law is adopted in Iraq and the inclusion of civil society organisations was highlighted as a critical aspect of successfully pushing a decent RTI law through the countries law-making bodies. A new draft law has been submitted to relevant Parliamentary Committees.

***Output 1.2: Increased understanding by government and media on right to know, data protection, freedom of expression – UNDP lead
Physical progress: 100% achieved***

100% achieved by end of 2009.

***Output 1.3: Increased dialogue and reconciliation at community level through the provision of six small grants to community based media
UNESCO lead
80% achieved***

i. Support to Aswat al-Iraq institutional management capacity:

As part of this output, UNESCO awarded a small grant (USD 30,000) to Aswat al-Iraq to hire a business management consultant to develop Aswat's institutional structure and to produce outputs in support of its long term business plans. Through this grant:

1. Aswat established an RBM management structure to enable department heads to work on their own plans and allow the senior managers to focus on strategic decisions. Each department has developed its own plan, which has been approved by the Editorial Board.
2. A human resource policy was created in the context of Aswat's overall goal of promoting a new culture of journalism based on international best practice. Human resource (HR) policies are now available to all staff. Aswat provides its staff member with a contract which was developed along with management and the legal counsel to ensure that staff is protected and their obligations are clearly defined. Terms of reference have been developed for each administrative position and have been developed for the news staff. TORs have been aligned to overall strategic goals and some current staff members have been assigned other duties and responsibilities. Three news positions were created: Manager of Aswat Foundation; Executive Assistant for the Editorial Board and a Marketing Manager.
3. Aswat has identified and analyzed its stakeholders and target audiences and drew up a list of services targeting each group. Aswat's menu of services primarily comprise the following: news service; news service with radio/voice recording for radio; news and photo service; and weekly media analysis, which is offered to news organizations, Members of Parliament, embassies, political parties, and international think tanks.

A second grant (USD 295,950) to Aswat al-Iraq has been awarded, although not yet disbursed. The project to be funded to the Media Grant Programme aims to improve Aswat al-Iraq's institutional capacity to identify and target potential donors and partners; to improve its institutional capacity to design programs and write proposals; and to enrich Aswat's editorial content with high quality photographic and audiovisual material from across the country.

It is expected that disbursement of the grant will take place throughout 2011.

ii. Oil reporting grant

90% of a small grant (USD 30,000) to the Iraqi Institute of Economic Reform (IIER) to monitor media coverage of the oil industry in Iraq has been awarded and disbursed.

Iraqi Institute of Economic Reform (IIER) has achieved the following:

1. IIER conducted nearly 30 interviews with Iraqi media professionals, government officials and oil experts. Their views will be incorporated into the final report to be submitted by the end of first quarter 2011;
2. IIER has also created a wiki-style online resource <http://eiti-reporting.net/wiki>. The English section has been completed but the Arabic section is still a work in progress. The main challenge has been to find a competent professional in Iraq who could accurately translate the English content. John West, UNDP consultant, initially approached someone but the translation turned out to be less than adequate.
3. UNDP consultant conducted training sessions for research assistants hired for this project in both Baghdad (4 days) and Erbil (7 days). IIER would like to arrange a third session (budget permitting) in Amman but the decision will be taken towards the end of the project;

4. IIER is in the process of conducting the baseline media analysis and have completed about 40% of the work.
5. IIER plan to hold a seminar in Baghdad at the beginning of 2011 to launch the final report that will incorporate interview findings and media analysis, as well as the Wiki website.

iii. Media Education for Sustainable Development grant

UNESCO announced the call for proposals on training journalists in the area of Sustainable Development with a particular focus on environment and water. 7 local NGO proposals have been received. After shortlisted, two proposals are under consideration of the Grant Committee members: Development Foundation for Culture, Media and Economic (DFCME), and Aswat al-Iraq NGO for Media Development.

Output 1.4: Increased exposure of media professionals to global media development through the provision of seven small grants for scholarships and study tours
UNDP lead
Physical progress: 90% achieved

The work achieved in 2009 continued with the implementation of a webinar component. Three faculty members from the Department of Journalism at Temple University in Philadelphia, USA, spent the morning of October 26 discussing the benefits to reporters of using social media like Twitter and Facebook in their work. Not exactly unusual, but what made the presentation special was their audience; 50 journalism students in Erbil, northern Iraq. Half a world away, the images of Chris Harper, Susan Jacobson and Shenid Bhayroo from Temple's School of Communications and Theater were received by students, faculty and media professionals at the Institute of Technology in Erbil, Iraqi Kurdistan, via Skype.

Supported by UNDP and the media development organisation International Research and Exchanges Board (IREX), the lecture was part of an initiative to connect universities throughout the Middle East and North Africa with institutions in America and the United Kingdom to discuss media development.

Implementing this initiative in Iraq has had significant operational constraints due the high requirements for transmitting two-way video via the Internet in such a low-bandwidth environment. After testing several platforms, it was decided to use Skype, which gave the best result.

Output 1.5: Availability of self-regulatory monitoring mechanisms at CSOs and media institutions
UNESCO lead (no inputs provided)

Removed from the no cost time extension and change of scope

Output 1.6: Availability of quality media curricula at four media institutes and mass communication faculties –70% achieved

Activities were undertaken to review three university journalism curricula in Iraq: Baghdad University, Salahaddin University and Erbil Technical Institute for Media, in order to agree recommendations and

define how to improve the current journalism curricula. This is with the overall aim of updating and adapting Iraqi journalism studies to best international practices.

A first workshop was held in Amman from 20-22 June 2010 with participation of 9 journalism educators (9 men), 4 Iraq's and KRG's MoHE officers (2 women, 2 men), 3 students (2 women, 1 man) and 5 international media experts (5 men). The workshop was focused on identifying the current situation of the Iraqi journalism studies, as well as setting out the roadmap and timeline to draft an updated curriculum for media faculties. Also, during the workshop it was discussed and agreed to include distance learning tools in the new curriculum.

During this workshop The Curricula Development Steering Committee was established review and update the journalism curriculum, conduct an assessment, in close collaboration with the MoHE, of the current curriculum and collect recommendations from media faculty staff.

Two proposals for the development of distance learning component have been submitted by two Steering Committee members from Rutgers University, USA, (virtual internship with international media outlets) and Salisbury University, USA (e-learning tools as webinars, video lectures, and e-courses).

As part of the ongoing Iraqi journalism review, UNESCO organized a study tour to two American Universities: Rutgers University and the University of Oregon, with the aim of encourage participants to exchange best practices; learn from their counterparts in the United States; facilitate the building of a sustainable international network; lay the groundwork for future tours and student and staff exchanges; provide links for future distance learning opportunities; provide knowledge and skills which can be applied in the context of their home country.

The study tour is meant to occur from 9th January 2011 and targets the Curriculum Development Steering Committee members (1 woman, 6 men), who have had key responsibility in conducting the assessment of the current Iraqi journalism curricula.

Output 1.7: Availability of media data setting the baseline for the media sector
UNESCO lead (no inputs provided)

Removed from the no cost time extension and change of scope. IREX had already done this activity

Output 1.8: Increased capacity of independent news agency as a model for media in Iraq towards self-sufficiency
UNDP lead
Physical progress: 100% achieved

- 100% reported in 2009

Output 1.9: CMC functions within a strategic plan
UNDP lead
Physical progress: 90% achieved

- The CMC change management assignment was approaching its conclusion by the end of 2010. Only a final workshop to be held in Baghdad remained to be undertaken. Extensive

reports were provided by subcontractors Moore Stephens including an analysis of CMC processes; CMC human resource analysis; decision making authority analysis; analysis of regulatory processes; ICT requirements; monitoring challenges, etc. Some planned study tours to Egypt and Malaysia did not take place due to financial limits in the overall programme.

Output 1.10: Identified gaps and opportunities related to performance of IMN

UNDP lead

Physical progress: 80% achieved

- The contracting of technical support to the IMN to provide change management strategic directions and provide a new draft law as the IMN legal basis had been achieved. Estimated contract finish: June 2011.

- *List the key partnerships and collaborations, and explain how such relationships impact on the achievement of results.*

UNESCO was the key project partner and delivery picked up significantly in the second half 2010. The CMC was the main national counterpart and efforts to initiate collaboration proved to be reasonable although the national political uncertainties and their eventual impact on the CMC proved to be a distraction.

Aswat al Iraq was another stakeholder and implementing partner and UNDP's financial and technical support obligations had largely terminated by 2010.

IRES, the US NGO proved to be an informal but useful partner to UNDP in such areas as supporting the RTI workshop.

V. Future Work Plan (if applicable)

Output 1.2. 100% achieved but further work is possible for getting Iraq fully inside the EITI process and this will be done in 2011;

Output 1.4: Undertake a gender based violence and media reporting workshop in Lebanon in June 2011

Output 1.10: IMN change management and submission of new draft law establishing the IMN completed

VIII. INDICATOR BASED PERFORMANCE ASSESSMENT

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance	Source of Verification	Comments
Outcome 1 Independent civil society and media enabled through legal and regulatory frameworks, professional development and strengthened indicators							
Output 1.1 Increased dialogue and advocacy related to A38 legislation and A19 freedoms through the establishment of Media Law Working Group	Right to information enhanced parliamentary committee	Article 19 Iraqi media law reviews	Number of meetings; recommendations on policy and regulation	Four meetings; At least one draft policy or law submitted to regulatory or legislative bodies	NA	Article 19 and UNESCO publications on Iraqi media law and regulation	
Output 1.2 Increased understanding by government and media on 'right to know', data protection, FEX (KRG as a pilot)		Article 19 Iraqi media law reviews	Availability of draft RTI policy circulated to stakeholders in KRG. A seminar is held on RTI principles for KRG authorities	Three-day seminar held by working groups to develop RTI principles for KRG authorities Training of Iraq Parliamentarians on the Right to Information law completed and current law being re-drafted		Article 19 and UNESCO publications on Iraqi media law and regulation	
Output 1.3 Increased dialogue and reconciliation at community level through the provision of 6 small grants to community-based media			Number of CB media initiatives developed by grantees	Six grants disbursed and implemented in the project cycle		UNDP project files; UNESCO's community radio and community multi-media centre documentation	
Output 1.4 Increased exposure of media professionals to global media development through the provision of 7 small grants for scholarships, study tours	-First Webinar event ever held between Iraq & USA providing media training. -(EITI) Best international practice with Iraq oil industry with best initiative		Number of applications that successfully complete study tours/scholarships	Seven grants for scholarships, study tours in the project cycle Awarded a small grant to Iraqi Institute of Economic Reform (IIER) to monitor media coverage in Iraq of the oil industry. Awarded a grant to Aswat al Iraq's proposal to strengthen the institutional management	Insufficient relevant proposal	UNDP project files	

				capacity and improve Aswat's editorial content by improving its capacity to provide video and still images to clients. In this period, UNESCO announced the call for proposals on training journalists in the area of Sustainable Development. Seven local NGO proposals have been received and are currently being reviewed by UNESCO's Grants Committee. -Support to the webinars activity completed.			
Output 1.5 Availability of self-regulatory monitoring mechanisms at CSOs and media institutions		Article 9 and BBC WST Iraqi media law reviews	Number self-regulatory mechanisms adopted	Number of self-regulatory mechanisms adopted and monitored		Article 19, BBC WST and UNESCO publications on Iraqi media law and regulations	
Output 1.6 Availability of quality media curricula at 4 media institutes and mass communication facilitate			Number of media curricula reviewed / established	Pilot model university curriculum developed and adopted by Salaheddin, Suleymanieh, Basra, Baghdad universities		Visits to media institutions/available survey data; UNESCO journalism training curriculum	
Output 1.7 Availability of media data setting the baseline for the media sector			Baseline survey completed	Comprehensive baseline data is available		UNESCO/IPDC media indicators	
Output 1.8 Increased capacity of an independent news agency as a model for media in Iraq in Iraq towards self-sufficiency.	ASWAT is an incredible agency of increasing financial accountability		New business model for Aswat is available; reduction percentage of UNDP support to Aswat	50 percent reduction of UNDP support to Aswat All remaining financial obligations from UNDP to Aswat al-Iraq are now terminated including USD 455,875 implemented from a UNESCO allocation. Media Badger has undertaken support work consisting of analytical reports on Aswat's media		Project records	

				outreach and business strategy			
Output 1.9 CMC functions within a strategic plan	CMC provided with high level change management advice		Availability of strategic plan for CMC	CMC strategic plan is being used Change management support ongoing for CMC and underway for the IMN.		CMC records	
Output 1.10 Identified gaps and opportunities related to Iraqi Media Network (IMN)	Too early to tell	CPA 66 plus IMN records	Availability of assessment report (PSB performance of IMN)	An assessment of PSB performance of IMN is carried out	Delayed activity still in early phase	CPA 66 plus reviews of IMN archives	

Annex 3 Acronyms List Country Programme Action Plan

AIS/VTS	Maritime Automatic Identification Systems/ Vessel Traffic Services
AWPs	Annual Work Plans
CCA	Common Country Assessment
CHF	An International NGO
CoR	Council of Representatives
COS	Central Office of Statistics
CP	Country Programme
CPAP	Country Programme Action Plan
CPAP MTR	Country Programme Action Plan-Mid-Term Review
CPD	Country Programme Document
CPR	Conflict Prevention and Reconciliation
CSR	Corporate Social Responsibility
CSOs	Civil society organizations
DFID	UK Department for International Development
DRM	Disaster Risk Management
EAD	Electoral Assistance Division (UNAMI)
ERP	Enterprise Resource Planning
ERW	Explosive Remnants of War
ESCWA	Economic and Social Commission for Western Asia
FACE	Fund Authorization and Certificate of Expenditure
FAO	Food and Agriculture Organization
GBV	Gender Based Violence
GFATM	Global Fund to Fight AIDS, TB and Malaria
GHG	Green House Gas
GMS	General Management Support
GoI	Government of Iraq
HACT	Harmonized Approach for Cash Transfers
HIV	Human Immunodeficiency Virus
HJC	High Judicial Council
ICAO	International Civil Aviation Organization
ICSC	International Civil Service Commission
IGO	Intergovernmental Organisations

IHEC	Independent High Electoral Commission
ILO	International Labour Organization
INGO	International Non-Governmental Organisation
IMF	International Monetary Fund
IOM	International Organization for Migration
IRFFI	Iraq Reconstruction Fund Facility for Iraq
ITF	Iraq Trust Fund
JICA	Japan International Cooperation Agency
KRG	Kurdistan Region
KRSO	Kurdistan Regional Statistics Office
LADP	Local Area Development Programme
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MMPW	Ministry of Municipalities and Public Works
MNFI	Multi-National Forces in Iraq
MoA	Ministry of Agriculture
MoCH	Ministry of Children
MOD	Ministry of Defence
MOE	Ministry of Electricity
MoEnv	Ministry of Environment
MoEn	Ministry of Energy
MOF	Ministry of Finance
MOFA	Ministry of Foreign Affairs
MOH	Ministry of Health
MOHE	Ministry of Higher Education
MoHR	Ministry of Human Rights
MoI	Ministry of the Interior
MoIM	Ministry of Industry and Minerals
MOJ	Ministry of Justice
MOLSA	Ministry of Labour and Social Affairs
MoMPW	Ministry of Municipalities and Public Works
MOP	Ministry of Planning
MOP-KRG	Ministry of Planning-Kurdistan Region
MOT	Ministry of Trade
MOWA	Ministry of Women's Affairs

MOWR	Ministry of Water Resources
MoYS	Ministry of Youth and Sports
MTR	Mid-Term Review
NDP	National Development Plan
NDS	National Development Strategy
NIM	National Implementation Modality
NGOs	Non-governmental organization
NHDR	National Human Development Report
Non-UN	Non United Nations
OCHA	Office for the Coordination of Humanitarian Affairs
ODA	Official Development Assistance
OECD	Organization for Economic Cooperation and Development
PM Advisory Council	Prime Minister's Advisory Council
PM's Office	Prime Minister's Office
PSM	Public Sector Modernisation
PWGs	Programme Working Groups
RRF	Results and Resources Framework
SBAA	Standard Basic Assistance Agreement
SIDA	Swedish International Development Cooperation Agency
SME	Small and Medium Enterprises
SOTs	Sector Outcome Teams
Sq Km	Square Kilometres
TB	Tuberculosis
UN	United Nations
UNAMI	United Nations Assistance Mission in Iraq
UNAMI-EAD	United Nations Assistance Mission in Iraq-Electoral Assistance Division
UNAMI-HRO	United Nations Assistance Mission in Iraq- Human Rights Office
UNAMI-Pol	United Nations Assistance Mission in Iraq - Political Section
UNCAC	United Nations Convention against Corruption
UNCT	United Nations Country Team
UNCTAD	United Nations Conference on Trade and Development
UNDAF	United Nation Development Assistant Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme

UNESO	United Nations Educational, Scientific and Cultural Organization
UNESCWA	Economic and Social Commission for Western Asia
UNFCCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UNHABITAT	United Nations Agency for Human Settlements Providing Adequate Shelter For All
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNIFEM	United Nations Fund for Women
UNOPS	United Nations Office for Project Services
UNSCR	United Nation Security Council Resolution
US	United States
USAID	United States Agency for International Development
WFP	World Food Programme
WHO	World Health Organization
