



UNDG IRAQ TRUST FUND (UNDG ITF)

ANNUAL PROGRAMME¹ NARRATIVE PROGRESS REPORT REPORTING PERIOD: 1 JANUARY – 31 DECEMBER 2011

Programme Title & Number <ul style="list-style-type: none">Programme Title: Support for Enhanced Media Coverage and Monitoring of Electoral ProcessesProgramme Number (<i>if applicable</i>): G11-22MDTF Office Atlas Number:	Country, Locality(s), Thematic Area(s)² <ul style="list-style-type: none">Iraq wideSector Outcome Team: Governance
Participating Organization(s) UNESCO, UNDP & UNAMI	Implementing Partners <ul style="list-style-type: none">Iraq's High Electoral Commission (IHEC),Communication and Media Commission of Iraq (CMC), andIraq's professional media sector
Programme/Project Cost (US\$) MDTF Fund Contribution: <ul style="list-style-type: none">by Agency: UNESCO 3,000,000UNDP 1,004,772 Agency Contribution <ul style="list-style-type: none">by Agency (<i>if applicable</i>) Government Contribution (<i>if applicable</i>) Other Contribution (donor) (<i>if applicable</i>) TOTAL: USD 1,000,000	Programme Duration (months) Overall Duration: 36 months Start Date ³ : 1 December 2009 End Date: 1 December 2012 <u>Budget</u> <u>Revisions/Extensions:</u> Operational Closure Date : Expected Financial Closure Date :

¹ The term “programme” is used for programmes, joint programmes and projects.

² Priority Area for the Peacebuilding Fund; Sector for the UNDG ITF.

³ The start date is the date of the first transfer of the funds from the MDTF Office as Administrative Agent. Transfer date is available on the [MDTF Office GATEWAY](http://mdtf.undp.org) (<http://mdtf.undp.org>).

Programme Assessments/Mid-Term EvaluationAssessment Completed - if applicable *please attach* Yes No Date: _____Mid-Evaluation Report – *if applicable please attach* Yes No Date: _____**Submitted By**

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NARRATIVE REPORT

I. Purpose

Main objectives, outcomes, outputs of the programme.

This project supports the electoral process in Iraq by building the capacity of three key institutions – the Independent High Electoral Commission (IHEC), the Communications and Media Commission (CMC) and the professional media – so they can play their respective and complementary roles in providing stakeholders with timely, accurate and impartial information.

The project will be implemented through activities designed to:

- Build public confidence in these three key institutions;
- Facilitate dialogue among these three key institutions;
- Strengthen regulatory frameworks (including self-regulatory mechanisms) relating to Article 19 freedoms of expression and access to information;
- Ensure evidence-based public outreach and advocacy for the IHEC and the CMC.

Programme Outputs:

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

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

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

UNESCO and UNDP will emphasize capacity building for the IHEC, CMC and media professionals and institutions. The division of labor will be shared according to agency mandates and expertise. It will enable a mix of upstream and downstream activities that will benefit the key stakeholder institutions and enhance the democratic process in Iraq.

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

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

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

Based on their respective mandates, UNESCO is responsible for activities which engage media professionals and support the media regulatory framework. UNDP implements those activities that focus on capacity development of the IHEC.

While not an implementing agency, the role of UNAMI, based on its mandate extended through SCR 1936, is to coordinate all UN electoral support activities in Iraq. This includes management of the balance in focus between institutional development and operational activities arising from the constantly evolving electoral calendar. UNAMI also provides technical input through its advisors, as required.

This project is located within the Governance Sector and the focus is on Sector Outcome 1: Strengthened electoral processes in Iraq. The project focuses on galvanizing national dialogue and democracy through strengthening the electoral processes in Iraq and is in line with priorities identified in the International Compact with Iraq (ICI) Benchmarks (as per the Joint Monitoring Matrix 2008) 3.1.2 (Implementation of political/legislative timetable and 4.2.1 (Local and central institutions are accountable and have the capacity to make informed decisions and implement them in a transparent manner). In addition to this, the project objectives are in line with Pillar 4 as outlined within the National Development Strategy (NDS) for Iraq : Strengthening good governance and improving security; specifically articles (7) supporting the electoral commission, including voter registration and voter education; and (8) strengthening journalistic professionalism.

There are no media-specific MDG's but media development and strengthening of regulatory bodies regarding media and elections respond to, and support the achievement of all MDGs in playing a central role to advocacy, transparency, freedom of information and as a foundation to a healthy and participatory democratic state.

II. Resources

Financial Resources:

- The project has been funded USD 4,004,772 earmarked by the European Union (EU) through the Iraq Trust Fund (ITF). UNESCO and UNDP received the funds on 1st of December 2009 No significant problems were encountered relating to finances.

Human Resources:

UNESCO:

- *National Staff:*
 - 1NPO January 2011- ongoing: Amman (Programme)
 - 1Administration assistant 8 February – on going, Amman (Operations)
 - 1 NPO 6 March 2011- ongoing: Baghdad (Programme)
- *International Staff:*
 - 1 International Project Manager : 15 January 2010 – 1 November 2011 : Amman and Baghdad, (Programme)
 - 1 CI Programme Specialist: 7 September 2010 – 30 September 2011: Baghdad, (Programme).
 - 1 CI Programme Specialist: 1 October 2011 – ongoing: Amman and Baghdad.

UNDP:

The project team consisted of:

- Project Manager, international (funded out of a different project)
- Project Associate, national

III. Implementation and Monitoring Arrangements

UNESCO:

Given the heightened security risks in Iraq and the lack of movement for UN Staff within the country, and in order to ensure that most implementation occurs within and throughout Iraq, as well as to capitalize on timely implementation, UNESCO often works in partnership with implementing partners/contractors who are able to move freely on the ground and who have at least 5 years prior experience working in Iraq within the areas of media development. Regarding any work undertaken with an implementing partner, UNESCO reserves the right to design activities and programme structure, and, the approval of any key staff/trainers appointed by said contractor.

Working through implementing partners and NGO's also allows maximum outreach for UNESCO planned activities nationwide, and impacting as many organizations and media professionals as possible. UNESCO can implement directly by holding meetings and workshops in Baghdad (Green Zone and Amber Zones), Erbil, and or the surrounding Arab region as required. It must be noted however, that UNESCO prioritizes training to occur within Iraq.

For any external contractor or specialized consultant brought in to implement various aspects and or activities as part of the G11-22 project, UNESCO is required to follow strict procurement procedures that detail that at least three bids must be received and evaluated on the basis technical proficiency and relevance, capacity of delivery and financial worth accordingly.

For almost every activity conducted by UNESCO be it directly or through an implementing partner, UNESCO requires that evaluation forms are filled in by participants/trainees with the aim that the quality of training exceeds 80% satisfaction in terms of relevance and usefulness. These evaluation forms are filed with relevant information extracted and tabled, and synthesized into a lessons learned reporting. In addition to this, UNESCO requires from all trainers and consultants and/or contractors detailed final narrative and financial reports.

Monitoring also occurs through direct contact between beneficiaries and NPO and International Staff through an open door policy of feedback and communication via email and telephone, plus the use of social networking tools such as UNESCO's Power of Peace Network.

In the case that UNESCO is implementing through a partner organization, UNESCO will send a staff representative (either national or international) to monitor progress and feedback.

UNDP:

The programme is implemented as part of the portfolio of support, advice and assistance activities extended to the IHEC by the International Electoral Assistance Team (IEAT). The IEAT is headed by the Chief Technical Advisor (CTA) of the UNAMI Electoral Team. Various UN agencies, offices and programmes are members of the IEAT, including UNDP and UNESCO.

UNDP is responsible for the implementation of all programme activities under output 1.1. Based on their respective mandates, UNESCO is responsible for activities which engage media professionals and support the media regulatory framework. UNDP implements those activities that focus on capacity development of the IHEC.

While not an implementing agency, the role of UNAMI, based on its mandate extended through SCR 1936, is to coordinate all UN electoral support activities in Iraq. This includes management of the balance in focus between institutional development and operational activities arising from the constantly evolving electoral calendar. UNAMI also provides technical input through its advisors, as required.

UNDP participates in the Media Elections Advisory Board, chaired by UNESCO, along with representatives of the IHEC and the CMC, which provides overall direction to the project. On a day-to-day basis, UN agency presence in Baghdad, through the IEAT, ensures regular coordination with the IHEC on planning and implementation of activities. On activities relating to the IHEC, UNDP also participates in the IHEC-UN Steering Committee for Electoral Support Projects, which is responsible for ensuring there is no duplication between projects and for policy guidance on activities directly targeting the IHEC as required.

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 (i) Best Value for Money; (ii) Fairness, Integrity, Transparency; and (iii) 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 addition to on-going monitoring and review of the project, additional activities are conducted out as follows:

1. The UNAMI Chief Technical Advisor (CTA) is present at all times as a permanent position in Baghdad. A policy of open discussions with the IHEC commissioners and senior staff is in place, whereby the IHEC provides the CTA with feedback on requirements for capacity building support.
2. Relevant IEAT Advisors (public outreach and media) provide M&E support to the programme to track realisation of the programme's outcome and the performance of relevant IHEC units.
3. The IHEC needs assessment was reviewed prior to start of programme activities. Rapid assessments (snapshots) are conducted periodically with focus on specific IHEC departments or units, in cooperation with the relevant IEAT advisors and the IHEC.
4. Lessons learned workshops are conducted after the implementation of each electoral event to evaluate IHEC performance and identify priority areas for capacity building support.

IHEC capacity building needs were reviewed in a comprehensive IHEC needs assessment, which took place in October-November 2009. This analysed the needs of all departments and sections of the IHEC at both National Office and Governorate Electoral Office level. It reviewed broadly areas requiring attention to conduct future electoral events, and recommended priorities for capacity building. This assessment included review of IHEC public outreach and media units and highlighted areas requiring improvement in its capacity to plan and implement effective public outreach campaigns and engage with the media.

Additionally, the IHEC and UN undertook a comprehensive lessons learned review process following the March 2010 Council of Representatives election. Through this, priorities have been further refined for capacity building support in the areas of media and public outreach. The lessons learned review process was completed in December 2010 and this included a five-day lessons learned workshop on the public outreach campaign, supported by the project, as well as a series of reports and debriefings on media and public outreach activities. The work plan for 2011 was developed on the basis of areas identified as requiring improvement for future elections.

IV. Results

UNESCO:

During 2011 UNESCO has organized number of meetings with the Media Election Advisory Board (MEAB) to ensure approval and seek any recommendations regarding the relevance of activities from key stakeholders prior to implementation. Following the first MEAB meeting on 24 January 2011, UNESCO in collaboration with UNDP presented a combined and translated UNESCO/UNDP 2011 work-plan as per IHEC and CMC request. UNESCO and UNDP received the final approval from IHEC and CMC on the work plan in mid April 2011. Accordingly, UNESCO issued an RFQ for development and delivery of project activities under outputs 1.2 and 1.3 to secure international expertise for implementation of activities in the field.

UNESCO brought together the Communications and Media Commission (CMC) and the Iraqi High Electoral Commission (IHEC) in a retreat in Erbil facilitated by Albany Associates from 14 to 17 June 2011. The first of its kind to bring these institutions together, this meeting provided an opportunity to discuss areas of potential cooperation and interaction between the two Commissions during and after elections. The first two days were dedicated to the CMC and review of the strengths and weaknesses of its internal structures, and to develop a vision for the organization. IHEC participants attended the subsequent two days, which discussed two main themes: the regulation of media during elections and areas of potential cooperation and interaction between the CMC and IHEC. 15 representatives of the CMC and 4 representatives from the IHEC participated in the retreat and it had positive outcomes in relation to coordination mechanisms between the two organizations.

UNESCO conducted an analysis of Journalism Protection law in cooperation with two leading firms: Center for Law and Democracy and Article 19. The comments/analysis were translated into Arabic and presented to media, media advocacy groups, Civil Society and members of parliament. Awareness raising meetings were held in Iraq. The 3rd reading of the JPL had stalled, and UNESCO continues to move forward in raising awareness regarding the inherent dangers to the independence of journalists if such a law were to be passed without the analyses recommendations being taken into account. UNESCO Iraq also sent PM Maliki a letter in stating its concern over the content of this law on 30 May 2011, and offering its support to the Iraqi Government in being able to provide international expertise in order to bring the JPL in line with international best practices. UNESCO's recommendations were taken into account on Journalism Protection law which was passed on 9 August, 2011.

The Iraqi Parliamentary Human Rights Committee along with UNESCO and UNAMI HRO held a conference entitled "Freedom of Expression is a Human Right" on 17 December 2011 in the Council of Representatives in Baghdad. The conference was chaired by the Speaker of Council of Representative, the SRSG of UNAMI, the Chairman, Human Rights Committee in Iraqi Parliament and UNESCO IRAQ Director. There were two Iraqi and one international experts invited to discuss Freedom of Expression (FOE) and Right to Information (RTI), as well as a comparative analysis on current policy with international treaties, covenants and best practices. Participants included representatives from the Council of Representatives, Ministries, the United Nations, Civil Society, Media (local and international), Human Rights Groups (local and international), Universities, Media Advocacy groups, Media Professionals (local and international) and donors. The conference addressed the following:

- Raising awareness to freedom of expression and information as a human right, according to Article 19 in the UN Human Rights Declaration.
- To better understand the compatibility of Iraqi laws with international human rights obligations; with particular focus on the current draft legislation dealing with Freedom of Information and Freedom of Expression.
- To assist stakeholders in creating a 'task-force' comprised of nominated members of the workshop/conference participants with representatives from Parliamentary Committees, the Ministry of Human Rights, Media Advocacy Groups and Human Rights Watch organizations. This task-force as put forth by stakeholders

would be created in order to continue discussing media regulation in Iraq, and work together to draft regulation as appropriate to Iraq's future needs.

UNDP:

Following a request from the IHEC for additional training sessions on managing media appearances, UNDP organized and implemented three sessions during the reporting period, targeting a total of 36 members of the IHEC Board of Commissioners, senior management and Public Outreach Department Staff. Training was delivered by specialized media training staff of the Iraqi training organization, the Al Mortaqa Foundation for Human Development. The duration of each training session was seven days, consisting of 40 training hours over six days, followed by one day putting this into practice in a studio environment.

The training programme was designed to develop an understanding of media image management and how to acquire good presentation skills before the media. In addition to theoretical background, training was characterized by practical application and visual examples of each topic. Topics for the training included:

- a) Introduction to media image management
- b) Definition of media image management
- c) Reasons for media image management
- d) Aims of media image management:
 - improving media image through physical appearance
 - improving media image through thematic content
 - how to gain full benefits from media appearance.

Following the training, participants were provided with the opportunity to put skills into practice in a studio environment, with a simulated example of a media appearance. Participants were evaluated by a test at the end of the process in the studio and a final evaluation of each trainee with practical recommendations.

UNDP organized a workshop to draft policies on public access to information for the IHEC. This was held in Erbil on 12-15 September and was attended by 15 relevant IHEC officials, including Commissioners, senior managers, staff the public outreach department and IHEC legal units. The workshop aimed to initiate discussions within the IHEC on developing an appropriate access to information policy in order to ensure appropriate information provision to all electoral stakeholders. This would thereby increase IHEC's accountability to all stakeholders and the transparency of electoral processes as a whole. The workshop was facilitated by Canadian Leaders in International Consulting (Clic-Consultants), an international management consultancy, which works in the Middle East and Africa to provide strategic policy advice, capacity development and training with a focus on good governance, transparency and accountability. Expert inputs were also provided by IREX-Iraq. The activity was highly successful in initiating discussions amongst IHEC staff on transparency and accountability to stakeholders, an issue not previously considered in detail against international best practices. Follow up sessions are currently taking place in Baghdad to further refine the draft policy and procedures for presentation to the Board of Commissioners.

UNDP also held discussions with the IHEC on priorities for follow up from the workshop to draft policies and public access to information for the IHEC, which was held in Erbil on 12-15 September. The workshop aimed to initiate discussions within the IHEC on developing an appropriate access to information policy in order to ensure appropriate information provision to all electoral stakeholders. This is considered important in increasing IHEC's accountability to all stakeholders and the transparency of electoral processes as a whole. During the reporting period, several sessions took place in Baghdad to further refine the draft policy and procedures developed during the workshop.

UNDP also facilitated coordination with other partners on media support to the IHEC. This includes a series of trainings to be implemented with support from IREX-Iraq on social media and further developing public opinion surveys. Two sessions of social media took place in December shortly after operational closure of the UNDP component of this project.

Delays in programme implementation, the nature of the constraints, actions taken to mitigate future delays and lessons learned in the process.

- The biggest and main challenge of the project was to make IHEC and CMC meet jointly with UNESCO and UNDP and to reach a joint objective from both parties. In addition at the beginning we had high turn over in focal points from Iraqi partners and it took long time till the final focal points were finally identified.
- IHEC members were unavailable prior to 7 March, 2010 CoR elections, and until end of July 2010 due to the election recount. UNESCO workplan was presented on 15 August 2010.
- The first Media Elections Advisory Board (MEAB) meeting was scheduled on 28 October 2010 in order to receive feedback and recommendations by MEAB members. This meeting had to be re-scheduled four (4) times due to IHEC and CMC unavailability and security reasons. During this meeting no agreement was reached with MEAB members.
- After several delays, the second meeting was reconvened on 24 January 2011 in which a total disagreement occurred between IHEC and CMC about the projects of Media in general. Meanwhile, an RFP had been issued by UNESCO to secure the expertise for implementation, they were identified and evaluated as per UNESCO procurement protocol, and implementation of activities was due to begin mid January 2011. However, the disagreement between IHEC and CMC had put implementation on hold.
- UNESCO workplan was sent to MEAB members on 3 February 2011 for their review and comments. A meeting with MEAB members took place on 13 February 2011 to discuss the workplan. They raised the issue of the relevance of certain activities planned within the actual project, and that some activities may have to be reviewed in line with new context (post election) and priorities of CMC and IHEC. This process resulted in another delay.
- UNESCO and UNDP were in consultation with IHEC and CMC on 10, 13 and 14 March, 2011 regarding the 2011 UNESCO workplan. As a result of discussions, UNESCO adjusted some activities in the workplan to address the real needs of both IHEC and CMC. MEAB members approved the adjusted work-plan and were ready to move forward with implementation. However, it was agreed in the meeting that UNESCO should organize a retreat first before starting the implementation of the project.
- UNESCO started preparing and organizing the CMC/IHEC retreat but due to the unavailability of CMC and IHEC members the retreat was held on 13 June 2011. The main outcome of the retreat was that both IHEC and CMC started working together and discussed their common needs and decided to review their code of conducts together. By reaching consensus between IHEC and CMC, UNESCO was able to solve the main issue which hindered implementation of the project.

The above mentioned constraints resulted in delays in implementation. Therefore; UNESCO requested officially a budget revision and (12) months no cost extension for the project till December 2012

Key partnerships and collaborations:

UNESCO continues to build a good relationship between all project partners (UNESCO, UNDP, CMC, IHEC, Media Professionals, UNAMI and IEAT) by regular communication; correspondences and meetings to discuss project implementation and progress. In general the project partners are working efficiently which have a positive impact on the project implementation.

UNESCO, as the UN agency with the particular mandate to defend freedom of expression and right of access to information, is responsible for the revision of media coverage polices to be online with the international standards as well as build awareness, understanding and developing active coordination among the stakeholders with the government through direct meetings and joined activities between media professionals, CMC and IHEC.

Other highlights and cross-cutting issues:

Human Rights: All three beneficiary groups (CMC, IHEC and Media Professionals) are directly or indirectly involved in promoting human rights in Iraq. CMC commissioners are on the frontline promoting and respecting human rights. Media workers hold officials accountable for their actions, including failure to uphold human rights and protect civil society in order to ensure its role in the country's development. IHEC is responsible to ensure that elections are respecting the principles of human rights, mutual respect, tolerance and peace.

Gender Equality: There is a crucial need for women to participate fully in all aspects of elections. Thus, the Project will:

- Ensure that women are represented in round tables, workshops and training groups by active recruitment of female participants;
- Direct part of the awareness campaign towards a female audience and highlight the role of women;
- Ensure that the awareness raising campaign, roundtables, workshops, and training fully take into account the particular problems faced by women during elections.

Key environmental issues: There are no specific environmental issues being addressed by this project.

Employment generation: This project will not directly or indirectly generate any employment.

Provide an assessment of the programme/project based on performance indicators as per approved project document using the template in Section VIII, if applicable.

See Section VIII for details.

V. Future Work Plan (if applicable)

- Summarize the projected activities and expenditures for the following reporting period (1 January-1 December 2012), using the lessons learned during the previous reporting period.
- **Activities to be completed during the requested extension period:**
- 1. Output 1.2: CMC has improved capacities to develop media related strategies, policies and implementation plans. Activities under this output will include but not limited to producing a consolidated manual for media during elections, revising CMC draft law, analysis of media laws.
- 2. Output 1.3: Media professionals and institutions have enhanced capacities for effective monitoring and reporting of the elections process. Activities under this output will include but not limited to conducting election regulation field training, producing a Code of Conduct for Gender Sensitive Elections Reporting and training on safety awareness.
- 3. The project evaluation will be conducted during Oct-Dec 2012.

As mentioned above, UNESCO has extended the project for additional 12 months in order to bring the project to a successful close. This extension will affect primarily UNESCO activities, since UNDP finalized their activities in the project. The new end date is 1 December 2012.

2012 WORK PLAN

Major Activities	Time Frame (by activity)				Implementing Partner
	Q1	Q2	Q3	Q4	
Output 1.2: CMC has improved capacities to develop media related strategies, policies, and implementation plans					
1.2.1 Producing a consolidated Code/Manual for media and the Iraqi constituency during elections	X	X	X		UNESCO, CMC and IHEC
1.2.2 Revision of CMC Draft Law	X	X	X		UNESCO
1.2.2 Analysis of media laws and their implications on the electoral process.	X	X			UNESCO
1.2.2 Study on internet policy issues in Iraq		X	X		UNESCO
1.2.3 Training for CMC to produce innovative resource materials on electoral coverage for media.	X				UNESCO
1.2.5 Training to capacity build the CMC on developing 3 evidence based public outreach campaigns aimed at Iraq's general public and media.	X	X			UNESCO
1.2.5 Content analysis training sessions for CMC Media Monitors to develop media monitoring strategy and media monitoring mechanisms	X	X			UNESCO
1.2.6 Scoping studies to assess the needs of the CMC in relation to monitoring media across several media platforms.	X	X			UNESCO
1.2.6 Workshops on gender sensitive election monitoring for CMC		X			UNESCO
1.2.7 Development of promotional materials for CMC		X	X		UNESCO
1.2.8 Study visits for journalists to key Iraqi electoral and regulatory institutions: CMC and IHEC; and Iraqi and international media institutions engage with CMC's and IHEC's work			X		UNESCO
1.2.9 Cooperation meetings between IHEC and CMC	X	X	X	X	UNESCO
Output 1.3: Media professionals and institutions have enhanced capacities for effective monitoring and reporting of the elections process					
1.3.1 Interactive sessions on coordination and outreach: Round table discussion for media institutions on electoral processes and institutions		X	X		UNESCO
1.3.1 Discussion for media professionals , CMC and IHEC representatives to ensure that the media's experience in new regulations and policies is taken into account.			X		UNESCO
1.3.3 Training on safety awareness for media outlets		X	X		UNESCO
1.3.4 Advocacy campaign on media safety during elections			X		UNESCO
1.3.5 Workshops on 'socially sensitive election reporting'	X	X			UNESCO
1.3.5 Produce and distribute a Code of Conduct for Gender Sensitive Elections Reporting		X	X	X	UNESCO
1.3.6 Interactive sessions on coordination and outreach: Round table discussion for media institutions on electoral processes and institutions			X	X	UNESCO
1.3.6 Trainings within media organizations on 'professional' election reporting, and reporting on electoral institutions regulations	X	X			UNESCO
1.3.6 Election regulation field trainings	X	X			UNESCO
1.3.6 Trainings on producing election materials and innovative reporting content.	X	X			UNESCO
1.3.6 Trainings on the use of alternative media in election reporting	X	X			UNESCO

Key outputs:

UNDP

Output 1.1: IHEC has improved capacity to develop media strategies, policies and implementation plans		
Activity	% of Completion	Beneficiaries and details on the implemented activities
Three sessions of training on Managing Media Appearances	100%	13-19 January, Dohuk, 12 IHEC participants 10 – 15 July, Erbil, 11 IHEC participants 24 – 30 October, Dohuk, 13 IHEC participants
Workshop to Draft Access to Information Policies for the IHEC		12-15 September, Erbil, 15 IHEC participants; training delivered by Clic-Consulting. Several follow-up sessions took place in Baghdad to further refine the draft policy and procedures developed during the workshop

UNDP completed its component of the project as originally scheduled and the project was operationally closed on 30 November 2011.

PROGRAMME BUDGET UNESCO		
CATEGORY	AMOUNT	2012
1. Supplies, commodities, equipment and transport	362,000	341,336
2. Personnel (staff, consultants and travel)	846,544	328,574
3. Training of counterparts	0	0
4. Contracts	1,484,326	1,179,755
5. Other direct costs	130,750	27,952
Total Programme Costs	2,823,620	1,877,617
Indirect Support Costs (6.25%)	176,380	129,335
TOTAL	3,000,000	2,006,952

PROGRAMME BUDGET UNDP:

N/A. Programme operationally closed on 30 November 2011.

- **Indicate any major adjustments in strategies, targets or key outcomes and outputs planned.**

So far, no major adjustments in strategies have been taken.

VIII. INDICATOR BASED PERFORMANCE ASSESSMENT

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Source of Verification	Comments (if any)
UNCT Outcome: Strengthened governance institutions and processes for political inclusion, accountability, rule of law and efficient service delivery. Sector Outcome: Strengthened electoral processes in Iraq							
JP Output 1.1: IHEC has improved capacity to develop media related strategies, policies, and implementation plans	1.1.1 Number of IHEC staff (disaggregated by sex) trained on commissioning opinion polls	0	5 staff trained including one woman	0			
	1.1.2 Percentage of trained IHEC staff satisfied with quality of training in terms of relevance and usefulness	To be developed	90%	n/a			
	1.1.3 Number of surveys to assess effectiveness of web campaigns.	0	1 baseline survey and one post-election survey	1 survey on electoral media and outreach activities for the CoR election		Final Report	
	1.1.4 Number of press events organized in coordination with Office of the Spokesman	0	At least one strategic press event a month	1 Radio Media Series on Women and Elections During electoral cycles, minimum of one press event per month		Final Report	
	1.1.5 Number of IHEC officials and media professionals trained in media engagement policy	6 reports	Commissioners, senior management, GEO and POD staff trained	62 IHEC Officials trained Managing Media Appearances		6 Workshop reports	6 Managing media appearance training sessions were conducted. 3 in 2010 targeting 26 staff, and 3 in 2011 targeting 36 staff.
	1.1.6 Percentage of trained IHEC staff satisfied with quality of training in terms	NA	80%	90%		3 Evaluation Reports	

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Source of Verification	Comments (if any)
	of relevance and usefulness						
	1.1.7 FOI policy developed	No	Draft policy developed for approval by Board	Yes			
	1.1.8 Number of IHEC officials and media professionals (disaggregated by sex) trained in FOI issues	0	40 relevant staff trained	15			25 trained in 2010 15 trained in 2011
	1.1.9 Percentage of those trained (disaggregated by sex) satisfied with quality of training in terms of relevance and usefulness	NA	80%	90%			
	1.1.10 Media Regulation 8 (2008) revised draft produced	No	Yes	Yes			
	1.1.11 IHEC Media Accreditation policy (2008) for local and international media revised draft produced	No	Yes	Yes			
	1.1.12 Number of IHEC officials trained in on how to use the website (including some programming)	2	5 web team staff trained	5 web team staff trained			Technical assistance and advice to IHEC OCV Executive Office and Country Offices to support media activities for the out-of country voting operation for 2010 CoR elections. In addition to IHEC software development, design, hosting and content management and timely support to the IHEC web team.

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Source of Verification	Comments (if any)
	1.1.13 Percentage of those trained (disaggregated by sex) satisfied with quality of training in terms of relevance and usefulness	NA	80%	85%			Evaluation report
JP Output 1.2: CMC has improved capacities to develop media related strategies, policies, and implementation plans	1.2.1 CMC Code of Conduct for the Media during Elections revised in accordance with international best practices	Existing Code of Conduct	Revised Code of Conduct for the media during elections is produced.	100%	NA	NA	The CMC Code of Conduct for the Media during Elections was revised by the CMC by its own initiative in 2009 prior to the 7 March, 2010 CoR elections plebiscite for the Council of Representatives Both CMC and IHEC , as a result of strategies devised as part of the UNESCO CMC/IHEC retreat (14-17 June 2011) have formed a Coordination Committee with the aim of revising their respective Codes and developing one consolidated Code/Manual for media and the Iraqi constituency during elections
	1.2.2 Number of media coverage policies revised	0	5	1 Law revised		Experts Reports	<ul style="list-style-type: none"> Journalism Protection law. UNESCO revised the law, commissioned recommendations and amendments through Article 19 and Center for Law and Democracy. These amendments were taken into account by the CoR,

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Source of Verification	Comments (if any)
							<p>and “Journalism Rights Law” was passed on 9 August, 2011</p> <ul style="list-style-type: none"> • UNESCO is currently working on amending the following: Draft Law on Freedom of Expression, Peaceful Assembly and Demonstration (FOE draft law). CMC Draft Law (CPA Order 65) is currently in front of the CoR which is considering regularizing the CMC under Iraqi law. A Parliamentary Hearing, under the auspices of the services committee (with their endorsement) is set for early 2012 in which the key aims would be to raise awareness and understanding among key policy makers, and stakeholders about the important role of an independent and converged regulator in Iraq, and, to raise awareness and for UNESCO to offer its support to key stakeholders in offering expertise with regards to best international

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Source of Verification	Comments (if any)
							practices on media regulation
	1.2.3 Number of CMC officials and media professionals trained in new regulations and policies.	0	100	69 officials		-Training Reports -Mission Reports	
	1.2.4 Percentage of those trained (disaggregated by sex) satisfied with quality of training in terms of relevance and usefulness	NA	80%	80%		-Evaluation Reports -Post Training Participants' Assessment	
	1.2.5 Number of Public Outreach Campaigns undertaken	0	3	0			
	1.2.6 Number of scoping studies on media coverage of elections	0	3				As a result of CMC and IHEC Beirut workshop , UNESCO held a meeting on 31 January 2011 in

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Source of Verification	Comments (if any)
				0			Baghdad. It was made clear by the beneficiaries that such training was very much valued and that as a consequence of the Beirut work-shop IHEC had produced an analysis of Iraqi newspapers looking at what political issues were being raised in the media at that time, CMC produced media monitoring reports on Children's Rights and Human Rights and Civil Society, and wanted to begin to develop a study on women's media programming in Iraq.
	1.2.7 Number of resource materials developed on electoral coverage	0	5	1 resource material		-Distribution List -Final Report	
	1.2.8 Number of Iraqi and international media institutions engaged with the work of IHEC and CMC	25 international & 100 Iraqi media institutions	100	47 Journalists 5 national satellite stations		-Final Report	
	1.2.9. Number of cooperation meetings held between IHEC and CMC	0	4	11 meetings		-MEAB MoMs - Final Report	<ul style="list-style-type: none"> • 24 January 2011 • 13 February 2011 • 10,13,14 march 2011 • Erbil retreat 14-17 June, 2011

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Source of Verification	Comments (if any)
							<ul style="list-style-type: none"> • 18 July 2011 • 24 August 2011 • 26 September 2011 (Inaugural IHEC/CMC Coordination Committee Meeting) • 1 November 2011 (IHEC/CMC Coordination Committee Meeting) • 22 Nov 2011 IHEC/CMC SC Meeting
JP Output 1.3: Media professionals and institutions have enhanced capacities for effective monitoring and reporting of the elections process	1.3.1 Number of media professionals and institutions trained on rights, policies and regulations	0	50 Institutions 250 journalists and media professionals	-47 Journalists		-Training Report	
	1.3.2 Percentage of those trained (disaggregated by sex) satisfied with quality of training in terms of relevance and usefulness	NA	80%	100%		-Evaluation Report	
	1.3.3 Code of Conduct on Reporting Elections Safely developed by media professionals and institutions	NA	Code of Conduct on Reporting Elections Safely is to be created	10%			In process of tender to develop trainings on safety awareness capacity development for media outlets.
	1.3.4 Media professionals and institutions develop advocacy campaign on media safety during elections	0	1	10%			To be developed and realized by media professionals and institutions before and during elections
	1.3.5 Code of Conduct for Gender Sensitive Elections Reporting	NA	Code of Conduct for Gender Sensitive	0%			To be developed and realized by media professionals and institutions before and

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Source of Verification	Comments (if any)
	developed by media professionals and institutions		Elections is to be created				during elections
	1.3.6 Number of media professionals trained on producing election materials	UNESCO project report	50 media professionals	51		-Training Reports	
	1.3.7 Percentage of those trained (disaggregated by sex) satisfied with quality of training in terms of relevance and usefulness	NA	80%	100%		-Participants Assessment Reports	