



IRFFI/UNDG IRAQ TRUST FUND (UNDG ITG)

2011 ANNUAL PROGRESS¹ REPORT

REPORTING PERIOD: 1 JANUARY – 31 DECEMBER 2011

Programme Title & Project Number Iraqi Civil Society Empowerment Project C9-25 MPTF Office Project Reference Number: ³ UNDG ITF ATLAS Project Number: 66954	Country, Locality(s), Thematic/Priority Area(s)² National coverage, with specific activities targeting priority areas Thematic/Priority: Governance
Participating Organization(s) UNOPS	Implementing Partners <ul style="list-style-type: none">• Ministry of State for Civil Society Affairs (dissolved in June 2011)• Civil Society Committee at the Council of Representatives• Council of Ministers Secretariat NGOs Directorate• Kurdistan Regional Government NGOs Department• National Center for Consultancy and Management Development (Ministry of Planning and Development)• Civil Society Committee at the Kurdistan Parliament of Iraq• Local authorities of districts Said Sadiq and Al Hilla• OCHA• IFRC• NGOs: International Center for Not-for-profit Law, Al Amal Association, Kurdish Human Rights Watch, NCCI, DRC and 90 other Iraqi NGOs.
Programme/Project Cost (US\$) MPTF/JP Contribution: <ul style="list-style-type: none">• <i>by Agency (if applicable)</i> Agency Contribution <ul style="list-style-type: none">• <i>by Agency (if applicable)</i> Government Contribution <i>(if applicable)</i> Other Contributions (donors) <i>(if applicable)</i>	Programme Duration Overall Duration: 44 months Start Date ⁴ : 10 th December 2008 End Date (original date) ⁵ : 10 th December 2010 Budget Revisions/Extensions: budget revision/co cost time extension: (i) 21 st October 2010 (till 31 st

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

² Strategic Results, as formulated in the Performance Management Plan (PMP) for the PBF; Sector for the UNDG ITF.

³ The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to “Project ID” on the [MPTF Office GATEWAY](#)

⁴ The start date is the date of the first transfer of the funds from the MPTF Office as Administrative Agent. Transfer date is available on the [MPTF Office GATEWAY](#)

⁵ As per approval by the relevant decision-making body/Steering Committee.

TOTAL: US\$ 4,255,193

December 2011); (ii) 17 November 2011 (till 31st August 2012)

Programme Assessment/Review/Mid-Term Eval.

Assessment/Review - if applicable *please attach*

Yes No Date: *dd.mm.yyyy*

Mid-Term Evaluation Report – if applicable *please attach*

X Yes No Date: 28.02.2011

Report Submitted By

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NARRATIVE REPORT FORMAT

I. Purpose

- **Provide the main objectives and expected outcomes of the programme.**

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 – parliament, government and civil society.

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 under-standing 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.

- **Explain how the Programme relates to the applicable Strategic (UN) Planning Framework guiding the operations of the Fund/JP²**

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:

The total funds provided by UNDG Iraq Trust Fund was: 4,255,193 US\$.

- **Provide information on other funding resources available to the project, if applicable.**

Not applicable.

- **Provide details on any budget revisions approved by the appropriate decision-making body, if applicable.**

A budget revision request was submitted on 19th of August 2010 with a proposed project end till 31st of December 2011. The approved request included an extension of the project duration, as well as movement of funds between the project budget components.

A second budget revision/time extension was approved on the 17th of November 2011. The request included extension of project duration (new end date: 31 August 2012 and movement of funds between project budget components.

- **Provide information on good practices and constraints related to the management of the financial aspects of implementing the programme, including receipt of transfers, administrative bottlenecks and/or other issues affecting the financial management of the programme.**

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: Provide details on the number and type (operation/programme).**

No	Position Title	Status	Location
1	1 x Project Officer	National	Iraq
2	1 x Project Officer	National	Amman
3	1 x Finance Assistant (part time)	National	Amman
4	4 Field Associates (shared with other projects of: the civil society portfolio; with Human rights portfolio; with UNOPS-ILO projects)	National	Erbil, Sulaymaniyah, Hilla, Basrah,

- **International Staff: Provide details on the number and type (operation/programme)**

No	Position Title	Status	Location
1	1 x Programme manager (Part time)	International	Amman / Iraq
2	1 x Project officer (part time)	International	Amman / Iraq
3	1 x Admin / Finance Manager (Part time)	International	Amman

III. Implementation and Monitoring Arrangements

- **Summarize the implementation mechanisms primarily utilized and how they are adapted to achieve maximum impact given the operating context.**

1. UNOPS Project staff in Amman and Iraq (Erbil, Sulaymaniyah, Baghdad, Basrah, Al Hilla) 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 is adapted for the prevailing security situation, and additionally relies on partnerships with Iraq-based implementing partners. Furthermore, the Programme Manager and international Project Officer travel regularly to Baghdad and Erbil. 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 stayed in regular contact with various stakeholders relevant for implementation of the project including (federal and Kurdistan Region) government, parliament and civil society representatives.
2. 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 the Minister of State for Civil Society Affairs, representatives of the NGOs Directorate, representatives of NGOs, a representative of the National Center for Consultancy and Management Development at the Ministry of Planning and Development, representatives of the CoR, and NGOs. In addition, the Programme Manager on a regular basis meets with either the Minister of Civil Society Affairs or his representative (until June when the ministry was dissolved), 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 CoMSec, Representatives of the Kurdistan Parliament in Iraq, KRG NGOs Department, 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. 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, the International Federation of Red Cross and Red Crescent Societies and the Iraqi Red Crescent Society regarding the emergency preparedness and response component. While UNOPS was in charge of facilitating 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 of Red Cross and Red Crescent Societies 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 implementation of grant projects and the organization of a final workshop in Erbil.

3. Furthermore, close coordination with the ILO/UNOPS Local Area Development Programme (LADP) team was 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 (LGA) project implemented in LADP locations in Sayed Saddiq/Shahrazour and in Al Hilla. Representatives of the agencies were invited to Amman held trainings organized for assessment teams. The updates were shared with the agencies and final assessment reports were disseminated in April 2011. Close coordination with UN-HABITAT and UNDP continued and resulted in participation and inputs of the LGA teams into the conferences on 'Decentralization, Local Governance and Service Delivery: Sharing Experience and Sustaining Progress in Urban Iraq' organized by UN-HABITAT in Amman and a National Conference on Decentralization and Local Governance organized by UNDP and ESCWA in Erbil.
 4. Locally, the LGAs were coordinated with local decision makers through Advisory Committees (ACs) 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.
- **Provide details on the procurement procedures utilized and explain variances in standard procedures.**

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 Procurement Authority (Director of the Operation Centre), 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.
- By the deadline for receiving bids, 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 technically Responsive bids. This recommendation requires approval by the relevant authority within UNOPS.

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

- **Provide details on the monitoring system(s) that are being used and how you identify and incorporate lessons learned into the ongoing programme, including corrective actions that may have been taken.**

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

- A Baghdad based UNOPS National Project Officer for the coordination with the GoI, CoR, NCCMD, NGOs directorate, NGOs on activities related to the NGO law, relations between the Government and civil society, capacity building of the NGOs Directorate and implementation of the peace building grant.
- A UNOPS Field Associate in Erbil for coordination with the KRG, Kurdistan Parliament in Iraq, the Presidency of the Kurdistan Region on issues related to the Kurdistan Region NGO law, implementation of the Human Rights component, the Peace building component, and the DRR components. In addition, a UNOPS Field Associate in Basrah has been responsible for following up on the citizen's participation component in the lower south and UNOPS Field Associates in Babil and Sulaymaniyah 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 was in charge of implementing all the grants under the Reconciliation and Civil Society Portfolio, including grants under this project, the Project Officer took a lead on emergency preparedness, peace-building, the citizen's participation and human rights components and supported 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 the UNDG ITF. UNOPS prepares periodic progress and final reports and is also responsible for preparation of the project's Final Financial Statement.

The lessons learned from the midterm evaluation report that was finalized in February 2011 were shared with all the stakeholders who were requested to comment and were discussed directly by the Programme Manager with relevant actors representing CoR, GoI and civil society. The lessons learned were also taken into consideration when planning for subsequent project stages and designing new projects. More emphasis was put on focused planning of the activities and communication with stakeholders including participatory planning of the stages and new projects on civil society development. In addition to that, in order to enhance communication and coordination with stakeholders, the Programme Manager's duty station was moved to Baghdad which enables him to maintain daily direct contact with public sector and civil society counterparts.

- **Report on any assessments, evaluations or studies undertaken.**

1. As part of the Disaster Risk Reduction (DRR) component, the third and last phase of the project was conducted in Erbil between the 6th to the 8th of February 2011 as a workshop addressing the Lessons Learnt from the implementation activities of the six supported projects. The six NGOs all participated in the workshop together with at least one Governorate Emergency Cell member from each of the six governorates. The main purpose of the workshop was to share the lessons learnt and experiences between the different governorates.
2. In addition, UNOPS held a meeting between different organizations working on DRR in Iraq based on its three stage project that was conducted in 2010 and 2011 on involving civil society in coordination on Disaster Risk Reduction in Iraq. The main purpose of the Amman organised meeting was to share the findings and the recommendations derived from the implementation of DRR initiatives by CSOs in six Iraqi governorates with other UN agencies and organisations working on DRR in Iraq.
3. A three day workshop from the 19th – 21st of July 2011 was held in Basra for 19 participants from Iraqi non-governmental organizations and members of local government from four governorates in the south of Iraq. The workshop aimed to identify lessons learned from the implementation of civic education interventions under the UNOPS led Citizen Participation Grant fund. The lessons learned report highlights recommendations derived from the workshop on how relations between NGOs and local authorities can be improved.
4. A midterm evaluation of the project was conducted in 2011, covering the period from 9th December 2008 to 31st December 2010. This midterm review was conducted over a five-week period, using a combination of primary and secondary data collection. The evaluation approach was determined based on feasibility given the timeframe and resources available, while allowing for meaningful project analysis and gathering of lessons learned. The main sources of data used for this evaluation included 20 key informant interviews with project management and stakeholders, and a systematic review of all relevant project documents and reports from UNOPS and its partners.
5. An evaluation of the peace-building project in Baghdad and Kirkuk implemented by a local NGO was conducted during 2011. The basic goal of the evaluation process was to measure the effect of the project on the level of violence and the overview of conflict. The assessment was carried out through field visits and personal interviews with the target groups and concerned parties in order to measure the effect of the project. A study was also carried out to analyze the NGO's data pertaining to the project.
6. A renowned Iraqi national NGO was contracted to assess and evaluate the Human Rights Civic Education grant project implemented in 2011, which had aimed to increase the capacity of Civil Society Service Center and subsequent other Iraqi NGOs working within a network of Iraqi Human Rights Organizations and activists. The NGOs were trained to better protect, promote, and advocate for human rights in Iraq. Please see the attached annex for more information about the evaluation.
7. An institutional assessment of the NGOs Directorate for UNOPS and via the contractor began in December 2011. Meetings were organized in Baghdad to introduce the consultant to the leadership of the Directorate as well as Council of Ministers Secretariat and to discuss the upcoming mission. The assessment continues during 2012.
8. There were three Local Governance Assessment grant evaluations produced under the Citizen Participation and Local Governance grant fund. This component aimed to enhance citizen

participation in local governance processes and to contribute to a more efficient social assistance delivery and local economic development. The evaluation reports were finalized in 2012 and will be reported in the next annual report.

9. In addition, in 2011, UNOPS IQOC had one audit for compliance with ISO 9001 managerial standards as well as an audit of all its programmes and projects including this one by the UN Board of Auditors, both successfully passed.

IV. Results

- **Provide a summary of Programme progress in relation to planned outcomes (strategic results with reference to the relevant indicator) and outputs; explain any variance in achieved versus planned outputs during the reporting period.**
- **Report on the key outputs achieved in the reporting period, including the number and nature of the activities (inputs), outputs and outcomes, with percentages of completion and beneficiaries.**

Summary of Programme progress in relation to planned outcomes

The project aims at achieving the following outcomes.

1. *To establish a liberal legal and administrative framework for Iraqi NGOs, respected both by the authorities and the NGO community itself.*

In line with project indicators, two NGO laws were passed (first, federal NGO law no. 12 in 2010 and then Kurdistan Region NGO law no. 1 in 2011). The two laws constitute part of an enabling regulatory framework established in Iraq. Implementation of the laws remained a challenge but the project strived to support the GoI and KRG to successfully overcome relevant hindrances. One of the most significant challenges was an inefficient system of NGO registration on the Federal level. In order to address this issue, the project continued engagement with the NGOs Directorate by way of supporting efforts carried out by ICNL on designing and getting official approval for new NGO registration forms. The forms were approved in November 2011 and the NGOs Directorate carried out an outreach campaign on re-registering NGOs before the lapse of the legal deadline (12th of December 2011). UNOPS had previously trained over twenty staff of the NGOs Directorate along with NGOs on NGO registration. The NGOs together with the NGOs Directorate subsequently engaged in a series of trainings addressed to NGOs throughout the country. The project supported by UNOPS enabled NGOs to understand the registration process and provided the NGOs Directorate with an opportunity to reach out directly to NGOs in order to explain the work of the directorate and the registration system and hence to accelerate the already severely delayed registration process for Iraqi NGOs. By the end of the year, around 1.500 NGOs were either re-registered under the new law or put on a list prepared by the NGOs Directorate with indication that these NGOs were willing to pursue a re-registration process. This was considered as sufficient to meet the deadline for re-registration (not meeting the deadline could imply that particular NGOs would be dissolved).

Simultaneously, UNOPS' efforts to support institutional capacity development of the NGOs Directorate continued. An informal agreement between the Iraqi CoMSec, the NGOs Directorate and UNOPS was reached to carry out an institutional assessment of the Directorate with the aim of using the assessment's outcomes for joint planning of activities and targeted projects on capacity development of the Directorate and its staff. UNOPS coordinated engagement on support to the Directorate with ICNL and the USAID funded Access to Justice Project implemented by DPK Consulting and IREX. It was agreed

that the assessment will enable to target various interventions more effectively for the benefit of the Iraqi civil society.

In addition to that, UNOPS had been unofficially following up on the NGO registration process, including its extended legal duration that proved to be one of the most significant identified problems for Iraqi NGOs and the NGOs Directorate alike. To this end, ongoing communication was maintained with the NGOs Directorate, NGOs, CoMSec, the Iraqi Council of Representatives, the State Ministry of Civil Society Affairs and the Justice and Accountability Commission which is responsible for verification of the Baath party files for persons holding particular positions in NGOs including members of the NGO boards. The number of NGOs registered reflects the current state of NGO activity in the country. The project foresaw a figure of 6000, however this number was assumed based on the data from a few years ago. It is doubtful that there are more than 1500 active NGOs currently operating in Iraq.

Furthermore the project engaged in carrying out activities on awareness on the law (including registration as per above) and overall sensitization on the role of civil society and relations between civil society and the public sector. To this end, three participatory trainings of trainers were organized bringing together representatives of local authorities, police, judiciary, and the Ministry of Interior, the Justice and Accountability Commission and NGOs. The trainings resulted in increasing awareness among the participants on the subject issues and allowed for creating a strong informal network between involved leaders representing public sector and civil society. Having obtained an understanding of principles of cooperation between public sector and civil society, as well as significant knowledge and understanding of the NGO law no. 12 itself, these participants will in 2012 train their peers all over the country on the same issues (UNOPS will provide additional support for these activities). This group will also be assisted by the knowledge gained when they engage in future processes supported by UNOPS on drafting policy documents on cooperation between public authorities and civil society in Iraq.

In parallel to activities conducted on the federal level, UNOPS engaged in support to implementation of the Kurdistan Region NGO law no. 1. An MoU between the newly established KRG NGO Department, ICNL and UNOPS was signed, outlining the scope of support to be provided. In the reporting period UNOPS carried out preparations for support to establish the NGO Department and together with ICNL supported the establishment of a civil society fund. This support will continue in 2012.

2. *To increase organizational capacity for advocacy of the Iraqi civil society.*

In the previous reporting period (2010), 30 NGOs from human rights network were trained. Subsequently, 23 NGOs implemented the Iraqi wide advocacy campaign “Educate a women, secure their future”.

3. *To improve access of Iraqi citizens to relief assistance following increased role of NGO community in conducting emergency response.*

The activities related to this outcome were implemented and reported on in the previous 2010 reporting period. In 2011, a lessons learned workshop that followed the implementation of the DRR grant fund was organized. This exercise promoted understanding of the DRR and of humanitarian ethics. In addition, it provided an opportunity to bring together relevant stakeholders and assessing the achievements and lessons learnt gathered from the grants implemented by the six NGOs, prepare a state of the art DRR framework, share the findings with the DRR community and define the recommendations to the stakeholders for the way forward.

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

The LGA was carried out in 2010 and in the reporting period the follow up LGA grants, addressing recommendations developed during the LGA process, were implemented. Three projects were delivered; hence one more than planned as per the project indicators. The projects significantly increased citizens' participation and addressed some of the most acute needs in terms of civic engagement on the local level.

On the indicators related to public policy debate on decentralization, UNOPS as explained in further detail below, modified one project activity in order not to overlap with the activities of other UN agencies and in order to increase the impact of the project and ensure the effective usage of project funds. The conferences attended by the representatives of the LGA assessment teams, where UNOPS' LGA findings were presented and discussed, were attended by number of high rank representatives of the Iraqi government, representatives of local authorities and the international community. They allowed for good exposure of project achievements and findings and for feeding the outputs of the projects into bigger decentralization processes carried out in Iraq.

5. *To spearhead collaborative initiatives to counter conflict trends through civil society with the ultimate aim of protecting human rights and achieving community development.*

Following the preparations and capacity building activities implemented in 2010, the project carried out a civil education campaign on peacebuilding. The Iraq-wide campaign on peacebuilding succeeded in promoting principles of peaceful coexistence among the citizens through workshops, trainings, conflict management sessions, marches and tours all over Iraq. It is noteworthy that most of these activities were hosted by tribal sheikhs, religious men and grassroots organizations that were willing to be part of the campaign. The campaign, as planned per indicator, used a dedicated web portal and directly reached over 5000 persons.

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: 80%

Progress/Results in the reporting period:

1. Follow up on implementation of the Federal NGO law and preparations for the NGO law awareness campaign continued. This included a number of informal meetings and two workshops organized in January in Baghdad: (i) on identifying registration challenges for the NGOs Directorate and (ii) on planning for the NGO law awareness campaign. Both workshops were attended by the NGOs Directorate representatives, MPs, a representative of the State Ministry of Civil Society Affairs and NGOs. UNOPS partner ICNL provided the NGOs Directorate with new registration forms which were approved in November with following rounds of consultations led by UNOPS and ICNL.
2. A new NGO law no. 1 for the Kurdistan Region was passed by the Kurdistan Parliament in April and entered into force in May 2011. UNOPS provided substantive support during the multiyear process of developing the law including technical assistance, moderation of discussions, organization of formal roundtables and informal meetings (the activities were reported on in previous reporting periods). The new law offers an enabling framework for development of civil society, one of the best in the Middle East region.

The new legislation:

- Substantially improves and simplifies the process of registering an NGO.
 - Creates the conditions for NGO financial sustainability.
 - Removes all restrictions on the associational rights of foreign residents in the Kurdistan Region.
 - Explicitly recognizes several key rights for NGOs, including the rights to monitor government institutions, “access information,” form unregistered networks, and open branches abroad.
3. UNOPS was subsequently requested by the KRG and the Kurdistan Parliament of Iraq to support implementation of the law. A memorandum of understanding and cooperation has been signed between the KRG NGO Department and ICNL/UNOPS. Its purpose is to facilitate the process of implementation of the NGO law no. 1. This MoU will serve as a legal basis for cooperation between the three parties for the purpose of strengthening the capabilities of the Department. According to the agreement, ICNL and UNOPS: 1) have contracted Clic Consultants to assess and support the Department, 2) will create online registration forms to support NGO registration in the Kurdistan Region, and 3) will assist the Department in establishing fair and efficient funding mechanisms for NGO development in the Region. On the national level, UNOPS and ICNL are working on a similar MoU with the Federal NGOs Directorate in Baghdad, and an institutional assessment of the Directorate by Clic Consultants is already in progress.
 4. A number of stakeholders engaged in the development of the federal and Kurdistan Region NGO laws, including the UNOPS Programme manager, participated in global and regional events on NGO legislation organized by ICNL. First of them was the Global Forum on Civil Society Law, the only global event that focuses exclusively on the legal environment for civil society. The Stockholm held conference brought together representatives of civil society, governments, multilateral institutions, and the donor community. The Global Forum 2011 provided space for participants to build skills, compare experiences, and strengthen links with colleagues working on frameworks for civil society around the world. The second event was organised in Beirut by the Arab NGO Network for Development with support of ICNL and focused on sharing experiences of developing enabling legal frameworks for civil society in the Middle East region. Both events allowed for presenting the Iraqi experience, comparing it with those of other countries and developing contacts with stakeholders among the international community working on NGO legislation. These contacts proved to be very beneficial for pursuing work in Iraq.

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

Completion: 80%

Progress/Results in the reporting period:

1. A participatory discussion on challenges faced by the NGOs directorate in fulfilling its mandate of registering NGOs was organized in Erbil in May by UNOPS in coordination with ICNL. Participants included the NGOs Directorate, the State Ministry of Civil Society Affairs, the Civil Society Committee at the CoR and NGOs. Major constraints and action points were agreed upon, chief among them the approval for registration forms and capacity development of the Directorate. UNOPS provided support to address both these issues in 2011 in accordance with the below.
2. After several months of consultations, the NGOs Directorate approved new registration forms for NGOs. Five forms are now available on the NGOs Directorate website. The forms were designed by ICNL and consultation process with NGOs Directorate was led by ICNL and UNOPS. The forms have played a vital role in streamlining and facilitating the process of registration for NGOs that have experienced major challenges to acquire legal status as registered NGOs and hence also

challenges to maintain operations It is for the reason that registration is for NGOs working in Iraq a precondition for being legally authorized to operate in the country.

3. An institutional assessment of the NGOs Directorate was commissioned by UNOPS and began in December 2011. Meetings were organized in Baghdad to introduce the consultant to the NGOs Directorate and Council of Ministers Secretariat leadership and to discuss the upcoming mission. The assessment continues during 2012. It was agreed with the Iraqi CoMSec that the outcomes of the assessment will serve at setting directions of support to the Directorate development and will help to better coordinate work of various involved stakeholders.

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

Completion: 50%

Progress/Results in the reporting period:

1. 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 caused by protracted process of government formation.
2. Training on registration of NGOs was organized, jointly with ICNL, in Erbil from 13th to 18th of May 2011. The training was attended by 35 participants including the State Minister of Civil Society Affairs, Members of the CoR, management and staff of the NGOs Directorate, NGOs and guests from the KRG. The training focused on discussing ways of cooperation between public authorities and civil society, as well as the NGO law itself and prepared trainers representing the NGOs Directorate and NGOs who will jointly organize cascade trainings on NGO registration. The trainees were provided with training handbooks, which were utilized during follow up trainings organized in all Iraqi governorates.
3. A small grant fund was created for six of the NGOs that participated in the registration training in Erbil on 13 – 18 of May 2011. These NGOs, in cooperation with the NGOs Directorate, conducted 22 workshops in 18 Governorates. The workshops focused mainly on the process of registration with the NGOs Directorate. They conducted trainings and spread knowledge among unregistered NGOs in order to help them get registration certificates as quickly as possible. NGOs cannot work in Iraq without registration certificates, so it is important to raise awareness and remove any obstacles to registration.
4. Three trainings of trainers focusing on principles of Iraqi NGO law and on providing awareness on how to construct relations between public sector and civil society were conducted: 20-24 November, 26-30 November and 8-12 December. Participants included 8 individuals from the Iraqi judiciary, 19 from the police, 2 from the GoI, 1 from Justice and Accountability Commission, 2 from the CoR, 12 civil society focal points from the offices of governors and provincial councils and 21 individuals representing NGOs. A request for proposals addressed to NGOs, participants of the trainings, to organized follow up trainings across Iraq was issued by UNOPS. The follow up trainings will be held in 2012 and will engage all the trained trainers working in mixed team (representatives of public authorities and civil society) and will be addressed to their peer from local authorities, judiciary, police and civil society.

A press release about this series of events is attached to this report.

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: 100%

Progress/Results in the reporting period:

1. The last activity under this component related to the impact evaluation of the human rights civic education campaign was conducted by a subcontracted NGO. Furthermore, the NGO grantee, responsible for implementation of the human rights civil education project submitted the final narrative and financial report including all the supporting documentation related to the civic education campaign conducted by 23 NGOs.
2. In addition to the planned activities, UNOPS supported the participation of Iraqi civil society delegates in the United Nations Department of Public Information – NGOs 64th annual Conference titled “Sustainable Societies; Responsive Citizens” held in Bonn-Germany early September. UNOPS facilitated participation of three representatives from prominent Iraqi NGOs from Erbil and Baghdad. The three NGOs were the only Iraqi civil society representatives participating in this conference. It helped the Iraqis to get more international exposure and to get more involved in the joint regional activities of DPI and NGOs in the follow up of the conference. The conference covered issues related to sustainable development in preparation for the Rio + 20 conferences, which will take place in 2012. Topics discussed included sustainable consumption and production aspects of a globalizing world, a capacity building workshop on How to lobby, the role of civil society in a fast-changing world, civic engagement and voluntary action for achieving sustainability, development governance issues from local to global, and the role of citizen participation. The conference showed the impact of other countries’ experiences in NGO advocacy and gave sessions on lobbying through close collaboration between the participating NGOs. Iraqi NGOs participating in the conference acquired broader awareness on sustainable consumption and production aspects of a globalizing world, capacity building and lobbying, and the role of civil society in tackling global challenges.

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

Completion: 100%

Progress/Results in the reporting period:

1. A prominent national Iraqi NGO, in coordination with Un Ponte Per (UPP) an Italian NGO, completed a human rights civic education component in February 2011.

The objectives of the project were: i) to strengthen one civil society service center to be able to provide professional capacity-building services to Iraqi CSOs; ii) to strengthen one Iraqi local NGO network by providing comprehensive capacity building assistance to its members and governing bodies; iii) to help approximately 30 NGOs to implement a nation-wide civic education campaign on human rights standards and norms.

2. Activities under the first two objectives (awareness-raising and capacity-building) were completed and reported in previous reporting periods. During the current reporting period, the grantee, an Iraqi NGO and its partner NGOs completed the third objective, the nation-wide civic education campaign.

23 member NGOs from the selected local network implemented a National Campaign against gender based discrimination in the education sector. The campaign covered 18 Iraqi governorates since 3 October 2010 until 5 January 2011. The campaign's goal was to promote equal access to education for girls, and its tagline was "Educate a girl, secure her future."

The campaign was organized in two phases: first, the lead NGO provided grants to ten NGOs to implement activities in eight governorates during October 2010; then, using lessons learnt from this first activity, it distributed grants to 13 other NGOs to implement projects in December in the remaining 10 governorates.

It has to be mentioned that 30 NGOs were initially trained to carry out the civic education campaign activities. Some of these 30 NGOs were not able to obtain valid renewal of their registration with the NGOs Directorate therefore only 23 of them could engage in implementation of the small grant projects under the civil education component.

The grantee, lead Iraqi NGO closely monitored the activities implemented by the NGOs that carried out the civic education campaign. It is estimated that over 2500 beneficiaries were reached throughout the activities implemented by the 23 projects. However, it is still early to assess the impact of the project with respect to increasing the number of girls that will have access to education in the future and attend school.

At the end of the civic education campaign, another Iraqi NGO was contracted to evaluate the performance of a same sample of four NGOs in a comprehensive report, with regards to both the skills they acquired during the capacity-building phase and the efficacy of the national civic education campaign. To accomplish this, the four NGOs completed a questionnaire and the evaluator conducted visits in early February 2011 to assess the overall performance after revising the grant reports.

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

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

Completion: 0%

1. 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. 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: 100%

The activities were reported in the previous reporting period.

Output 3.3: Increased understanding of humanitarian ethics and advocacy role among NGO community.

Completion: 100%

Progress/Results in the reporting period:

1. As part of the Coordination in Disaster Risk Reduction project, a workshop addressing the Lessons Learnt from the implementation activities of the six supported projects under the DRR grant fund was organized. This was held in Erbil from 6-8 February 2011, with 45 participants. The six NGOs from Diyala, Dohuk, Misan, Ninewah, Thi qar and Wassit all participated in the workshop together with at least one GEC member from each of the six governorates. Other attendees included the Danish Refugee Council (DRC), the Ministry of Science and Technology, representatives of the United Nations, the International Organization for Migration (IOM), the International Federation of Red Cross and Red Crescent Societies, the Iraqi Red Crescent Society and Civil Defense from Ninewah.

The aim of the workshop which had been to bring together the relevant stakeholders and assess the achievements and lessons learnt gathered from the grants implemented by the six NGOs, prepare a state of the art DRR framework, share the findings with the DRR community and define the recommendations to the stakeholders for the way forward was achieved. UNOPS facilitated the event in conjunction with an NCCI staff member. The NCCI worked closely with the six NGOs during the implementation stage of the project and was also involved in the first workshop of Coordination in DRR. A separate annex on the DRR workshop is attached.

2. In addition, UNOPS initiated a meeting between different organizations working on DRR in Iraq based on its three stages project that was conducted in 2010 and 2011 on involving Iraq civil society in Coordination in Disaster Risk Reduction in Iraq. The main purpose of the meeting was to share with other UN agencies and organisations working on DRR in Iraq, the findings and the recommendations derived from the implementation on DRR initiatives by CSO in six Governorates in Iraq (Ninewah, Diyala, Dohuk, Wassit, Thi Qar and Missan) in close cooperation with governmental institutions and the GECs.

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:

1. The Local Governance Assessment (LGA) reports finalized in 2010 were published and are on UNOPS' website under the following addresses:
 - http://www.unops.org/SiteCollectionDocuments/Factsheets/English/EMO/64099_LGA_Hilla_English_FINAL.pdf
 - [http://www.unops.org/SiteCollectionDocuments/Factsheets/English/EMO/Iraq%202011/LGA-%20Hilla%20\(in%20Arabic\).pdf](http://www.unops.org/SiteCollectionDocuments/Factsheets/English/EMO/Iraq%202011/LGA-%20Hilla%20(in%20Arabic).pdf)
 - http://www.unops.org/SiteCollectionDocuments/Factsheets/English/EMO/64099_LGA_Sulaymaniyah_English_FINAL.pdf
 - [http://www.unops.org/SiteCollectionDocuments/Factsheets/English/EMO/Iraq%202011/LGA-%20Sayed%20Saddiq%20%20Shahrahzour%20\(in%20Arabic\).pdf](http://www.unops.org/SiteCollectionDocuments/Factsheets/English/EMO/Iraq%202011/LGA-%20Sayed%20Saddiq%20%20Shahrahzour%20(in%20Arabic).pdf)
 - [http://www.unops.org/SiteCollectionDocuments/Factsheets/English/EMO/Iraq%202011/LGA-%20Sayed%20Saddiq%20%20Shahrahzour%20\(in%20Kurdish\).pdf](http://www.unops.org/SiteCollectionDocuments/Factsheets/English/EMO/Iraq%202011/LGA-%20Sayed%20Saddiq%20%20Shahrahzour%20(in%20Kurdish).pdf)

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

Progress/Results in the reporting period: 100%

1. The project team reviewed, approved and closed all the five NGO grants during 2011. The final reports were assessed positively by the UNOPS team. A three-day workshop that aimed to identify lessons learned and share experiences from the implementation of the citizens' participation interventions was then organized in July 2011 in Basra. It was attended by 19 participants from Iraqi non-governmental organizations and members of local government in four south Iraq governorates. The Lessons learned workshop held in Basrah was divided into four key thematic areas: 1) Impact, 2) Relevance, 3) Effectiveness, and 4) Sustainability. The workshop has been evaluated positively by the stakeholders. The project has contributed to building bridges between citizens and local government officials, where citizens have grown more knowledgeable on the process of communication with local authority officials, and officials have made more effort to reach out to citizens and become more accessible.

At the level of **impact**, participants highlighted the breadth of awareness raising activities implemented and success in achieving specific services for the community. With regard to **relevance**, there was agreement that issues of citizen participation and accountability is very relevant at the local level in the areas targeted by the project. However, given the needs in this area, it was generally agreed that one series of projects of this kind is not enough to meet all the needs and continuation of intervention would be advised. Key factors contributing to improved **effectiveness** were also highlighted, including clarity in NGO demands and proper consultation between these NGOs and members of the community, acknowledging the variety in the specialization of different local authorities and their members and sustaining a working relationship with them. Finally, **sustainability** was identified by most participants as a key project weakness, with no projects achieving continued dialogue between citizens and members of the local authorities, nor long term accountability mechanisms. UNOPS shared the view that sustainability is a problem but at the same time UNOPS did not expect to succeed in full behavioral changes through this project component. The intention was to provide know-how and examples of activities that could then be undertaken by NGOs and authorities. Main responsibility of sustaining project results lies in hands of beneficiaries.

Please see the attached annex for more details.

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

Completion: 100%

Progress/Results in the reporting period:

1. The first phase of the Local Governance Assessment (LGA) sub-project was an assessment and report-drafting stage. The assessment teams produced Assessment Reports in 2010 with short-, mid-, and long-term recommendations to improve communication and cooperation between local authorities and citizens in their communities.

The second phase of the project offered competitive grants to local CSOs to carry out projects implementing some of the common report recommendations, specifically:

- To improve the culture of communication and interaction between authorities and citizens from diverse backgrounds to (through fora) discuss issues of public interest, receive complaints and bring up problems to find solutions
- To provide access to information by the public information and use of media for dissemination (awareness, accountability and info sharing)
- To provide trainings to local authorities and local leaders to construct a common understanding on the role to be played by citizens in the local democracy.

Three grants were awarded, one in each of the targeted locations: the districts of Sayed Saddiq and Shahrzour in Sulaymaniyah as well as from Hilla in Babil. Proposed project activities lasted for six months and were extended for two more months

2. Within the framework of project activities, community committees were formed with participation of teachers, school principals, workers, engineers and other citizens. The local authorities met with these community committees regularly twice a month to offer the chance for them to express their problems and needs. This opened up new channels for communication with local authorities and also contributed to strengthening the relationship between citizens and local authorities. The local authorities were obliged to put in more effort to find solutions to some of the needs, for example in the targeted areas in Hilla, the Local Authority committee was able to solve some problems related to sewage, roads, electrical generator and cleaning campaigns.

The committees sought out input from local residents by means of individual testimony, household surveys and new complaint boxes installed in public spaces. After discussing the people's problems, the follow-up committees extended their efforts to address some of the needs which were raised. Press releases and monthly reports were published in the newspapers and on the local TV channels to increase impact and awareness of the activities. This also reflects a transformation of relations between citizens and local authorities.

3. Awareness campaigns were carried out to raise awareness of the existence and role of the community committees and complaint boxes. Each NGO conducted several trainings in its area in order to improve understanding of topics such as civic participation, democratic values, the process of democratization, accountability and transparency, and the responsibilities and roles of citizens, NGOs and the KRG, as well as how to utilize traditional and social media to bridge between authorities and citizens.
4. To promote effectiveness of this type of projects, the NGOs carried out public service interventions in their communities to address citizens' complaints identified under the previous phase of the project; for example, in Sayed Saddiq in Sulaymaniyah, an NGO rehabilitated a primary school with financial contributions from the local authority. This reflects cooperation between Local Authorities and Citizens. In each case of intervention under the project, the local authorities contributed labour hours and construction materials.

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

Completion: 100%

Progress/Results in the reporting period:

1. The project originally planned to organize, following completion of the LGAs, a roundtable meeting on decentralization in Iraq. However, since work on decentralization in Iraq is carried out by UN-

HABITAT, ESCWA and UNDP, it was decided instead to contribute to the event organized by UN-HABITAT in May in Amman, an International Conference on ‘Decentralization, Local Governance and Service Delivery: Sharing Experience and Sustaining Progress in Urban Iraq’. Through ensuring coordination and interaction with other UN agencies and Iraqi actors in this field, overall impact is increased. It has also ensured better exposure of project results and local partners to other agencies involved in work on decentralization in Iraq. Leaders of both local governance assessment teams delivered presentations during the conference. All the participants engaged actively in the discussions. In addition, hard copies of both LGA reports in Arabic, English and Kurdish were disseminated among participants. The team leader from Sulaymaniyah was later invited and participated in a National Conference on Decentralization and Local Governance organized by UNDP and ESCWA in Erbil in June.

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.

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. This was completed in 2010.

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.

Completion: 100%

Progress/Results in the reporting period:

1. The project “Mainstreaming Peacebuilding in Iraq” was implemented. The Civic Education campaign was on community-based peace building and human rights protection and contributes to the national dialogue and reconciliation process. The project strengthened the policy debate on integrated community-based peace-building. Under the main portion of NCCI’s proposal, the NGO subcontracted 19 NGOs to perform peace building and human rights protection activities all over Iraq, targeting 5,000 beneficiaries. Three regional meetings were held and a webportal supporting work on the civic education was established.
2. The 19 NGOs started implementing their activities in September. Most of the activities were completed in the reporting period and the project achieved most of the objectives. The activities aimed to promote peaceful coexistence through references to Iraqi history. Iraq is well known as an ancient civilization but in the campaign this concept was used to prove to the stakeholders and beneficiaries that such a civilization could not have been achieved without peaceful coexistence and benevolence amongst different peoples and religious denominations. The campaign promoted principles of peaceful coexistence among the citizens through workshops, trainings, conflict management sessions, marches and tours all over Iraq. It is noteworthy that most of these activities were hosted by tribal sheikhs, religious men and grassroots organizations that were willing to be part of the campaign.

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%

Progress/Results in the reporting period:

1. The NGO responsible for implementation of the project “Mainstreaming Peacebuilding in Iraq” hired an external evaluator to conduct studies in areas covered by the project’s community based peacebuilding activities in Baghdad and in Kirkuk, to establish baseline data and to measure the change in data after implementation of the peace building projects. The evaluation report has been mentioned in section III, paragraph: “Report on any assessments, evaluations or studies undertaken” of this report.

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

Completion: 100%

Progress/Results in the reporting period:

All the Small Peace building Grant Fund projects implemented in 2010 have been financially closed.

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

Completion: 0%

Progress/Results in the reporting:

1. Activities under this output will be implemented in 2012.
- **Explain, if relevant, delays in programme implementation, the nature of the constraints, actions taken to mitigate future delays and lessons learned in the process.**

The main implementation challenges and constraints during the reporting period were:

- The Iraqi registration process for local and international NGOs remained a major constraint for the selection of suitable and qualified NGOs for implementation of the grant funds.
- Delays on the side of the NGOs Directorate regarding approval of the new registration form caused delays in the implementation of the NGO registration and NGO law awareness activities.
- Low quality of project proposals and the inability of applicant NGOs to understand requirements (ToR) of request for proposals resulted in the need to work closely with selected NGOs to finalize the project proposals. This had negative implications in terms of slowing down the implementation pace of the project.
- Given restrictions imposed by security concerns, ensuring proper monitoring of grants is a challenge. However, great efforts were made to compensate for the limited access to Iraq and to follow up that all activities are properly monitored by UNOPS staff. External monitoring companies were also hired along with UNOPS monitoring staff.
- Uncertain political developments (especially the formation of the new government) negatively affected the process of support to implementation of the NGO law.
- A general lack of trust in NGOs and their work, including perceptions of corruption and of acting in accordance with foreign agendas. Participants in various project evaluation workshops noted that there is lack of trust between governmental institutions and NGOs unless the NGO in question is owned by a government official. They also noted that some local authorities view NGOs as potential competitors for local leadership and sometimes practice favouritism based on personal interests and relationships in their co-operation with NGOs.
- NGOs limited knowledge of legal structures and regulations.

Particular project lessons learned:

Nine different assessments and evaluations were produced by the project, its sub-components, and various audits (See: III. Implementation and Monitoring Arrangements for a detailed list). Key lessons learned are summarized below:

- Gender inclusion: It was noted that balanced gender participation is difficult to achieve without a mixed-gender project team. Given the difficulties faced in recruiting women to serve as members of community committees, it is strongly recommend that gender balance be maintained in the project teams deployed in the future.
- Special attention needs to be paid to sustainability of projects including the continuation of benefits from the project after major assistance has been completed, the probability of long-term benefits from it, and the resilience of impact achieved over time.
- Rapid needs assessments should be conducted prior to the implementation of the grant fund projects in order to identify issues of real need and urgency and allow them to be better incorporated into the project work plan.
- Building the capacity of local government personnel is a key factor to ensure better local governance. The capacity of local councils to plan, budget, manage activities, set priorities, and share information with the public needs to be strengthened. More public awareness activities are needed to explain the roles and responsibilities of the local councils to citizens.
- Community leaders (tribal leaders and religious figures) need to be involved and fully engaged in any dialogue between citizens and local government officials. Coordination and linkages between governorates and the central government (particularly in the field of disaster management) are limited in Iraq and need to be built and improved. Though decentralised management of disaster risk reduction is encouraged, the cadre working with disaster response have previously done so from a centralised perspective and have not received training to sufficiently adapt this approach to local needs and coordinate their efforts with local authorities.
- A unified information hub with standardised information would serve as a vital coordination mechanism for disaster risk reduction. The hub would be a dynamic facility with continuously updated, analysed and disseminated information.
- Involvement of citizens in advocacy and dialogue activities as well as raising their awareness and that of local authorities on good governance and accountability, combined with direct engagement of the parties working on concrete projects is a more effective tool in the process of improving accountability.

Other lessons learned from the project (based on mid-term evaluation):

Bringing together stakeholders around a controversial issue outside of Iraq can help to foster partnerships and achieve results: UNOPS brought together key civil society and government officials to a study tour in Lebanon to see how the Lebanese government and CSOs work together and to examine their NGO laws. This proved to be a very successful endeavor, and was mentioned in numerous interviews by government, CSOs and technical partners. By bringing these stakeholders together in a neutral, non-political and less heightened environment, the project was able to create a forum conducive to discussion, openness and partnership. This is not to say that project activities should generally be conducted outside of Iraq, but that there is strong value to bringing people together outside of their usual environment to encourage change and foster collaborative working relationships.

Formalize partnerships at the design stage to ensure buy-in, commitment, and allow for the timely implementation of activities: As mentioned previously, the ICSEP was designed to work intensively with

the NGOs NCCI and Mercy Hands on a number of project components. In fact, some of the activities were designed predominantly based on these NGOs' experience, partnerships, and presence on the ground. However both were unable to fulfill their role as intended (with Mercy Hands completely not involved in ICSEP). This forced UNOPS to seek out new partners, as well as redesign some of the proposal activities. This also cost considerable financial and human resources, as well as delayed activity implementation. Such challenges could have been avoided if partnerships for such larger portions of the project were formalized during the planning phases (through an MOU or other agreement), and commitment from all partners in the proposal was made official.

Having the right political partners can “make or break” the success of a project: The NGO law component brought together a wide range of stakeholders, both from civil society organizations as well as from various government departments and offices. It was no small task to get such a group to agree to sit down, discuss the law and how best plans to revise it. A number of the interviewees mentioned specific COR members who were critical to the success of the NGO law activities. Their efforts, connections and commitment to the NGO law complemented the political capital that UNOPS had gained with Iraqi government officials. According to various sources, these key officials helped to make sure that the most pertinent officials came to the table, and gathered enough traction to actually get the law passed. This was also true for the Ministries of Civil Society at both the Baghdad and KRG levels, who were critical in the success of the passing of the NGO law.

UN agencies, as neutral and non-political entities, can play a significant role in building linkages and trust between civil society and governments: At the start of the project, there was a weak, if not non-existent relationship between the government and civil society. As mentioned throughout this report, one of the key successes of the ICSEP has been to bring together civil society and government representatives in a variety of fora including discussions on the NGO law, receiving training on DRR, assessing local governance, and mapping conflict. It is unlikely that government and CSOs would have come together on their own accord, and through the continual organization of joint activities by the ICSEP, a sense of trust and mutual respect has been created. As stated by one interviewee:

“The project worked well to try to bring together local authorities and civil society together – providing them with spaces to interact – really was effective – started to utilize spaces that didn't exist and relationships that didn't exist. And then following up with concrete activities and facilitation, so that these meetings and relationship become institutionalized and not just a part of the project. This helped to make these relationship sustainable, not just a one-off meeting.”

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

UNOPS partners in the project implementation include:

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 – Implementing partners for Human Rights and Peace-building components. Important partnership in outreach activities.
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 Sayed Saddiq/Shahrazour, 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.

Partnerships in this project play critical role. Firstly, this project aims at creating a long lasting and effective partnership between civil society and the public sector in Iraq. The achievement of this aim is realized by creating various thematically selected partnerships in the course of implementation of the project activities. Without a partnership between CoR, GoI, civil society and the UN and international organisations, the law would not have been passed in the form it is now. The same applies to the law of the Kurdistan Region of Iraq. Other examples include work on citizens’ participation, DRR, human rights or peacebuilding. In all these components the partnership between public sector, civil society and the UN is both a goal and a means to achieve it.

Effective partnerships allowed for maximizing development impact through community involvement. Although the budget for the development intervention component of this project was quite modest, community involvement and partnership made the impact palpable in many different areas. Not only were the community committees and the NGOs able to organize three separate development interventions, but building a sense of community ownership of local development issues allowed the community committees and the NGOs to mobilize substantial in-kind contributions from the local community that multiplied the effectiveness of the modest capital budget. Moreover, as noted above, the partnership between the community and local government led directly to the improvement in service delivery in several development and service areas identified by the committee.

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

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: All objectives and activities for this project were formulated and planned according to principles of gender balance and gender equality. This was to be reflected in a gender balance amongst participants at workshops and training sessions and in the distribution of grants to organizations (including those working on women’s issues) to raise awareness on human rights under the project. Throughout the project, reaching gender balance amongst participants was challenging and the results not as satisfactory as hoped. The

project made efforts to increase female participation by encouraging female applicants for trainings and asking counterparts and CSO partners to nominate qualified female candidates when appointing people to take part in project activities, however, there was a general tendency by government and civil society to nominate more male participants for activities, which limited the project's ability to increase gender balance. In the training activities carried out in 2011 in the activities related to NGO law seminars and trainings, women constituted 33% of participants. In the Human Rights civic education campaign the level of women participation reached 44%.

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. The newly adopted NGO laws provide legal basis for establishing NGOs hence providing more enabling framework for youth activities. In addition to that youth component played critical role in the civic education campaign on peacebuilding where 80% of organisations involved represented youth.

Environment: The Project has no environmental risks and will not focus particularly on environmental issues. UNOPS will mainstream environmental concerns when supporting local citizen participation initiatives in local planning and development processes.

Employment: The Project may have a limited job-creation impact in the short run for these NGOs participating directly in implementing sub-grant projects. In the long-run, an empowered civil society will translate into increased funding for civil society activities and projects to benefit the people of Iraq and hence stimulate job creation, especially for unemployed graduates. CSOs also offer an excellent opportunity for young people to obtain work experience, as volunteers, thus enabling them better prepare for the job market.

- **Provide an assessment of the programme based on performance indicators as per approved programme document using the template in Section VI, providing clear evidence on the linkages of outputs and outcomes achieved, if applicable.**

Refer to the matrix in Section VI.

- **Qualitative assessment of overall achievement with reference to the applicable strategic results indicator.**

Under the activities supporting establishment of the liberal legal and administrative framework for NGOs in Iraq, in line with project indicators two NGO laws were passed (first, the federal NGO law no. 12 in 2010 and then the Kurdistan Region NGO law no. 1 in 2011). The two laws constitute part of an enabling regulatory framework for civil society actors established in Iraq. Implementation of the laws remained a challenge but the project strived to support the GoI and KRG to successfully overcome relevant hindrances. In addition to that, UNOPS had been following up on the challenges of the NGO registration process. By the end of the year, around 1.500 NGOs were either re-registered under the new law or put on a list prepared by the NGOs Directorate with indication that these NGOs were willing to pursue a re-registration process. This was considered as sufficient to meet the deadline for re-registration (not meeting the deadline could imply that particular NGOs would be dissolved). The number of NGOs registered reflects the current state of NGO activity in the country. The project foresaw a figure of 6000, however this number was assumed based on the data from few years ago. It is doubtful that there are more than 1500 active NGOs currently operating in Iraq. Simultaneously, UNOPS support to institutional capacity development of the NGOs Directorate continued by the way of engaging Directorate staff in trainings and carrying out an institutional assessment of the office.

In parallel to activities conducted on the federal level, UNOPS engaged in support to implementation of the Kurdistan Region NGO law no. 1. An MoU between the newly established KRG NGO Department, ICNL and UNOPS was signed, outlining the scope of support to be provided. In the reporting period UNOPS carried out preparations for support to establish the NGO Department and together with ICNL support the establishment of a civil society fund. This support will continue in 2012.

With regards to the component on increasing organizational capacity for advocacy of the Iraqi civil society in the previous reporting period (2010), 30 NGOs from a Human Rights network were trained. Subsequently, 23 NGOs implemented the Iraqi wide advocacy campaign “Educate a women, secure their future”.

On the component aiming to improve access of Iraqi citizens to relief assistance following increased role of NGO community in conducting emergency response the activities related to this outcome were implemented and reported in the previous 2010 reporting period. In 2011, lessons learned workshop that followed the implementation of the DRR grant fund was organized.

Furthermore under the component strengthening citizen participation in local governance processes, three (against two planned) follow up Local Governance Assessment projects addressing the LGA recommendations were delivered. These were facilitated by civil society organizations which further positively impacted on local economic development and social assistance delivery. The projects significantly increased citizens’ participation and addressed some of the most acute needs in terms of civic engagement on the local level. On the indicators related to public policy debate on decentralization, UNOPS beneficiaries participated in the conferences on Decentralization organized by UNHABITAT and UNESCWA. This allowed them to contribute to high profile policy debate on decentralization in Iraq.

Regarding the component on supporting collaborative initiatives to counter conflict trends through civil society with the ultimate aim of protecting human rights and achieving community development the project in 2011 carried out a civil education campaign on peacebuilding. The Iraq-wide campaign on peacebuilding succeeded in promoting principles of peaceful coexistence among the citizens through workshops, trainings, conflict management sessions, marches and tours all over Iraq. The campaign, as planned per indicator, used a dedicated web portal and directly reached over 5000 persons.

V. Future Work Plan (if applicable)

- **Summarize the projected activities and expenditures for the following reporting period (1 January-31 December 2012), using the lessons learned during the previous reporting period, including outputs that were not achieved in 2011.**

The following activities are to be completed during the additional requested implementation period:

1. Support Kurdistan Regional Government, Kurdistan Parliament of Iraq and NGOs based in the Kurdistan Region in the process of implementation of the Kurdistan Region NGO law;
2. Carry out Federal NGO law awareness activities addressed to Public Authorities (CoR, GoI, CoMSec, Local Authorities, Judiciary, Police) and Iraqi Civil Society Organizations;
3. Finalize process of trainings and awareness on NGOs registration in Iraq on federal level;
4. Continue support to developing relations between GoI/CoR and Iraqi Civil Society including funding system for NGOs as well as Federal and Kurdistan Region authorities responsible for work with Iraqi Civil Society;
5. Carry out NGO law awareness activities on the Kurdistan Region NGO law;

6. Support to capacity building of the NGOs Directorate;
7. Support to establishing a KRG NGO Department and KRG civil society fund;
8. Prepare an exhibition and publication promoting concrete examples of cooperation between public sector and civil society in Iraq;
9. A Civil Society Empowerment Conference will be organized in Iraq in the last phase of the project. The conference will provide a forum for discussions on the overall outcome of the project, determine remaining challenges and needs of the civil society, gather assistance from donors and government (policy, financial and technical) for additional actions in support of the Iraqi civil society and lobby for a continuing increased role of civil society in governance.

- **Indicate any major adjustments in strategies, targets or key outcomes and outputs planned in 2012.**

There will be no adjustments in strategies. Additional new activities to be implemented, contributing to project outcomes will include:

1. Institutional assessment of the NGOs Directorate. The assessment will allow assessing governance and institutional/staff development needs in the light of new registration regulations which followed the adoption of NGO law no. 12. This is crucial to render a plan and render further effective assistance to the development of the Directorate, the only federal agency authority to register NGOs in Iraq. The results of the assessment will also contribute to better coordination of the assistance provided to the NGOs Directorate by various stakeholders and will allow to streamline assistance for the Directorate, for the ultimate benefit of Iraqi civil society and recipients of assistance provided in Iraq by NGOs.
2. As a part of support to implementation of the KRG NGO law no. 1 – assistance in establishing the KRG NGO Department and civil society fund.
3. As a part of supporting the development of an enabling framework for civil society – support the organisation of discussions on governmental funding for NGOs on the Federal level.
4. Support to promoting best practices of public sector – civil society cooperation in Iraq – publication and exhibition to be organized in the CoR.

Mitigation strategy:

UNOPS is also prepared to address various project challenges and mitigate risks which could affect implementation of the project activities in its extended implementation period. UNOPS, through previous activities and this project, became a lead UN agency in the field of support to the development of the legal framework for NGOs in Iraq. It gained trust from the side of all parties involved in work on civil society issues in Iraq; GOI, CoR, KRG, KPI and civil society, who expect that the project support will be further continued. UNOPS has also been involved in implementation of civil society related activities in Iraq for a number of years and is therefore well positioned to respond effectively to any risks to project implementation which may occur.

VI. INDICATOR BASED PERFORMANCE 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 1 (regional) NGO law passed by KPI	Reports from CoR	Achieved. Work on implementation of the laws underway.
IP Output 1.2 Increased capacity of NGOs Directorate register NGOs timely and provide information support.	Indicator 1.2.1 - No. of NGOs registered with NAO. - Period needed to obtain registration.	- Minimum 3 months to obtain registration	- 6,000 NGOs by project's end - Less than 3 months in 90% of cases.	Total No. of registered NGOs in 2011 570. No specific time to register NGO, it is different from one NGO to another depending on their application itself, whether they provided all the required documents and met all the condition, takes 2 , 3 months and sometimes 6 months or 12 month, but we can say the average is 3 months	Report from NCCMD, Monitoring reports from UNOPS staff. Feedback from NGOs Directorate.	Process of capacity building of NGOs Directorate is underway. All together around 1500 NGOs either re-registered or declared will to re-register which was considered by NGOs Directorate as meeting the re-registration deadline (in December 2011). It is unlikely that there are many more active NGOs operating currently in Iraq. The figure of 6000 reflected estimated data of 2007-2008, which is unlikely to be valid currently.
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	- 26 staff members of NGOs Directorate trained - 82 government officials trained - 348 NGOs educated	Monitoring reports from UNOPS staff	Process of awareness raising will continue in 2012
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	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	- 1 CSSCs (Erbil) with business plans for 3 years. - 6 modules (ethics, finance, HR, planning,	NGO partner reports, UNOPS reports	Achieved.

Human Rights Civic Education.			(ethics, finance, HR, planning, training skills, fund-raising)	training skills, fund-raising)		
IP Output 2.2 Civic Education campaign on Human Rights conducted by empowered NGO network	Indicator 2.2.1 <ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 30 CSOs trained. • At least 2000 persons reached directly through a advocacy Civic Education campaign. • 1 web portal 	<ul style="list-style-type: none"> • 30 NGOs from representing a network trained. • 23 NGOs implemented Iraqi wide “Educate a women, secure their future”. • 2544 persons reached directly through a advocacy Civic Education campaign. • http://www.laonf.net/ 	NGO partner reports, 23 reports from civic education implementing partners, local media, brochures, UNOPS field staff reports	Achieved.
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 <ul style="list-style-type: none"> • No. of communication protocols established. • No. of partners linked with EPRN • No. of reports sent to UNAMI-IAU 	N/A	<ul style="list-style-type: none"> • 3 comms protocols 4 partners linked (GoI/PM, NSA, UN, Local authorities). 	<ul style="list-style-type: none"> • 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, • Lessons Learned workshop on DRR 	Training agenda and training report; six NGO reports; campaign material (radio adds, TV spots, banners and leaflets); GEC coordination minutes,	Achieved through a different approach.
IP Output 3.3 Increased under-standing of	Indicator 3.3.1 <ul style="list-style-type: none"> • No. of printed/audio- 	<ul style="list-style-type: none"> • 1 Manual, 1 DVD, 		<ul style="list-style-type: none"> • Humanitarian Code of Conduct and the 	NGO partner reports,	Achieved. See explanation from 2009 year report regarding the

humanitarian ethics and advocacy role among NGO community.	<ul style="list-style-type: none"> visual materials produced No. of awareness-raising events 	<ul style="list-style-type: none"> posters, stickers, etc. 50 awareness initiatives targeting 500 CSOs. 		<ul style="list-style-type: none"> Sphere standards was introduced, Coordination mechanisms enhanced with GEC The Hyogo Frame Work Agreement was introduced, Vulnerability Capacities Assessment methodology was introduced 	<ul style="list-style-type: none"> contingency plans per governorate, banners, leaflets, media outlets SOP 	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.	<p>Indicator 2.1.1</p> <ul style="list-style-type: none"> Methodology developed No. of local evaluators trained. No. of local governance assessments carried out No. of recommendations produced for 2 areas. 	Methodology fine-tuned to Iraq not existing.	<ul style="list-style-type: none"> LGA method for Iraq ready (2009). 10 local governance evaluators trained. 2 pilot LGAs carried out 10 recommendations per pilot locations 	<ul style="list-style-type: none"> LGA method for Iraq prepared. 11 local governance evaluators trained. 2 pilot LGAs carried out 19 recommendations prepared in Said Sadiq/Sharoozor; 32 recommendations prepared in Al Hilla. 	<ul style="list-style-type: none"> 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	<p>Indicator 4.2.1</p> <ul style="list-style-type: none"> Network supported and registered. No of CSOs trained. Functioning web portal. Civic Education campaign conducted in Basrah and people reached. New Funding received from international donors 	<p>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.</p>	<ul style="list-style-type: none"> 1 CSSCs (Basrah) with business plans for 3 years. 6 modules (ethics, finance, HR, planning, training skills, fund-raising) 30 CSOs trained. At least 2000 persons reached directly through the Civic Education campaign on citizen participation in 	<ul style="list-style-type: none"> Technical assistance provided advocacy, networking, campaign strategies, basic democratic values and citizens participation modules Five NGOs grants implemented in Missan, Basra, Muthanna, and Thi Qar 10,620 people were reached Lessons Learned Workshop conducted 	<ul style="list-style-type: none"> Training agenda and report; NGO reports; UNOPS reports 	Achieved through a different approach as explained in 2009 report

			Basrah • Web portal			
IP Output 4.3 Citizen participation initiatives increase democratic local governance through close collaboration between NGOs and local authorities.	Indicator 4.3.1 • No of citizen participation initiatives carried out. • No. of citizens involved. • Evaluation method for impact of citizen participation existing. • % citizens in pilot areas finding local governance democratic.	Various initiatives implemented with international support but lack of efforts on evaluation and developing best practices for Iraq. Baseline on citizen perceptions to be done at project's onset.	• 2 citizen participation initiatives implemented and evaluated • 50% more citizens involved	• 3 citizen participation initiatives implemented and evaluated		Achieved.
IP Output 4.4 Stronger policy debate for enhancing civil society and citizen participation in local governance.	Indicator 4.4.1 • Attendance at RT by government officials • No. of policy decisions in favor of participatory local governance.	N/A	• RT attended by at least 5 ministries • 10 policy recommendations	• UN-HABITAT conference was attended by 11 people. Different approach to the initial plan of UNOPS organizing a roundtable. The conference was instead attended by members of LGA committees. • 7 policy recommendations were produced from the conference, addressing participatory local governance.		Achieved.
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 • No. peace-building resource persons available in select communities and categories they belong to.	N/A	110 resource persons including 10 focal points, representing civil society, political / religious leaders, tribal leaders, women /	• 10 community focal points trained and participated in a study tour in Lebanon • 10 IDPN staff members	NGO partner report, UNOPS field staff reports,	Achieved.

			youth leaders.	<ul style="list-style-type: none"> • 10 NGO staff members • 53 influential community members participated in conflict workshop (28 in Baghdad and 15 in Kirkuk) • 300 community members reached through activities including a football match, theatre play, and feast food day. 		
<p>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.</p>	<p>Indicator 5.2.1</p> <ul style="list-style-type: none"> • Network supported and registered. • No of CSOs trained. • Functioning web portal. • Civic Education campaign conducted in Baghdad and no. of Iraqis reached. • New Funding received from international donors 	<p>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.</p>	<ul style="list-style-type: none"> • 1 CSSCs (Baghdad) with business plans for 3 years. • 6 modules (ethics, finance, HR, planning, training skills, fund-raising) • 30 CSOs trained. 	<ul style="list-style-type: none"> • 26 CSOs were trained on NGO management, ethics, strategic planning, proposal and budget development, and conflict management • NGO Business plan • 44 NGOs implemented 19 projects under the campaign in 18 governorates • More than 5000 persons reached directly through the Civic Education campaign on Peace-building in Baghdad. • Web portal (www.pbniraq.net) 	<p>Training agendas, participation list. NGO partner reports, copy of NGO business plan,</p>	<p>Achieved.</p>
<p>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.</p>	<p>Indicator 5.3.1</p> <ul style="list-style-type: none"> • 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 	N/A	<ul style="list-style-type: none"> • 2 CT initiatives • Decrease by 50% of inter-group incidents • Decrease by 50% of pessimistic 	<ul style="list-style-type: none"> • Five peace-building projects were implemented, three in Kirkuk and two in Baghdad • One external Evaluation carried out • 1 civic education 	<p>External evaluation, implementing NGO reports, small grants reports, UNOPS fields staff reports,</p>	<p>Achieved.</p>

	groups in mid-term (3 years)		answers.	peace building campaign conducted		
IP Output 5.4 Formerly divided communities are able to plan their future together.	Indicator 5.4.1 <ul style="list-style-type: none"> 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"> 2 plans developed. 50% of plans supported by Iraqi sources. 	<ul style="list-style-type: none"> 2 PRA developed each for both Kirkuk and Baghdad Five meetings held with policy-makers in Kirkuk and six meetings held in Baghdad for fundraising 	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 2012.