ANNUAL PROGRAMME[1] NARRATIVE PROGRESS REPORT
REPORTING PERIOD: 1 JANUARY – 31 DECEMBER 2011

Programme Title & Number	Country, Locality(s), Thematic Area(s)[2]
• Programme : Support Iraqi Media in Fostering Peace and Democracy • Programme Number *C9-26* • MDTF Office Atlas Number: *00066955*	*Iraq ,* Baghdad , Erbil, Sulaymaniyah and Basrah Thematic Area: Governance

Participating Organization(s)	Implementing Partners
UNDP and UNESCO	• ASWAT • Thomson Reuters Foundation

Programme/Project Cost (US$)		Programme Duration (months)	
MDTF Fund Contribution: • *Total $ 6,131,285*	• **UNDP USD 5,368,020** • **UNESCO USD 763,265**	Overall Duration	**38 months**
Agency Contribution •	N/A	Start Date	**1 November 2008**
Government Contribution		End Date or Revised End Date *(if applicable)*	**31 December 2011**
Other Contribution (donor) *(if applicable)*	N/A	Operational Closure Date[3]	March 2012
TOTAL: $6,131,285		Expected Financial Closure Date	June 2012

Programme Assessments/Mid-Term Evaluation	Submitted By
Assessment Completed - if applicable *please attach* ☐ Yes X No Date: _____ Mid-Evaluation Report – *if applicable please attach* ☐ Yes X No Date: _____	o Name: Richard Cox o Title: Project Manager o Participating Organization (Lead): UNDP o Email address: richard.cox@undp.org

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[1] The term "programme" is used for programmes, joint programmes and projects.

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

[3] All activities for which a Participating Organization is responsible under an approved MDTF programme have been completed. Agencies to advise the MDTF Office.

I. Purpose

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

The project has three broad areas of intervention: (i) to develop or strengthen participatory processes leading to sustainable media self/co-regulatory mechanisms and legislative frameworks enabling independent and professional media; (ii) to support the development of local content; and (iii) to identify key institutions – eg training institutions, regulatory bodies and professional entities – for targeted capacity building to enhance professionalism at editorial, technical and policy levels.

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

Project Main Output/Outcome:
Independent civil society and media enabled through legal and regulatory frameworks, professional development and strengthened institutions.
The project has three broad objectives:
Objective 1: Support regulatory frameworks to build capacity of an independent, pluralist and professional media leading to the articulation and/or enhancement of sustainable media self/co-regulatory mechanisms and legislative frameworks to protect fundamental human rights including the rights to freedom of expression, access to information and data protection.
Objective 2: Support to key institutions – e.g. training institutions, regulatory bodies and professional entities - for targeted training and capacity building to enhance professionalism.
Objective 3: Development of local content to support national dialogue and reconciliation through targeted training.

Outputs, Key Activities	
Outputs	1.1 Increased dialogue and advocacy related to A38 legislation and A19 freedoms through establishment of a media law working group
	1.2 Increased understanding by government and media on right to know, data protection, and freedom of expression.
	1.3 Increased dialogue and reconciliation at community level through the provision of six small grants to community-based media.
	1.4 Increased exposure of media professionals to global media development through the provision of seven small grants for scholarships and study tours.
	1.5 Availability of self-regulatory monitoring mechanisms at CSOs and media institutions.
	1.6 Availability of quality media curricula at four media institutes and mass communication faculties.
	1.7 Availability of media data setting the baseline for the media sector – UNESCO lead.

	1.8 Increased capacity of independent news agency as a model for media in Iraq towards self-sufficiency.
	1.9 CMC functions within a strategic plan.
	1.10 Identified gaps and opportunities related to performance of IMN.

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

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

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

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

DEVELOPMENT ASSISTANCE FRAMEWORK FOR IRAQ 2011-2014 (UNDAF)

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

1. Improved governance, including the protection of human rights.

2. Inclusive, more equitable and sustainable economic growth.

3. Environmental management and compliance with ratified international environmental treaties and obligations.

4. Increased access to quality essential services.

5. Investment in human capital and empowerment of women, youth and children.

Country Programme Document (CPD)

The first Country Programme was endorsed by GoI and approved by the Executive Board of UNDP on 3 September 2010. The Country Programme is aligned with the National Development Plan and is nested within the UNDAF. UNDP has identified four priority areas of synergy with National Development Plan and UNDAF, namely: a) fostering inclusive participation, b) strengthening accountable and responsive governing institutions; c) promoting inclusive growth, gender equality, climate change mitigation and adaptation and MDG achievement; and d) restoring the foundations for development. The Country Programme takes into account that UNDP operates under the overall mandate of the United Nations Assistance Mission in Iraq (UNAMI) focussing on the role of supporting the Government of Iraq (GoI) in the transition towards national reconciliation, peace and stability through work on governance, poverty alleviation, economic recovery and environment guided by conflict prevention and recovery approaches identified in five outcomes and respective outputs. Five Country Programme priorities have been identified, providing the scope and strategic direction of UNDP to Iraq in the next four years, namely:

1. GoI and civil society have strengthened participatory mechanisms in place for electoral processes, national dialogue and reconciliation

2. Enhanced rule of law, protection and respect for human rights in line with international standards

3. Strengthened regulatory frameworks, institutions and processes in place for accountable, transparent and participatory governance at national and local levels

4. GoI has the institutional framework to develop and implement MDG-based pro-poor, equitable and inclusive socio-economic and environmental policies and strategies

5. Enabling policy and frameworks for rapid economic recovery, inclusive and diversified growth and private sector development

Country Programme Action Plan (CPAP)

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

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

II. Resources

Financial Resources:

The project has been through earmarked funds for media development by the Government of Spain; following discussions at the Iraq Trust Fund for USD 6,131,285.00. At the end of 2011, UNDP had committed 98.5% and disbursed 97.3% of the respective USD 5,368,020.

Human Resources:

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

UNDP
  None

UNESCO
- One National Programme Officer, from January to December 2011, duty station Amman.
- One National Programme Officer from February to December 2011, duty station Baghdad.

2. International Staff:

UNDP
- One international project manager from January 2009, duty station Amman

UNESCO
- One International Programme Manager from September 2009 to September 2011, duty station Baghdad.
- One International Programme Manager from October to December 2011, duty station Amman.
- One International Seconded Project Officer from January 2010 to December 2011, duty station 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.

- The component of this project to strengthen management capacity of Aswat al Iraq News Agency has produced good results. Aswat al Iraq News was established in 2004 and supported by UNDP through a contribution via ITF from the Spanish Agency for International Development Cooperation, the European Commission, and with capacity development provided by the Thomson Reuters Foundation.

- The project manager is in regular contact with Aswat al Iraq and has visited the project site on several occasions. Three legal identities have been established since inception of the project for Aswat – Aswat al Iraq News Agency (registered as a news agency with the Kurdistan Journalism Syndicate and the Iraqi Journalism Syndicate), Aswat al Iraq for Media Development NGO

(registered with the Government of Iraq) and Aswat al Iraq Public Limited Company (registered in Cyprus). The reason for this was that UNDP has different modalities for engaging implementing partners from civil society (NGO) and the private sector (PLC and news agency). An institutional relationship was established between UNDP and Aswat al Iraq NGO, with the NGO acting as the implementing partner but providing support to the news agency. The company was officially established in 2008 by Thomson Reuters Foundation but it has been maintained as a safeguard for the constitutional independence of Aswat al Iraq News Agency.

- UNDP has sought to introduce Aswat to new sources of funding and to broaden UN involvement with the organization. In May 2009, under UNDP supervision, Aswat al Iraq hosted a seminar on the relationship between media independence and the legitimacy of the electoral process to mark World Press Freedom Day. UNESCO and UNAMI were invited to participate in this event, which gave rise to a commitment by the Kurdish Government to support press freedoms in the run up to the Kurdish regional elections in July 2009. The Erbil World Press Freedom Day event coincided with an event in Baghdad, which was organized by IREX in collaboration with UNDP. UNDP ensured that the logos of UNAMI, UNESCO and UNDP were displayed at the Baghdad event and that copies of speeches by the UNESCO Director General were available at venues in both Erbil and Baghdad.

- UNDP supported Aswat al Iraq to develop a business plan and marketing strategy, providing in-house mentoring services and specialist business management consultancies. The organizational capacity improved to such an extent that the organization was approved as a UNDP implementing partner in January 2009. In June that year the agency became runner-up in an international media development award organized by the One World Broadcasting Trust and the Chair of the Board of Directors and the Managing Editor were invited to London to meet with One World Broadcasting Trust.

- UNDP organized a business development management consultancy funded by UNESCO to further develop a business plan and institutional development strategy and to support Aswat al Iraq NGO in managing over USD1 million in grants for media development from the US Institute of Peace (USIP), UNESCO and the European Union.

- UNDP played a leading role in coordinating a UN position on a draft journalism protection law and in ensuring that KRG delegates were invited to the USIP Conference on Incitement in the Media in Istanbul in September and the Iraq Telecoms 2009 Conference in London in November.

- UNESCO's role, focuses on undertaking a revision of the Iraqi journalism curricula taught at Iraqi media and mass communication faculties and departments, updating the said curricula and developing distance learning tools framework to be included in the update curricula. In addition, UNESCO supports national dialogue and reconciliation at community level through the provision of grants aimed at developing media capacity to promote local content development and facilitate the development of management skills.

- UNESCO Iraq has strengthened its presence in the field and to the extent possible meetings are held in Iraq. UNESCO prioritizes workshops to occur within Iraq when possible. However, due to the involvement of international consultants in the journalism curricula review, related workshops activities were held in Amman, Jordan. International staff based in Amman takes part in regular missions to Iraq subject to security conditions and staff ceiling considerations. Programme staff working in Iraq operates in accordance with the rules and regulations set by UNDSS/UNAMI pertaining security conditions and security of staff.

- UNESCO established a Media Grant Programme, in which four grants have been disbursed throughout the project cycle to groups selected through a transparent process inspired to the UNESCO International Programme for the Development of Communication Guidelines. A Grant Committee has been formed and made up of sister UN Agencies participating in the project, such UNESCO, UNDP and UNAMI, and Iraqi counterparts. The committee has assessed grant proposals' significance and their objectives in accordance with the Media Grant Programme's objectives, as well as the budget breakdown. Moreover, as part of the said Grant Programme and as stated on the Letter of Agreement between UNDP and UNESCO dated on July 2010, one grant for the amount of USD 295,950 to Aswat al-Iraq has be issued to strengthen donor outreach capacity and enrich its editorial content.

- Provide details on the procurement procedures utilized and explain variances in standard procedures.

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

UNDP Iraq follows the Financial Regulation and Rules (FRR) and the Procurement Manual posted under the Programme and Operations Policies and Procedures (POPP) which provides the framework to carry out procurement processes. The following bullets serve as guiding principles within the procurement process at UNDP Iraq. These principles are:
- Best Value for Money
- Fairness, Integrity, Transparency
- Effective International Competition

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

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

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

UNESCO is required to follow strict procurement procedures that detail that at least three bids must be received and evaluated on the basis technical proficiency and relevance, capacity of delivery and financial worth accordingly.

- Provide details on the monitoring systems that are being used and how you identify and incorporate lessons learned into the ongoing project.

The project is designed to meet the requirements for monitoring, evaluation and reporting in line with the UN Development Group Iraq Trust Fund as well as by the standard policies and procedures of UNESCO and UNDP. The results framework are used as the basis for monitoring and reporting progress against outputs, stipulated indicators and their contribution towards the outcome.

Monitoring and evaluation of the consultants and grantees of the Project is specified in the term of references of the contractual agreements. Both the UNDP and UNESCO project management team ensures that all outputs stipulated in the terms of reference are delivered in accordance with the contractual agreements.

At the end of the project in 2012, UNESCO will undertake an external evaluation to (i) assess and showcase the achieved progress and results against stipulated project results on all stakeholders especially beneficiary groups; (ii) assess the efficiency of the project interventions; (iii) understand the effectiveness of project interventions in addressing the underlying problem; (iv) assess the relevance of project components in addressing the needs and issues of beneficiary groups; (v) assess management arrangements (including procurement procedures, coordination, monitoring) in place by the GoI and/ or the beneficiary communities towards the sustainability of various project-initiated services and benefits; (vi) generate lessons on good practices based on assessment from the aforementioned evaluation objectives and to provide recommendations to all stakeholders (GoI, UN, donors, civil society) on how to maximize the results from similar initiatives in comparable situations

IV. Results

A majority of outputs were completed by UNDP during 2010 with the Outcome Results reporting below reflecting work which completed the outcome and year.

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

Output 1.1: *Increased dialogue and advocacy related to A38 legislation and A19 freedoms through the establishment of a media law working group.*

> **UNDP lead**
> *Physical progress:* **100% achieved during 2010**

The draft law on the Right to Information that was drafted in 2010 was followed up through a series of interactions with civil society and the Parliamentary Legal Department in an attempt to expedite the approval of the pending legislation. This law has been submitted and presently is in line within the current backlog for review and discussion within the CoR.

Output 1.2: *Increased understanding by government and media on right to know, data protection, freedom of expression.*

> **UNDP lead**
> *Physical progress:* **100% achieved during 2009**

100% achieved by end of 2009.

Output 1.3: ***Increased dialogue and reconciliation at community level through the provision of six small grants to community based media.***

> **UNESCO lead**
> ***Physical progress: 95% achieved***
> ***Beneficiaries:*** Media practitioners, media editors, media executives, decision-makers, water engineers, civil society.

Grants awarded in the period under review and its results:

A. Iraqi Institute for Economic Reform

   Funded amount USD 26,238

The UNESCO-funded grant proposal "EITI Reporting Initiative in Iraq" aimed to conduct a baseline survey of the level of coverage and understanding of oil issue in Iraq's media and among its decision-making classes, and publish and disseminate findings among Iraqi decision-makers, media executives and civil society, with a view to targeting improved coverage in the future.

The baseline survey is composed of three parts: a content analysis; an opinion survey of relevant actors; and a structural mapping of Iraq's media, decision-makers and operator of its oil industry. The expected long-term goal of the project is to build a methodology which can be reapplied at regular intervals, in order to serve as the foundation of initiatives to improve Iraq's media coverage, and therefore public debate about oil policy. The result of the baseline survey is expected to serve for subsequent stages of training of Iraqi journalists on reporting around oil, oil revenues, and their social, political and environmental impacts.

The survey was finalized in October 2011 and published on December 2011. The said analysis is available at UNESCO Iraq's website and can be downloaded from the following link: http://www.unesco.org/new/fileadmin/MULTIMEDIA/FIELD/Iraq/pdf/Publications/Oil%20report_en.pdf.

The following main conclusions emerged from the said survey:

- The environmental paradigm is almost totally lacking from Iraqi media coverage of the oil industry;
- Two strong recurring themes emerged during the studied period (August-September 2010): first, the importance of relations with Iraq's neighbors to the energy industry, with various reports of negotiations with Kuwait, Turkey, Iran and Syria; second, fuel and electricity shortages which dogged the country throughout the summer of 2010;
- Within the political sphere, the dispute between the Baghdad government and the Kurdish regional authorities continued to take high precedence;
- Coverage of social stories were dominated by the issue of shortages;
- There was very little coverage of the Extractive Industries Transparency Initiative, which Iraq joined in February 2010, and the coverage that there was did not demonstrate any understanding of the process; and
- Environmental coverage was effectively absent.

B. Aswat al-Iraq

  Funded amount USD 295,950

The project funded through the UNESCO Media Grant Programme "Strengthening donor outreach capacity and enriching editorial content" aimed to improve Aswat's institutional capacity to identify and target potential donors and partners; improve its institutional capacity to design programs and write proposals; and enrich Aswat's editorial content with high quality photographic and audiovisual material from across the country.

The result of this grant project will provide the necessary investment into the development of free, balanced and professional media in Iraq.

Aswat has carried out the following noteworthy activities:

- Drafting a strategic business plan for 2011-2013;
- Capacity building of its reporters on basic photojournalism and Photoshop;
- Enriching its donor's database list to reach 60 contacts. The list includes potential donors from EU, US, UN agencies and local commercial sector from Iraqi businessmen;
- Hiring a part-time public relation manager, who was in charge of carrying out the preparation and implementation of a Donor Conference held in Erbil on 16th June 2011;
- Holding a Donor Conference that was attended by 12 donor organizations. From this event, Aswat came out with this result: MICT offered and conducted a thorough organizational assessment. The assessment report concluded that for Aswat to be a sustainable agency has to increase the number of subscribers. To attract more subscribers, MICT recommended developing and improving the quality and quantity of Aswat services, especially its Arabic services;
- Developing a number of grant proposal that have been submitted to various international organization in order to pursuit its institutional sustainability;
- Partnering with Mr. Paul Kingry, who is assisting Aswat in the process of project development and designing, as well as training Aswat staff on how to identify opportunities; (6) Hiring a full-time Office Manager for Aswat office in Erbil and Baghdad;
- Conducting a training workshop for Aswat management staff on project managing and M&E;
- Conducting training of trainer for Aswat editorial staff on Online Tools for Journalist. The trained staff implemented 6 similar workshops for other Aswat's staff as well as for other media outlets' staff;
- Purchasing of editing computer, and video and audio equipment for Aswat's studio in Baghdad;
- Improving Aswat's editorial content by focusing on issues that have been proven to be an attraction to new targeted audiences, like Iraqi football league news and other social-related issues, and the continuing update of political news, public's main interest;
- Conducting 8-day development workshop in partnership with MICT on the following subjects: (1) Quality: How to improve the existing domestic Arab service; (2) Foreign Service: How to develop existing domestic Arab service; (3) Structure: How to improve management and editorial structures; and (4) Marketing and sales: How to promote and sell new services to domestic and foreign clients.

Aswat al-Iraq has received 90% of the funds granted for this project. Currently, UNESCO is waiting to receive Aswat's final narrative and budget report.

C. Bustan Association for Children's Protection and Education

Funded amount USD 28,100

This grant is linked to a UNESCO initiative that began in late 2010, in which Iraqi journalists have been trained on the concept of sustainable development, particularly on reporting on environmental and water issues. UNESCO decided to launch a grant call on "Media Education for Sustainable Development" (Media ESD) as to further support the reporters who have undergone the training and to further embed the concept of Media ESD into the newsroom culture. In this regard, UNESCO called for project proposals for training media manager and practitioners in areas of sustainable development with a particular focus on water issues.

Under the awarded project proposal, a total of 26 media editors/journalists and 7 engineers from water departments in eight areas within the Disputed Internal Boundaries in northern Iraq have been trained on Sustainable Development and Media Education. Special emphases on conflict-mitigation and "peaceful" alternatives solution mechanisms to the long conflict have been given to these trainings. The implementer NGO, Bustan Association, has conducted six three-day trainings in Diyala from 23-28 December, 2011, Sulaymaniyah from 7-12 January 2012, and Ninewa from 13-18 January 2012.

Feedback received from the individuals trained was positive. Subjects discussed during training workshops ranged from the media role inside conflicted societies, conflict mitigation to water for promoting cooperation, and concept of sustainable development. Acquired knowledge of the participants was measured through workshop evaluations undertaken by participants. In general there was a noted increase in the expertise the participants held in the field of sustainable development and media education following the training. Additionally, participants were requested to rate the trainings and generally participants stated that they had gained from the experience and found it useful.

The following were the Project objectives:

- Strengthening the knowledge and skills of media editors/practitioners and water engineers in the Disputed Internal Boundaries in northern Iraq in the field of Media Education and Sustainable Development, including conflict-management.
- Increasing the knowledge of media editors/practitioners and water engineers on water resource management.
- Raising awareness among the participating media editors/practitioners and water engineer to use the information they receive to raise public awareness in the related issues including conflict-mitigation and water resource management.

30% of the grant funds have been paid. The remaining funds will be disbursed in the first quarter of 2012.

Output 1.4: *Increased exposure of media professionals to global media development through the provision of seven small grants for scholarships and study tours.*

UNDP lead
Physical progress: 95% achieved

No further activities took place under this Output in this reporting period and none are anticipated.

Output 1.5: Availability of self-regulatory monitoring mechanisms at CSOs and media institutions.

       UNESCO lead

Removed from the project during the change of scope which was approved by the ITF Steering Committee.

Output 1.6: Availability of quality media curricula at four media institutes and mass communication faculties.

       UNESCO lead
       ***Physical progress*: 95% achieved**
       Beneficiaries: Higher education institutes, MoHESR, journalism educators and students.

UNESCO worked with the leadership of Iraqi Higher Education to help update the curricula in journalism and mass communication at both Baghdad University and at colleges and universities in the Kurdish Region of northern Iraq, working with the MOHERS for Iraq and the Kurdistan Regional Government (KRG). This project involved the application of the UNESCO Model Curricula for Journalism Education to the evolving education environment in Iraq.

The UNESCO model curriculum was adapted to the situation in Iraq in a series of stages involving international journalism and curriculum consultants and faculty and ministerial officials of higher education from Iraq. The curriculum workshops were held in Amman, Jordan on 20-22 June 2010 and 26 June-1 July 2011. Participants traveled from Baghdad University, Salahaddin University, Sulaymaniyah University and the Technical Institutes of Erbil and Sulaymaniyah, to meet with curriculum and journalism consultants from the United States, South Africa and Lebanon.

During the first workshop in the summer of 2010 the participants from the Kurdistan Region and Baghdad worked together to find needs and goals common for all Iraqi journalism students. The challenges of creating a 21st Century curriculum brought the divergent groups together as they focused on acknowledging the desperate circumstances of their schools' infrastructures and the antiquated nature of their lesson plans. Representatives from Baghdad University described classrooms with no air conditioning and no reliable electricity despite stifling temperatures, while their colleagues in Kurdistan told of state-of-the-art technology provided to them by international donors even though instructors did not know how to operate the equipment and the donors provided no trainers.

By the close of the first workshop week, the Iraqi delegation worked with the consultants to differentiate courses being taught in Iraq that were no longer needed, those that needed to be updated and new courses that were appropriate to add to the students' study.

The process was further enhanced when six Iraqi journalism educators in the group from Baghdad and the Kurdistan, acting as a steering committee, traveled to Rutgers University and the University of Oregon in January 2011 on a study tour designed to augment the curricula development work being conducted in the previous summer's Amman workshops. Participants in the tour met with American journalists at the *New York Times* and several other newsgathering companies – both print and broadcast – including the local newspapers serving the Rutgers and University of Oregon communities. These site visits helped the Iraqi educators broaden their understanding of what news media companies in the current era expect to prospective employees to bring as skills sets to the workplace. Thus the meetings reinforced the need for curriculum reform.

Meetings took place at both universities with faculty members who were engaged in recent curriculum assessment and reform at both American institutions. The Iraqi visitors gained insight into the processes successfully used for such change, giving them confidence that similar evolution at their universities and technical schools in a practical goal.

When the group reconvened in Amman in June 2011, it included new academic members from Kurdistan and Baghdad, along with representatives from the Ministry of Higher Education. The workshop incorporated the findings of the study group that traveled to the United States, and it continued to develop specific changes in the context of the UNESCO Model Curricula for Journalism Education.

The goal of the workshop was to work with participants toward agreement to adopt the UNESCO model as a guide with addenda appropriate for the unique regional needs of Iraq. That goal was met with unanimous approval from all participants: journalism educators from Iraq, representatives of the Iraq Ministry of Higher Education, international consultants and UNESCO facilitators.

The result was a document agreed that the UNESCO model will help the Ministry of Higher Education enhance the journalism curriculum and help Iraqi colleges and universities keep up with developments in journalism education. The group looked to the future anticipating that their preliminary work will result in new courses of study along with systems to implement the new courses, including distance learning tools, and assess their viability.

A Proposed Curriculum Framework was produced after the conclusion of the meetings that took place in Amman in 2010 and 2011. It incorporated the resulting recommendations, including distance learning courses and tools, from the delegations of Baghdad and Kurdistan in the adaptation of the proposed UNESCO Model Curriculum for Journalism. The proposed framework has been submitted to the Central and KRG MOHERS for their approval and is currently under revision.

Output 1.7: Availability of media data setting the baseline for the media sector

UNESCO lead

Removed in the no cost time extension and change of scope approved by the ITF Steering Committee, as. IREX had already done this activity.

Output 1.8: Increased capacity of independent news agency as a model for media in Iraq towards self-sufficiency.

UNDP lead
Physical progress: **100% achieved**

The support to Aswat al Iraq concluded in the first quarter of 2011. Aswat al Iraq received four (4) key reports from a UNDP sub-contractor, Media Badger which provided in-depth market research into the users of the Agency at the National, Regional and Global levels. Additionally, the reports provided significant recommendations for increasing the effectiveness of outreach of the Agency and income generation. Aswat al Iraq therefore has a detailed business plan at its disposal in order to ensure its long-term survival. This year, 2011 thus concludes six years of financial and strategic support from UNDP

throughout various successive media projects. The result is that Aswat al Iraq is one of the foremost independent news agencies in Iraq and is likely to be the first to achieve financial self-reliance in Iraq.

Output 1.9: CMC functions within a strategic plan.

UNDP lead
Physical progress: **100% achieved**

The Commission for Media and Communication (CMC) change management assignment concluded in 2011. A variety of critical recommendations were provided, examining each part of the CMC's functionality. Recommendations were provided through eight thematic reports based on management functionalities and provided in electronic format in both Arabic and English. The main areas examined were CMC's strategic vision for telecoms and media licensing and regulations for governing media and telecoms in Iraq. Additional areas of recommendation includes; the structural/organizational challenges being faced by the CMC, the staffing situation and the relevant internal ICT choices for the organization. The Commissioners who were the counterparts provided written satisfaction to UNDP through a letter of acknowledgement for the work achieved.

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

UNDP lead
Physical progress: **100% achieved**

The support provided to the Iraq Media Network (IMN) was completed in 2011. Similar to the support provided in 1.9 above, a strategic set of recommendations were provided for Iraq's public broadcaster in terms of improving its functional efficiency. A set of detailed recommendations was provided to IMN on improving organizational effectiveness and a new draft law was drafted which is currently pending review in Parliament. A letter of gratitude has been received from the Executive Director of IMN for the support provided.

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

The Commission for Media and Communication (CMC) was the main national counterpart and good gains were made in the partnership which proved to be reasonable although the national political uncertainties and their eventual impact on the CMC proved at times to be a distraction. The Iraq Media Network (IMN) was another stakeholder and implementing partner where collaboration was fruitful although the CoR will need to follow-through on the pending draft law.

V. Future Work Plan

UNDPs component of the project is preparing for operational closure of a successful project.

During the final five months of the project, UNESCO will;
- o conclude the assessment and disbursement of grants awarded to Aswat al-Iraq and Bustan Association.
- o officially launch the journalism curriculum.
- o conduct an external evaluation.

VIII. INDICATOR BASED PERFORMANCE ASSESSMENT

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Source of Verification	Comments (if any)
Outcome 1 Independent civil society and media enabled through legal and regulatory frameworks, professional development and strengthened indicators							
Output 1.1 Increased dialogue and advocacy related to A38 legislation and A19 freedoms through the establishment of Media Law Working Group	Right to information enhanced parliamentary committee	Article 19 Iraqi media law reviews	Number of meetings; recommendations on policy and regulation	Four meetings; One draft law submitted to CoR	NA	Article 19 and UNESCO publications on Iraqi media law and regulation. UNDP reports	
Output 1.2 Increased understanding by government and media on 'right to know', data protection, FEX (KRG as a pilot)		Article 19 Iraqi media law reviews	Availability of draft RTI policy circulated to stakeholders in KRG. A seminar is held on RTI principles for KRG authorities	A three-day seminar held by working groups to develop RTI principles for KRG authorities Training of Iraq Parliamentarians on the Right to Information law completed and current law being re-drafted		Article 19 and UNESCO publications on Iraqi media law and regulation. UNDP reports	
Output 1.3 Increased dialogue and reconciliation at community level through the provision of 6 small grants to community-based media			Number of CB media initiatives developed by grantees	Four grants disbursed and implemented in the project cycle	4 grants disbursed instead of six due to time constraints	UNDP project files; UNESCO's community radio and community multi-media centre documentation	

Output 1.4 Increased exposure of media professionals to global media development through the provision of 7 small grants for scholarships, study tours	-First Webinar event ever held between Iraq & USA providing media training. -(EITI) Best international practice with Iraq oil industry with best initiative		Number of applications that successfully complete study tours/scholarships	Seven grants for scholarships, study tours in the project cycle Awarded a small grant to Iraqi Institute of Economic Reform (IIER) to monitor media coverage in Iraq of the oil industry. Awarded a grant to Aswat al Iraq´s proposal to strengthen the institutional management capacity and improve Aswat´s editorial content by improving its capacity to provide video and still images to clients. In this period, UNESCO announced the call for proposals on training journalists in the area of Sustainable Development. Seven local NGO proposals have been received and are currently being reviewed by UNESCO's Grants Committee. - Support to the webinars activity completed.	Insufficient relevant proposals	UNDP project files	
Output 1.5 Availability of self-regulatory monitoring mechanisms at CSOs and media institutions		Article 9 and BBC WST Iraqi media law reviews	Number self-regulatory mechanisms adopted	3 self-regulatory mechanisms proposed		Article 19, BBC WST and UNESCO publications on Iraqi media law and regulations	
Output 1.6 Availability of quality media curricula at 4 media institutes and mass communication facilitate			Number of media curricula reviewed / established	One pilot model university curriculum developed and adopted by Salaheddin, Suleymanieh, Basrah, Baghdad universities		Visits to media institutions/available survey data; UNESCO journalism training curriculum	
Output 1.7 Availability of media			Baseline survey completed	Comprehensive baseline data available		UNESCO/IPDC media indicators	

data setting the baseline for the media sector							
Output 1.8 Increased capacity of an independent news agency as a model for media in Iraq in Iraq towards self-sufficiency.	ASWAT is an incredible agency of increasing financial accountability		New business model for Aswat is available; reduction percentage of UNDP support to Aswat	100 percent reduction of UNDP support to Aswat All remaining financial obligations from UNDP to Aswat al-Iraq are now terminated including USD 455,875 implemented from a UNESCO allocation. Media Badger has finished and submitted support work consisting of analytical reports on Aswat's media outreach and business strategy		Project records	
Output 1.9 CMC functions within a strategic plan	CMC provided with high level change management advice		Strategic plan for CMC available and submitted	CMC strategic plan is being used Change management support ongoing for CMC and underway for the IMN.		CMC records	
Output 1.10 Identified gaps and opportunities related to Iraqi Media Network (IMN)	IMN provided with change management advice and new draft law	CPA 66 plus IMN records	All change management reports submitted and new draft law being reviewed by CoR	An assessment of PSB performance of IMN is carried out		IMN records and UNDP project reports	

Annex 3 Acronyms List Country Programme Action Plan

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

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

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

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

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