



**The Women's Peace and Humanitarian Fund
(WPHF)**

**ME Function Cover page
and Implementing Partner Prodocs**

Project Title: ME function of the Women's Peace and Humanitarian Fund – Second Round	PUNO: UN Women		
Project Contact: Name: Wafaa Al-Nuaimi Entity: UN Women Title: Programme Analyst Email: Wafaa.al-nuaimi@unwomen.org	Implementing Partner(s): -Al-Taqwa Association for Women and Child Rights in Basra. -ALWeyam Organization for Human rights Defending. -Asuda Organization for Combating Violence against Women Covering. -Bent Al-Rafadayen Organization. -Accepting Another Organization. -Sawtuha Network for Human Rights Women Defenders -Iraqi Al-Firdaws Society. -DAK, NGO for Ezidi women Development with partnership with Rainbow Organization. -Ayadi Alsalam Organization for Relief and Development -Women's Empowerment for Peace Building Org (WEPO) -Iraqi Institution for Development (IID) & ZOA International. -Iraqi Organization for Women and Future		
	Country: UN Women Country Office in Iraq		
	Total Project Cost: USD 3,070,200		
	Proposed Project Start Date: October 2019 Proposed Project End Date: October 2021 Total duration (in months): 24 months		
WPHF's Outcomes the project is contributing to: Outcomes 1: Enabling environment for the implementation of WPS commitments: This will require evidenced-based advocacy and technical support to ensure the adoption of quality, locally relevant accountability frameworks that meet emerging threats and challenges (including violent extremism), and that address attitudinal and cultural biases.			

Outcome 2: Conflict prevention: Women's meaningful participation in conflict prevention can only materialize if three conditions are in place. First, favourable attitudes of parties to the conflict & communities towards women's participation in conflict prevention must be promoted. Second, local women's organizations must have the capacity to identify and respond to threats by establishing networks, early-warning systems and mechanisms that offer opportunities for dialogue and peacefully engagement. Finally, women's conflict prevention mechanisms must be connected to national and international reporting and response systems.

Outcome 3: Humanitarian/crisis response planning, frameworks and programming which is informed by gender analysis and needs assessments: This requires both the technical tools as well as direct support to local women's organizations to engage effectively in humanitarian planning and programming.

WPHF's Outcome indicators the project will be reporting on:

Outcome 1 indicators:

Whether or not National Action Plan on WPS have indicators to monitor progress

Proportion of the total bilateral sector-allocable ODA allocated to the country that targets gender equality and women's empowerment (principal and significant)

Outcome 2 indicators:

Proportion of early warning indicators that are gender specific

Number of cases of conflicts (e.g. familial, domestic, land, social, political, etc.) referred to local women mediators.

Outcome 3 indicators:

Percentage of funding allocated to gender responsive actions

Percentage of women benefiting from the humanitarian response

Project description:

The goal of the WPHF's is to achieve peaceful and gender equal societies. Achievement of this goal will require that women are empowered to participate in, contribute to, and benefit from conflict prevention, crisis response, peacebuilding, and recovery. In Iraq, projects will contribute to the following WPHF outcome areas: Outcome (1) Creating an enabling environment for the implementation of WPS commitments, and Outcome (2) Conflict prevention.

Managing Arrangements

AA Functions

As the Administrative Agent of the fund, MPTF Office is responsible for the receipt of donor contributions and transfers funds to PUNOS on the basis of the signed Memorandum of Understanding between each PUNO and the MPTF Office.

On behalf of the Participating UN Organizations the MPTF Office as the AA of the fund will:

- Disburse funds to each of the PUNO in accordance with instructions from the Steering Committee. The AA will normally make each disbursement within three (3) to five (5) business days after having received instructions from the Fund Secretariat along with the relevant Submission forms and Project document signed by all participants concerned;
- Consolidate narrative reports and financial statements (Annual and Final), based on submissions provided to the AA by PUNOs and provide consolidated progress reports to the donors and the Fund Secretariat;
- Proceed with the operational and financial closure of the project in the MPTF Office system once the completion is notified by the PUNO (accompanied by the final narrative report, the final certified financial statement and the balance refund);
- Disburse funds to any PUNO for any costs extension that the Fund Secretariat may decide in accordance with the fund rules & regulations.

UN Women, as the Management Entity, will assume full programmatic and financial accountability for the funds disbursed by the Administrative Agent. Such funds will be administered by UN Women in accordance with its own regulations, rules, directives and procedures.

UN Women will provide the Administrative Agent and the Global Technical Secretariat with:

- a) Annual narrative progress reports, to be provided within a maximum of three months of the end of the calendar year (by 31 December 2020).
- b) A final narrative report at the end of the project's activities, to be provided within a maximum of three months of the end of the year (by 31 December 2021). The final report provides a summary of the results and achievements compared with the Fund's aims and objectives.

UN Women will also provide the AA with the following financial statements and reports prepared in accordance with the accounting and reporting procedures applicable to the concerned

- (a) Annual financial report as of 31 October 2020 with respect to the funds disbursed to it from the Fund Account no later than four (4) months (1 February 2021) after the end of the calendar year;
- (b) Certified final financial statements and final financial reports after the completion of the activities in the approved programmatic document, including the final year of the activities in the approved programmatic document to be provided no later than five (5) months (30 March 2021) after the end of the calendar year in which the financial closure of the activities in the approved programmatic document occurs

In its role as the UN Management Entity, UN Women will ensure monitoring, evaluation and audits of the project in line with its rules and regulations and with the provisions comprised in the Project Cooperation Agreement signed between UN Women and the CSO. It will also provide technical support and capacity building to the CSO to facilitate the achievement of results.

Role of partner CSO

The CSO will be responsible for quality, results oriented and timely implementation of the project. Any change in the project activities must be done in close consultation with and after approval from the Management Entity. The CSO provides UN Women quarterly narrative and financial reports, using UN Women's reporting templates. The CSO will also provide annual and final narrative reports, no later than two months after the end of the calendar year (by 30 November 2020).

The CSO will ensure full participation in the initiatives launched by the Management Entity or the Global Secretariat, linked to monitoring, evaluation, knowledge management and/or communications.

CSOs will inform UN Women of any public activity related to the project at least two weeks in advance.

Public Disclosure

The Fund Secretariat and Administrative Agent will ensure that operations of the fund are publicly disclosed on the Administrative Agent's website (<http://mptf.undp.org>).

PUNO	
Name of PUNO ¹ : UN Women Iraq	
Name of PUNO Representative: Dina Zorba	
Title: Signature	
Date & Seal	

Budget per UNDG category

¹ In the case of a CSO submitting a proposal, the PUNO is the Management Entity

UNDG Catégories	Total
6. Transfers and Grants to Counterparts	2,569,345.8
7. UNW "capacity building Project"	300,000
Sub total	2869345.8
8. Indirect Support Costs*	200,854.21
TOTAL	3,070,200

**The rate shall not exceed 7% of the total of categories 1-7. Note that PUNO/Implementing Partner -incurred direct project implementation costs should be charged to the relevant budget line, according to the PUNO/Implementing Partner s regulations, rules and procedures*



Annexes:
NGO prodocs



Women's Peace and Humanitarian Fund (WPHF)

I. Prodoc Cover Page

Project Title: Community-led social cohesion and peacebuilding in Mosul		
Project Contact: Name: Ayad M. Salih Entity: national NGO Title: Director of IID Email: ayad@iidiraqi.org Phone: 07502385348	Implementing Partner(s): 1/ Iraqi Institution for Development (IID) 2/ ZOA international	
	Country: Iraq	
	Total Project Cost: 236,884 USD	



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 AYAD MURAD SALIH



	WPHF's contribution¹: 236,884 USD
	Other contributions: -
	Proposed Project Start Date: 01-10-2019 Proposed Project End Date: 01-10-2020 Total duration (in months)²: 12
WPHF's Outcome³ the project is contributing to: Outcome 3: Women and girls affected by crisis lead, participate in and benefit from relief and response efforts.	
WPHF's Outcome indicator⁴ the project will be reporting on: Percentage of women benefiting from the humanitarian response	

PUNO(s) ⁵ and Implementing Partners	
Name of PUNO⁶ Name of PUNO Representative Title: Date & Seal	Name of CSO⁷: The Iraqi Institution for Development "IID" Name of CSO Representative: Ayad M. Salih Title: chairman of the Administrative board Signature Date & Seal 1/8, 2019

¹ The WPHF set a minimum of \$100 000 for projects, in line with UNDG's guidelines

² Maximum project duration is 3 years

³ A project can only contribute to one Outcome

⁴ The Outcome indicator is repeated from the WPHF's results framework

⁵ Please add signature block for each PUNO receiving funds under this project.

⁶ In the case of a CSO submitting a proposal, the PUNO is the Management Entity



⁷ In the case of a CSO submitting a proposal directly to the Steering Committee



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Executive Summary

In July 2017, after three years of IS control, the city of Mosul was officially recaptured. During IS control, Mosul has experienced many horrors and was heavily destroyed. Now, violence is subsiding, and normal life in Mosul is slowly picking up again. However, there are many marginalized groups within Mosul, and Mosul remains divided. Additionally, violent extremism remains to be a threat. Children, especially out-of-school children, are vulnerable for recruitment into extremist groups. IID proposes to address these issues through a community-led change towards a more cohesive environment. This is done through empowering strong individuals in the community to start initiatives that increase social cohesion within their community, while also including children through play-based activities in order to reduce their vulnerability to extremist groups. The activities this project proposes are to train 1,050 Community Builders according to the Community Builder curriculum that is currently already being implemented in three IID-led community centers in Mosul. Additionally, the Community Builders will start Community Engagement Groups, that will serve 9,450 beneficiaries. These Community Engagement Groups will be followed up on by Community Center staff. Finally, 900 children will be targeted through providing them with PVE activities in a non-formal educational setting. This puts the total number of beneficiaries that is targeted at 10,900. The project will take 12 months to execute, and the budget needed for this project is 299,814 USD. During this project, ZOA International will support IID with the monitoring, follow-up, reporting, and evaluation of the project. ZOA International has also pledged to support IID according to the agreed capacity building plan.

II. Context and Situation Analysis

In June 2014, IS took control over Iraq's second largest city; Mosul, capital of the governorate of Ninewa. On 10th of July 2017, after three years of IS control of the city of Mosul, the Iraqi Prime Minister officially announced the recapture of Mosul.⁸ Iraqi State Forces (ISF), together with a coalition of forces led by the United States, gained control of the city after a 9-month highly destructive offensive. Now that violence is subsiding, and families are returning home, Iraq is slowly heading towards recovery and reconstruction. However, the history of conflict has had a significantly adverse impact on access to basic social services creating unparalleled and complex needs. The Iraq Humanitarian Response Plan for 2019⁹ acknowledges that Mosul is in transition. Normal life is slowly but surely resuming after the traumatic years under IS. In 2019, the crisis in Mosul will continue to shift from immediate relief to recovery programming, a transition which started during 2018. Mosul district is one of the prioritized districts in HRP 2019 for NGOs to work in and the overall severity of needs is labeled as high. Nearly half of the 2.1 million people in need in Ninewa governorate are female (women and girls)¹⁰, and they are believed to be the most

⁸ <http://www.bbc.com/news/world-middle-east-40549333>

⁹ Iraq Humanitarian Response Plan 2019,
https://reliefweb.int/sites/reliefweb.int/files/resources/iraq_2019_hrp_15_01_2019final_english.pdf

¹⁰ Humanitarian Needs Overview Iraq 2019



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impacted by the crisis in Iraq, as many of their fathers and husbands have died during the crisis and because their economic and social situation within Mosul's society already was weak.

One of the areas that was affected the most by the conflict is Ninewa governorate. Though many people are returning, the city is being rebuilt, and markets start functioning like they used to, social life in Ninewa, especially in Mosul, is not what it was before. Mosul's residents¹¹ indicate to experience various levels of distrust and inequality in their social fabric, which are inter-related and exacerbated by the recent IS crisis, but existed already before to some level.

Having witnessed death and destruction, children of Mosul have lost their childhood. Women and children have been traumatized. Among the most enduring needs in the governorates most impacted by IS, including Ninewa, are education and social protection, indicating the high need for peacebuilding and social cohesion related projects.

In Mosul, there is a widespread marginalization of different groups. There are many different factors contributing to this marginalization. Four divisions contributing to the marginalization of individuals are identified based on current projects in Mosul in which IID and ZOA cooperate, focus groups with staff and beneficiaries, informant interviews and desk research. First, there are differences between individuals belonging to the ethno-religious majority (Sunni Arabs) and those of (ethnic and religious) minority groups. A second division between Mosul's residents, standing in the way of true social cohesion, is between those who remained and lived under IS, and those who fled and came back after the retaking of the city. Another division in marginalization is those who are in possession of legal documentation and those that lost their documents. Fourth, there is a large difference between East and West Mosul. East Mosul was retaken first and is therefore further in its rehabilitation. East Mosul is also said to have profited from the exploitation of the people from West Mosul. Historically, West Mosul was already less developed and poorer than East Mosul. This was worsened by the conflict, as West Mosul is heavily damaged and destroyed. Through this project, IID aims to address especially the first, second and fourth division.


Even though Mosul and Iraq are slowly recovering from the period of IS control, there are still threats of violent extremism present in Iraq. To date, the challenges presented by violent extremism in Iraq are evaluated and addressed primarily through military and security lenses. However, the Iraqi authorities are increasingly aware that this approach is insufficient to protect its population from terrorism and sectarian violence in the longer term. To be sustainable, efforts to address violent extremism must be considered within a holistic framework, where underlying conditions, that breed violent extremism and drive youth in particular to join violent extremist groups, are tackled. More specifically, education policies can ensure that places of learning do not become a breeding ground for violent extremism.

Gender analysis

Although Iraq saw improvement in women's status and access to education, employment, and health care between 1960 and 1980, the multiple wars Iraq has suffered since then have had a severe negative impact on their position and their security. Especially women under the rule of IS from 2014 to 2017 suffered from grave restrictions and direct and indirect violence.¹² In 2013,

¹¹ FGD, Social Cohesion Mosul, Iraqi Institute for Development staff (13 participants), 7th of March 2019

¹² http://news.bbc.co.uk/2/hi/middle_east/4260420.stm



أحمد محمد
7/3/2019



even before IS rule, 28.2% of women over 12 years old were illiterate, which was over double the male rate at 13%. Similar comparisons can also be seen in the out of school rates for children in primary education. 11.4% of girls of primary school age were out of school, which is over double the percentage of boys that age (5.4%).¹³ Girls themselves often do not have a choice in the matter of their enrolment. They are often subject to family and social norms, which in turn is heavily influenced by financial situations.¹⁰

It should not be disregarded that men, and especially adolescent men, are under a lot of pressure too. Men are often tempted to join armed groups because they have lacked purpose and income in their life for some time. There is a societal and traditional pressure for men to live up to their expected role as main household provider, however, many men were not able to do so during IS rule unless they joined armed groups. This is the reason for many men to close their businesses. It is also expected that due to cultural norms, much violence against men is underreported, and their health-seeking behavior is limited. This is expected to have severe effects on their mental health.¹⁰

This project aims to address the topic of gender equality through peacebuilding activities, where both men and women will be involved in, and through Preventing Violent Extremism related activities, where both boys and girls will participate in. Considering the aforementioned societal divides and situation of women, IID acknowledges that women can play an important and vital role in addressing these issues and challenges through peacebuilding related activities. Men, however, should not be excluded as peacebuilding is a matter which concerns the whole society and a peaceful society can be achieved through creating mutual understanding and respect. Additionally, in order to create an inclusive environment for women, men should be involved to create a culture in which both men and women feel responsible for gender equality.

III. Rationale for WPHF's support

Currently several humanitarian organizations are active in Mosul. IID is part of different coordinating bodies such as clusters and networks for local NGOs. The networks are used for the coordination of activities in Mosul and sharing of challenges and best practices. These networks provide an overview of activities from all participating organizations in the area.¹⁴ Additionally, through the networks, IID makes sure that there is no overlap in activities, and aid is delivered in the most effective manner where the people with the most need are being served.

One way this project complements other projects that are executed in the area is through the PSS referrals. The project staff of the Community Centers is in contact with IOM and IMC and has in the past, and will continue to do referrals of people in need of more specialized PSS.

The proposed project will also be complimentary to the PVE project that IID is executing in cooperation with UNESCO and ZOA. During this project local teachers will be trained on how to

¹³ United Nations Iraq. Women in Iraq Factsheet, March 2013

¹⁴ An example of an overview of projects executed under the child protection working group in Ninewa can be found in the following link:

https://docs.google.com/spreadsheets/d/1uIVIBHL5fIJ8l_6x_6mvxcM3W0fgl2vN2p7dj5le5w8/edit#gid=1198938143





include PVE elements in their teaching. The materials designed in this project are available for use in the proposed project as well.

IID's experience


IID was founded in 2003 by a group consisting of approximately 80 young people (male and female). These young people, coming from different backgrounds, sects and religions in Ninewa Governorate came together in Mosul, where the organization was founded. From 2003 to 2014, IID spared no effort to raise awareness in the society, especially among young people, about the importance of democracy and the importance of participating in community activities and programs. After IS arrived in Mosul, IID moved to Erbil to continue operations from there. Over the years IID expanded to other areas in Iraq, opening offices in Kirkuk, Diyala and Baghdad. During and after IS, programming focused on protection, psychosocial support, legal support and food and non-food assistance.

IID's long term presence in Mosul has resulted in well-established relationships with government agencies, especially Ninewa Governorate. Over the years, IID has gained strong advocacy skills and is able to directly communicate with all relevant stakeholders involved in humanitarian projects.

After determining the major problems and needs of women in Mosul as well as their economic, psychological, legal and political situation, IID established a women's team with 50 members called "Qadirat." This team creates initiatives for the participation of women in the process of peacemaking and enables them to obtain their rights. Equality and justice for women is one of the core concepts IID beliefs in. Since November 2018, IID implemented a project called "Enhancing Communication between the Security Forces and Society" in Ninewa and Salah Al-Din. The aim of the project is to increase cooperation among the security forces, tribes, NGOs and volunteer youth teams. The overall goal is to expel terrorist thoughts and to prevent violent extremism. Also, IID implemented a project called 'Qadirt programme,' an initiative to create a women's movement in Mosul, which is capable of creating initiatives that enhance the status of women in Ninewa Governorate.

During the retaking of Mosul, IID and INGO ZOA International were the first humanitarian actors in the city to provide protection services (March 2017). Under the name of 'Safe Spaces', Community Centers initially primarily targeted women and children. The locations in 2017 were in Gogjali, Al Jazzair and Beysan in East Mosul. In 2018 three more locations were opened in Al Rifae, Zinjille and Al Akidad in West Mosul. Currently IID and ZOA run Community Centers in Somer, Al Akidad and Bab Al-Beedh (Old city). Activities in Community Centers focus on women and children (and recently also men) who had been traumatized during the IS period, providing them with psychosocial support sessions. The activities in the centers also include catch-up education for children, train women on life skills, provide legal support and train Community Builders. The centers are focused on different population groups and people of different backgrounds come together in the centers. IID witnesses populations groups coming together at activities and festivities organized from the centers. The centers are well-established and well-known among the communities they are located in.

IID's long term presence in Mosul, its strong relationships with local authorities and communities and its history of implementing women and child focused projects make IID a competitive



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applicant to this call. The proposed activities as described in this call complement IID's current activities in Mosul, especially the work that currently is going on in Community Centers and the training of teachers on PVE.

Problem statement & solutions

This project aims to contribute towards achieving outcome 3: Women and girls affected by crisis lead, participate in and benefit from relief and response efforts. IID does this from its experience in Mosul, taking the extremely difficult years under IS for Mosul's residents, the identified divisions in society and the risks in society related to the recruitment into extremist groups from early age into account as the background of this project.

IID intends to address and solve the identified societal divides by creating cohesion from within the community. Community members will be trained and empowered to become 'Community Builders' and to establish *Community Engagement Groups (CEGs)*. Recently, IID started doing this in the Community Centers. This proposed project will continue implementing this activity while building on lessons learned.

IID aims to involve women as a crucial part of this project. Women have a changing role in society, including Mosul's society where as a result of the conflict many households are female headed. To build on the changing status of these and all other women in Mosul, IID aims to empower women to play a bigger role in society and to become peacemakers who bring people together. In turn, the women being trained can strengthen other women as well as men and children in their neighborhoods. This approach ensures community-led change, rather than change imposed on the community by organizations outside of the communities such as NGOs. The goal is to bring about change from within and by the community that is long-lasting. Additionally, IID's long term presence in Mosul and the well-established Community Centers in three neighborhoods give IID the advantage that Community Center staff know the neighborhoods and its residents very well. It is known who the strong women in the community are. They can be approached to become part of this project.

Children are susceptible to being recruited into joining a terrorist group. Especially the many children begging on the streets as well as other out-of-school children are targeted by terrorist groups. Therefore, preventing terrorist groups from recruiting vulnerable children is of high importance. Children, from young age, who are enrolled in education have a lower chance of being recruited. As part of this proposed project, lessons on PVE will be part of the educational programs in the centers, with the aim of children no longer being recruited by terrorist groups.

IV. Results and Resources Framework

The outcome that the proposed project is working towards achieving is outcome 3; **Women and girls affected by crisis lead, participate in and benefit from relief and response efforts.**

We propose the following three activities that will contribute to this outcome; train 1,050 Community Builders, follow up on 9,450 community members participating in Community Engagement Groups, and provide 900 children with PVE activities in a non-formal educational setting.



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Output 1.1 – 1,050 Community Builders are trained

Under this output 1,050 beneficiaries will be trained according to the Community Builder curriculum that was developed by our partner, ZOA. This curriculum is a one-week curriculum consisting of six sessions. The aim of the training is to empower people in the community to start their own initiative to bring their community together, in the so-called Community Engagement Groups that will be further explained under output 1.2. The Community Builder training will be done through varying topics to make participants aware of their surroundings, their own position in their community, and the potential impact they could have in their community. An overview of the curriculum can be found in annex C. At the end of the training, each participant will receive a Community Kit. These kits contain the printed curriculum, and other materials to help them start up their CEG.

Potential participants will be chosen after a short interview to establish their motivation to join the training. The target population is men, women, and youth (14-18 years old). The aim is to have at least 75% women participating in the trainings. The trainers will put together a training group that consists of a mix of people from different backgrounds to be able to contribute to the increased understanding and cohesion between the different population groups that exist within Mosul.

The trainings will take place in the three Community Centers in Mosul. Each Community Center will have three staff members dedicated to training the Community Builders. They are able to train 35 Community Builders per month for a duration of ten months. This leaves the total beneficiary count for this activity at 1,050 beneficiaries. Beneficiaries will be trained the first week of the month, which leaves space in the rest of the month to the follow-up under output 1.2.

This output will be measured with the following output indicator; number of Community Builders trained by the end of the project disaggregated by gender, geography, and age. The indicator will be measured through training attendance sheets, and training completion certificates.

Output 1.2 – 9,450 community members are participating in CEGs that are followed up on

Under this output, 9,450 community members will be participating in the CEGs that are created by the Community Builders under output 1.1. These CEGs can be all kinds of different initiatives ranging from, but not limited to, book clubs, art club, discussion clubs. On average, the CEGs are expected to have around 9 members in addition to the Community Builder that set the CEG up. The Community Builders themselves will recruit and select members of the CEGs. During their training they are stimulated to look beyond the usual people they surround themselves with in order to learn from people with different backgrounds and to create a diverse group of people.

The CEGs will be followed up on for a duration of 3 months. The three staff members per Community Center that are responsible for training the Community Builders are also responsible for the follow-up with the CEGs. The follow-up will include a visit to the CEG, phone calls with the Community Builders, Community Builders can also request a meeting with the follow-up staff if necessary. During the follow-up activities, staff will support the Community Builders in how to get their CEGs running, and will answer any questions that come up regarding their CEGs. The staff is also able to provide referrals to specialized psycho-social support if necessary. To aid the follow-up and to motivate the Community Builders, a private Facebook group will be set up for



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Community Builders to be able to share their progress and achievements with other Community Builders.

The first week of the month the staff members will train the Community Builders, the rest of the month they will spend on following-up with the CEGs. This means that when the project is running at full capacity, each staff member will have 35 CEGs each per month to follow up on.

The output indicator that will be reported on is the "number of community members who are engaged in CEGs by the end of the project, disaggregated by gender, geography and age group." The indicator will be measured through the follow-up documentation forms of the Community Center staff.

Output 1.3 – 900 children are provided with PVE activities in a non-formal educational setting

Under this output, 900 children will be included in non-formal education in the Community Centers. During this non-formal education, they will be provided with activities from the PVE curriculum that was created by ICPVE in cooperation with IID and ZOA in a previous project. The PVE activities are play-based activities that encourage the development of personal and social skills, such as self-esteem, gender equality, conflict resolution, critical thinking, team work, active listening, tolerance, open-mindedness, and responsible citizenship.

Each center will have one staff member that is responsible for implementing this activity. This staff member can serve one class of 30 children per month, for a duration of ten months. During the project, each center can provide this activity for 300 children, which means 900 children can be served in total under this activity.

The children can sign up for this activity in the Community Center prior to the start. This approach has been tried and tested, and has worked in previous projects. The Community Centers are well known within the communities, so it is not hard to get the word out about this activity. Based on which children sign up, the staff member responsible for this activity will create a schedule and inform the children when they are able to attend the activity. The staff member will make sure that the groups are divided according to age, it is expected to have two major age groups; one group of children until 10 years old, and one group of children from 10 years old. However, the age groups are kept flexible to be able to accommodate for children who have missed some part of their education due to the conflict, and are behind on their cognitive development.

This output will be measured with the following output indicator; number of children who have been provided with PVE activities by the end of the project, disaggregated by gender, geography, and age. This indicator will be measured through attendance sheets that are kept by the staff member responsible for this activity.

V. Partnerships

During this project, IID will work closely together with ZOA. ZOA is an international NGO that has extensive experience in implementing humanitarian projects. ZOA and IID have been working together since 2016, and they have been cooperating with IID on the Community Centers ever since. IID brings contextual knowledge and resources, where ZOA adds professionalism to the implementation. During this project, ZOA will take the lead on all monitoring activities.





Additionally, ZOA will take the lead on reporting during the first half of the project. In the second half of the project, IID will take over the reporting while ZOA will continue to ensure the quality of the reporting through reviewing and giving feedback. ZOA updates the partnership assessment of IID on yearly basis. Linked to this assessment is the capacity building plan, with targets. ZOA will continue the capacity building plan for IID during this project duration, to support further growth. This plan can also be shared with the donor and updated in reporting.

VI. Monitoring, reporting and management Arrangements

Management arrangements


As described above, this project will be implemented by IID. ZOA will have a role in reporting, monitoring and capacity building. In the Community Centers there are 12 staff members who are responsible for executing project activities, four per Community Center. These staff members are currently working in the Community Centers and have a strong knowledge of the activities within the centers and a strong bond with the community they serve. These staff members report to the IID project coordinator.

Monitoring and Evaluation

ZOA will be responsible for monitoring, follow-up, quality control, and evaluation in this project. During the first half of the project, ZOA will also take responsibility for the reporting. During this time, IID will gradually take over the reporting. The aim is for IID to be fully responsible for the reporting after six months. ZOA will continue to provide feedback on the reporting, and build IID's capacity in this. ZOA has a Program Quality Team in place consisting of a Manager of Program Quality, two Junior Managers of Program Quality and a MEAL officer. The program quality team will ensure that targets are met, as well as the quality of the project. A results framework is attached as Annex A. During this project the following outputs will be monitored and reported on:

- 1,050 Community Builders are trained
- 9,450 community members are participating in CEGs that are followed up on
- 900 children are provided with PVE activities in a non-formal educational setting

ZOA's Program Quality Team will provide forms for follow-up documentation to be used by Community Center staff. Continuous monitoring will take place throughout the project by Community Center staff in order to identify potential weaknesses and problems, so an adequate response can be found in a timely manner. At the end of the project, ZOA will conduct an evaluation to assess the effectiveness of the program and to look at options to continue the program and to raise additional funds if continuation is desired.



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Annex B - Budget per category

UNDG Categories	Amount (US\$)
1. Staff and other personnel costs	\$ 183,300
2. Supplies, Commodities and Materials	\$ 33,920
3. Equipment, Vehicles and Furniture, including Depreciation	
4. Contractual Services	
5. Travel	\$ 9,600
6.	
7. General Operating Expenses and Other Direct Costs	
Sub-total	
8. Indirect Support Costs * (5%)	\$ 10,064
TOTAL	\$ 236,884

Risk analysis

Risk	Mitigation plan
Governmental decision to block NGOs out of Ninewa	Adhering to all rules and permissions for NGOs operating in Iraq
Community members are not interested to part-take in a time-consuming training, poor acceptance	Clear communication on role that Community Builders (will) have on the future of Mosul, active recruitment if needed
Community Engagement Groups discontinue	Review of proposed plans for each group, monitoring and follow-up
Security situation deteriorates	Have safety and security protocols in place

VIII. Sustainability

During the project, continuous monitoring will take place by Community Center staff and ZOA's Program Quality Team. The Community Builders program aims at creating community leaders that are independent and host CEGs that last by giving them both material support and mentoring for the start up. The Community Builders are asked to work out their own idea, which will help in creating groups that are relevant for their community, this will in turn contribute to their sustainability. Private Facebook groups will be used during the project for follow-up and to motivate the Community Builders. Their ideas, activities, progress and achievements will be shared in the Facebook groups. These groups will remain after the project, so Community Builders can continue to share their activities.

Providing children with PVE activities at a young age will not only aid in the prevention of being recruited into extremist groups, it will also develop their critical thinking, self-esteem, conflict resolution, tolerance, and active listening skills, which are skills they benefit from their entire life.



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