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**Participating UN Organisation:**

UNESCO and UNDP

**Cluster:**

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**Programme/Project Manager:**

**Name:** Mohamed Djelid  
**Address:** UNESCO Iraq Office  
**Telephone:** 0777 941941  
**E-mail:** [m.djelid@unesco.org.jo](mailto:m.djelid@unesco.org.jo)

**Name:** Paolo Lembo  
**Address:** UNDP Iraq Office  
**Telephone:** 06 5308396  
**E-mail:** [paolo.lembo@undp.org](mailto:paolo.lembo@undp.org)

**Cluster Task Manager:**

**Name:**  
**Address:**  
**Telephone:**  
**E-mail:**

**Programme/Project Title:**

Reconstruction and Restoration of Al Askari Shrine and other Damaged Religious Sites and Recovery of priority Social Services and Infrastructure in Samarra City (RRSSS), Phase I.

**Programme/Project Number:**

**Programme/Project Location:**

Primarily in Salah El Din Governorate, Samarra City with other sites throughout Iraq.

**Programme/Project Description:**

To restore Al Askari Shrine in Samarra and other religious monuments damaged by, or in the aftermath of the 22 February 2006 bombing, and to build stability in Samarra through the rehabilitation of priority social services and basic infrastructure employing inclusive and participatory methods that build consensus and tolerance.

**Programme/Project Costs:**

**UNDG ETF:** USD 8,000,000  
**Govt.**  
**Input:**  
**Other:**  
**Total:**



UNITED NATIONS DEVELOPMENT GROUP  
IRAQ TRUST FUND

PROJECT DOCUMENT COVER SHEET

**Govt of Iraq Line Ministry Responsible:**

Ministry of Planning & Development  
Cooperation

**Programme/Project Duration:**

1 September 2006 – 28 February 2008

**Review & Approval Dates:**

**Cluster Review Date:**

**Cluster Manager Group Review Date:**

**Steering Committee Approval Date:**

**ISRB Approval Date:**

UN Agencies:

*Signature*

*Date*

*Name/Title*

UNESCO

*[Signature]*

*16/07/06*

Mohamed Djelid - DIR

UNDP

*[Signature]*

*16/07/06*

Paolo Lembo, Director

Chairman UNDG ITF

SC:

Jean-Marie-Fakhouri, DSRSRG

**Development Goal and Key Immediate Objectives:**

To build tolerance and stability and reduce tensions in Iraq by restoring damaged religious sites through the country, most notably the Samarra Al-Askari Shrine whose bombing on 22 Feb 2006 provoked inter-sectarian violence resulting in damage of numerous religious buildings and sites, and by engaging the leadership of both religious sects to work together to identify and restore basic public services and essential infrastructure through implementation of projects that provide employment opportunities to the various sects and thus contribute towards poverty alleviation in Samarra.

**Key Immediate Objectives:**

1. To reconstruct and restore the Samarra religious shrine and other damaged religious sites in Iraq.
2. To build upon the initial cooperative efforts made by the leadership of different sects from Samarra, a framework for tolerance, stability and recovery of the Samarra area.
3. To lay the ground for a nationwide peace and consensus building initiative evolving from Samarra city.
4. To provide employment opportunities for Samarra's youth, archaeological students and professionals, engineers, construction specialists and workers.
5. To restore basic public services and essential infrastructure in Samarra.



**UNITED NATIONS DEVELOPMENT GROUP  
IRAQ TRUST FUND  
PROJECT DOCUMENT COVER SHEET**

**Outputs and Key Activities:**

***Output 1: Immediate Priority Intervention with the Samarra Shrine to safeguard artifacts, assess , reconstruct and restore the damaged religious site (UNESCO);***

Activities:

1. Establishment of the Project Steering Committee comprising DSRSG, MOPDC, Shiite and Sunni Waqfs, UNESCO and UNDP;
2. Arrange and deliver a training of trainers (t.o.t) programme for counterparts to improve their technical capacity for performing all required assessment work and construction activities. Subsequently, MOPDC, MOC, and SBAH Staff and local community members with relevant background will be trained on assessment techniques and methodologies according to their actual training needs. (This knowledge will also be beneficial for foreseen downstream assessment and remedial work for other sites);
3. Under the guidance of UNESCO restoration experts, with support from trained personnel, employ Samarra youth, skilled professionals and workers to reclaim, preserve, catalogue and safeguard artefacts and relics while rubble is removed;
4. Undertake initial assessment of vulnerable artefacts, decorative and structural items, install protective coverings;
5. Procure required equipment (i.e. total station, cameras, measuring tools, photogrammetry equipment, optical microscopes, diffractometer, spectrometer, endoscopes...etc.) for the physical assessment of the Samarra shrine and other religious buildings and sites;
6. Perform all laboratory experiments to fully define all remains' characteristics and hence define such for the new construction materials;
7. Undertake comprehensive site assessment, perform all required structural stability studies and analyses for assessing such and define and implement immediately required interventions;
8. Undertake necessary shoring and shuttering works to comfort the structure of the building and to prevent further deteriorations;
9. Perform networks analyses and studies to assess all water supply, wastewater, electrical power supply facilities and define the nature of required interventions;
10. Preparation of detailed construction drawings, specifications, bills of quantities, scope of works, etc;
11. Prepare TOR for required technicians and specialists;
12. Finalize implementation action plan;
13. Prepare budget estimates for restoring and rehabilitation of Samara Shrine

***An evaluation committee comprising UNESCO experts and SBAH specialists will supervise and evaluate the works.***



UNITED NATIONS DEVELOPMENT GROUP  
IRAQ TRUST FUND  
PROJECT DOCUMENT COVER SHEET

***Output 2: Rehabilitation of damaged other religious sites (UNDP)***

Activities:

1. Identify, through endorsement the established steering committee, priority sites to be considered for rehabilitation;
2. Undertake comprehensive site assessment, perform all required structural stability studies and analyses for assessing such and define the nature of required interventions;
3. Perform networks analyses and studies to assess all water supply, wastewater, electrical power supply facilities and define the nature of required interventions as deemed applicable;
4. Preparation of detailed construction drawings, specifications, bills of quantities, scope of works, etc;
5. Reconstruction and restoration activities, relying on local implementing partners wherever possible;
6. Prepare budget estimates for rehabilitating other priority religious sites and buildings.
7. UNDP and UNESCO Directors and Project Managers will evaluate the works done and decide for the next action plan for the other religious sites to be rehabilitated during the Phase II

***Output 3: Poverty alleviation through creation of short and long-term employment opportunities to Samarra community including men, women and youth engaged in restoration of basic public services and essential infrastructure (UNDP);***

Activities:

1. Identify with leaderships of both sectarian communities and Waqfs, a recovery agenda of priority activities that will provide tangible and highly visible benefits through the restoration of public services and essential infrastructure aimed at benefiting both major communities, as elaborated in the recovery agenda. It is expected that such will include as many as possible of the following project categories and other small scale projects keyed to supporting the local community, some of which will be implemented through the community labour intensive modality:
  - Construction of community markets that will create short and long-term employment opportunities for all community sects with particular emphasis on the poor and vulnerable and particularly women.
  - Rehabilitation of schools
  - Provision of playgrounds and parks
  - Rehabilitation of hospitals
  - Emergency recovery of electrical power supply infrastructure

Emergency recovery of water supply and sanitation infrastructure



**UNITED NATIONS DEVELOPMENT GROUP  
IRAQ TRUST FUND  
PROJECT DOCUMENT COVER SHEET**

***Output 4: Promotion of community ownership***

Activities:

1. Community awareness campaign in local media (UNESCO);
2. Implementation of some project activities through the labour intensive implementation modality and through employment of local community members (UNESCO and UNDP);
3. Dedicated engagement of community members and entities in all projects activities and implementation (UNESCO and UNDP);

***Output 5: Contribute towards reconciliation, restoration of stability and security, and consensus and peace building***

Activities:

1. Establishment of Project Steering Committee made up of Shiite and Sunni Waqfs and other leaderships of both sects, relevant government authorities, among other parties as stated here above, will promote the intercultural dialogue and lay the ground for an area specific and nationwide peace building and reconciliation process (broad context) (UNESCO and UNDP);
2. Development of media material illustrating the situation before and after the attacks on the Samarra Shrine and other religious sites and buildings as part of an integrated campaign targeting reconciliation and peace building (UNESCO);
3. Support to the already launched UNAMI peace building initiative in direct collaboration with UNAMI and all involved local authorities (UNESCO);
4. Finalizing assessments pertinent to the Samarra Shrine reconstruction, several other religious sites and buildings and other essentially required infrastructure and community targeted projects benefiting all community sectors equally (UNESCO and UNDP);
5. Identification of priority community based projects with Samarra leadership and implementation; (UNDP);
6. Building consensus leading to increased tolerance in community sectors through joint participation in all projects activities (micro context) (UNESCO and UNDP).

**Successes and lessons learned of the programme will be studied and utilized for downstream replication elsewhere for a nationwide peace building initiative.**



**UNITED NATIONS DEVELOPMENT GROUP  
IRAQ TRUST FUND  
PROJECT DOCUMENT COVER SHEET**

**CONTENTS**

<b>1 Programme/Project Justification.....</b>	<b>8</b>
1.1 Background.....	8
1.1.1 The background to the programme/project, and the approach adopted.....	8
1.1.2 What experience does the organisation have in working on this issue in Iraq or countries in similar circumstances? .....	11
1.2 Programme/Project Approach .....	13
1.2.1 What problem(s) does the programme/project address? What specific assessments have been made and by whom?.....	13
1.2.2 How do the proposed outputs and activities help solve these problems? How does the programme/project fit in with the UN Strategy for Assistance to Iraq? What would happen without the programme/project? .....	14
1.2.3 What are the essential features of the programme/project's operating environment including the problems and opportunities provided by evolving social, political, institutional and economic context in Iraq? .....	14
1.2.4 Were any alternative approaches considered to the ones proposed? If so why were they rejected?.....	15
1.2.5 What are the expected benefits? .....	15
1.2.6 Who are the main beneficiaries, and how will they benefit? Are there other stakeholders who may gain or lose as a result of the programme/project? How will stakeholder participation be handled?.....	16
1.2.7 Are the needs of particularly vulnerable or marginalised groups addressed? How? .....	16
1.2.8 Will the beneficiaries of the programme/project participate in its development and delivery? How?.....	17
1.2.9 Will men and women benefit from the programme/project? How will any gender inequalities be handled?.....	17
1.2.10 Have environmental concerns been addressed including environmental impact/risk assessment where relevant?.....	18
1.2.11 To what degree does this project generate direct and/or indirect employment creation?.....	18
1.2.12 Has a right-based approach been applied to this project? Please explain how? .....	19
1.2.13 Are there specific issues in relation to the security situation? How will they be handled? .....	19
1.2.14 How does the programme/project relate to existing ministerial structures and how will it contribute to capacity building in ministries? .....	20
1.2.15 What lessons have been learnt from previous experience in this area or type of programme/project?.....	21



**UNITED NATIONS DEVELOPMENT GROUP**  
**IRAQ TRUST FUND**  
**PROJECT DOCUMENT COVER SHEET**

<b>2</b>	<b>Management arrangements.....</b>	<b>22</b>
2.1	<i>Programme/project implementation and supervision arrangements; indicate in-country and region based capacity of organisation including length of presence and staff; indicate names, track record and expertise of any implementing partners.....</i>	<i>22</i>
2.2	<i>Specific delivery mechanism chosen reflecting security conditions and in particular detailing proposed use of international staff in Iraq both from private contractors and NGOs.....</i>	<i>24</i>
2.3	<i>Indicate line ministry counterpart and extent of cooperation.....</i>	<i>25</i>
2.4	<i>Indicate intra cluster cooperation and what goods/services other agencies are supplying or intend to supply including proposed utilisation of common services.....</i>	<i>25</i>
2.5	<i>Indicate the overall timeframe for the programme/project, work plan, and timetable for specific activities (please provide project work plan as annex).....</i>	<i>25</i>
2.6	<i>Reliability of the costing of programme/project inputs and comparability with other UN organisations; arrangements for procuring and transporting programme/project inputs, to ensure local appropriateness and acceptability, as well as security and value-for-money under the circumstances.....</i>	<i>26</i>
2.7	<i>Systems for programme/project monitoring (including financial tracking and accounting audit), quality control (including lesson learning, and corrections), and impact assessment; methods for data collection and monitoring.....</i>	<i>26</i>
<b>3</b>	<b>Analysis of risks and assumptions .....</b>	<b>27</b>
3.1	<i>Refer to relevant aspects of most recent UNSECOORD assessment on security environment and measures taken by the Participating UN Organisation to protect personnel and assets.....</i>	<i>27</i>
3.2	<i>Assess other main potential causes of failure, their likelihood of occurrence, and the seriousness of consequences that would be suffered;.....</i>	<i>27</i>
3.3	<i>Options considered and the steps taken in programme/project design and implementation to address, and minimise or mitigate the potential risks;.....</i>	<i>28</i>
3.4	<i>Any undertakings or agreements made with partners which impact on programme/project implementation; how observance of undertakings will be monitored; the implications of non-compliance.....</i>	<i>28</i>



UNITED NATIONS DEVELOPMENT GROUP  
IRAQ TRUST FUND  
PROJECT DOCUMENT COVER SHEET

1 PROGRAMME/PROJECT JUSTIFICATION

1.1 Background

*1.1.1 The background to the programme/project, and the approach adopted*

On Wednesday, 22 February 2006, unidentified assailants bombed the shrine of two of the holiest Shia'a Imams, located in the ancient city of Samarra, 125 kilometers north of Baghdad. The incident sparked a wave of anger among Iraqi Shia'a. Throughout the country and in the capital Baghdad, over 100 Sunni Mosques were damaged. Key religious and political leaders on both sides have been willing and able to de-escalate the crises. Sunni and Shia'a religious leaders met on Saturday, 25 February 2006, and condemned attacks on each others Mosques. Other influential groups have also publicly called for peace among Iraqi's.

The UN reacted promptly on the day of the bombing. UN Secretary General Special Representative in Iraq announced on 22 February 2006 that he would invite a wide range of Iraqi leaders to a meeting in an effort to curb communal strife. The Government of Iraq, political, religious, and civic leaders would be invited to seek to "adopt a common policy and take concrete and immediate measures to foster a spirit of fraternity and mutual respect for peaceful alternatives to the violence racking the country".

In a public statement on 23 February 2006, UNESCO's Director General, reiterated the readiness of the organization to assist the Government of Iraq in taking appropriate measures to protect and conserve the spiritual and cultural heritage of such important sites, like Samarra, which is on the list of World Heritage nominations, and which became during the last two years a target for the battlefield. Furthermore, UNDP Iraq Director committed UNDP to support and complement UNESCO in all programme activities through implementation of the Samarra Shrine and other damaged religious sites reconstruction together with launching an integrated area based recovery programme keyed to reconstruction and restoration of priority community identified public services and infrastructure. The overall programme would contribute towards achievement of the global restoration of security, reconciliation, peace building, and consensus building thus stabilizing the deteriorated situation countrywide. The programme will be delivered under the UNESCO banner, utilizing UNESCO's technical expertise in historical site restoration, with UNDP engaging its resources to execute construction elements and community based project delivery.

In cooperation with UNAMI Amman and Baghdad as well as with UNESCO and UNDP Headquarters, UNESCO and UNDP Iraq Directors conceptualized the UN contributions in assisting the Government of Iraq's public commitment to rebuild damaged religious sites during and in the aftermath of the bombings, as well as contribute towards a more global prospective of stabilizing the countrywide





**UNITED NATIONS DEVELOPMENT GROUP  
IRAQ TRUST FUND  
PROJECT DOCUMENT COVER SHEET**

deteriorated situation. The initiative aims at promoting an intercultural dialogue for reconciliation and the restoration and reconstruction of the Samarra shrine together with the damaged Shia'a and Sunni mosques, as well as Christian churches.

On 24 February 2006, UNESCO Iraq and UNAMI published the initiative to establish a special fund, sponsored by the international community, to reconstruct mosques and churches, including the shrines of Imams Ali Al Hadi and Al Hassan Al Askari. As early as Tuesday 28 February 2006, Director General of UNESCO, approved a high level experts' mission led by the Director of UNESCO Iraq, to Iraq. The UNESCO experts are internationally renowned architects specialized in the field of the restoration and conservation of traditional Islamic architecture.

Within this context the Director of the UNESCO Iraq Office, the Director of the UNDP Iraq Office, the UNESCO experts and all involved Iraqi counterparts including the Waqf (Shia'a and Sunni), Ministry of Reconstruction and Housing, department of monuments and the Ministry of Planning and Development Cooperation discussed the factors related to restoration of the Al Askari Mosque and the other damaged religious sites and potentials of an integrated area recovery based development programme for Samarra city. These discussions, together with a rapid on-the-ground assessment resulted in defining the infrastructure and community activities proposed herein. Moreover, a meeting between UNESCO, UNDP, Ministry of Planning, Ministry of Housing and Reconstruction, Sunni Waqf, Shia'a Waqf, and Ministry of Heritage was conducted on 14-04-06 in addition to another meeting dated 09-05-06 between UNESCO and UNDP.

Given the extremely volatile situation in Samarra city, UNESCO and UNDP, in close collaboration with all involved relevant authorities and entities, has decided to design the current intervention programme in such a manner that allows maximum flexibility as related to the areas of intervention excluding the Samarra shrine, which comprises the core of the project.

It should be noted that such an approach was adopted to allow an open-ended programme architecture that responds to the evolving country/community needs. As such, confirmed priority projects will be addressed as they reveal and UNDP will select those conforming to the project framework thus resulting in high impact. It should also be noted that all such projects would be of the rapid nature thus resulting in rapid high impacts.

In this context, and other than the Samarra shrine and the media campaign, potential broad sub-project categories, as mentioned here above, are as follows:

- Reconstruction of damaged religious sites and buildings;
- Construction of community markets;
- Rehabilitation of schools;
- Provision of playgrounds and parks;
- Rehabilitation of hospitals;
- Emergency recovery of electrical power supply infrastructure;



**UNITED NATIONS DEVELOPMENT GROUP  
IRAQ TRUST FUND  
PROJECT DOCUMENT COVER SHEET**

- Emergency recovery of water supply infrastructure.

Detailed information pertinent to the addressed sub-projects shall be continuously updated as such reveals.

Since the current condition of neither Samarra shrine nor other religious sites is clear, which will only be revealed following the foreseen assessment activities, the current project will focus on a Phase I which consists of:

- Situation Analysis
- Assessment and Laying the Ground for the Core Project Interventions.

This phase will include, yet not be limited to the following activities:

- Procurement of damaged historical religious sites assessment equipment.
- Training of counterparts on use of assessment equipment.
- Situation analysis and assessment of the Samarra shrine and other religious sites.
- Emergency works on Samarra shrine for protection, classification and preservation of artefacts...etc.
- Definition of the sub-projects.
- Implementation of Phase I of the sub-projects, which are considered the enabling environment to approach the core of the project (i.e. Samarra shrine and other religious sites interventions).
- Restoration of damages to religious sites.
- Promotion process of peace reconciliation and dialogue.

The Phase I duration will be limited to 12 months, but could extend to 18 months depending on working, security, and political conditions on the ground.

Following completion of the assessment Phase and revealing of the extent and magnitude of damage on Samarra shrine and other religious sites, UNESCO AND UNDP will prepare a revised project document to fully portray the extent and scope required for restoring and reconstructing such and the required priority public services and infrastructure projects together with preparing detailed budgets for the required scope.

**Phase II: Core Project and Other Sub-Projects Intervention Implementation.**

Following approval of Phase I revised project document, UNESCO AND UNDP will launch implementation of the revised project document including restoration and reconstruction of the Samarra shrine, other religious sites and the remaining sub-projects.

In this respect, it should be noted that the attached budget to this project document covers the entire spectrum of activities under Phase I.



UNITED NATIONS DEVELOPMENT GROUP  
IRAQ TRUST FUND  
PROJECT DOCUMENT COVER SHEET

*1.1.2 What experience does the organisation have in working on this issue in Iraq or countries in similar circumstances?*

UNESCO has a longstanding experience in the restoration and rehabilitation of ancient monuments through its different levels of experts and expertise. The first ever big safeguarding operation by the organization was the salvation of the Temple of Abu Simbel in Egypt as a result of the building of the Aswan Dam in 1968. Since, the organization has been involved in other major rescue operations such as Borobudur in Indonesia, Angkor Wat in Cambodia, and more recently in post disaster context, Bam in Iran and in post-conflict environment, Bamiyan in Afghanistan and the National Museum in the Republic of Timor Leste.

In July 2004, the “Stari Most”, the Old Bridge of Mostar (Bosnia and Herzegovina), reconstructed by UNESCO, was re-opened as a symbol of reconciliation and human solidarity. The reconstruction allowed to breathe fresh life into an exceptional heritage which, after having been used as a target, became a rallying sign, a sign of recognition, the powerful symbol of a plural identity founded on mutual trust. For centuries, the Old Bridge of Mostar had been among the most famous sites in the Balkans. In the 1990s, the Bridge was destroyed because of its symbolic value. In June 2002, the reconstruction work on “Stari Most” began, after more than two years of scientific and archaeological research to consolidate its foundations and those of the banks of the Neretva River.

UNESCO has a distinguished role in projects of reconstruction and rehabilitation in Iraq, with the reconstruction, rehabilitation, and the safeguarding of the Iraqi Cultural Heritage through a number of projects in this regard such as physical rehabilitation of Cultural institutes and historical buildings, training courses and workshops in the field of conservation, restoration, archaeological excavations, and site management methodologies and techniques.

It also supplied the different cultural institutions in the country with a large number of equipment that servers in the fields mentioned above; some of them were high tech updated kinds of equipment

UNDP Iraq has a diverse and extensive experience in reconstruction of infrastructure in Iraq, including electricity, buildings reconstruction, transport infrastructure and the Water and Sanitation sector since 1995; The UNDP Iraq team has experience in delivering reconstruction and recovery programmes and projects, restoring infrastructure and building capacity in Iraq and will draw on experience gained in similar post-conflict and conflict-ridden countries,(i.e. Afghanistan, Somalia, Rwanda & Great Lakes, Tajikistan, the emerging countries of former Yugoslavia, Sudan). The team is experienced in working under the current challenges faced in Iraq in 2006; In addition, UNDP Iraq is seen as an impartial body with support from government authorities and civil society.



**UNITED NATIONS DEVELOPMENT GROUP**  
**IRAQ TRUST FUND**  
**PROJECT DOCUMENT COVER SHEET**

UNDP has furthermore gained valuable experience through its long-term involvement in Iraq under frequently deteriorating security situation. During these activities UNDP has had extensive experience in coordinating with counterparts to adjust implementation modalities and identify consulting companies that have assisted in identifying, assessing, designing, implementing and monitoring its projects. UNDP has recently completed or is currently executing a wide spectrum of projects covering ports, hospitals, electrification, and waste and sanitation in several Iraqi cities and regions. UNDP is the major contributor and key player in the electrical power field in Iraq. UNDP's has gained experience in the sector through its background experience covering Baghdad and three northern Iraqi governorates during the pre-war. Post war involvement of UNDP in the electricity sector includes a diverse range of activities covering emergency repairs, replacement and additions to Iraq's infrastructure.

The experienced UNDP procurement office in Amman and its demonstrated performance over the last few years is another major asset that this project builds on and will benefit of.



UNITED NATIONS DEVELOPMENT GROUP  
IRAQ TRUST FUND  
PROJECT DOCUMENT COVER SHEET

1.2 Programme/Project Approach

*1.2.1 What problem(s) does the programme/project address? What specific assessments have been made and by whom?*

Based on discussions with all relevant involved parties (i.e. Shia'a and Sunni Waqfs, Department of Monuments, Ministry of Reconstruction and Housing, Ministry of Planning and Development Cooperation), an integrated programme keyed to reconciliation, restoration of stability and security, and consensus and peace building is proposed.

Accordingly, the proposed programme addresses the following issues:

1. The reconstruction of the damaged Samarra Golden Shrine
2. The reconstruction of identified damaged religious buildings and sites in the aftermath of the bombing,
3. Construction and provision of tangible and highly visible public services and infrastructure that would equally benefit all community sects thus promoting, among others, peace building and intercultural and inter-religious dialogue,
4. Reconciliation in Iraqi society through the launch of a renewed intercultural and inter religious dialogue between sectarian communities of Iraqi society,
5. Contribute towards reducing the health risks imposed on the population,
6. Creation of short and long-term employment opportunities to the vulnerable and unemployed people including women,
7. Contribute towards improving the socio-economic standards for the neglected town population, and
8. Contribute towards promotion of community ownership.

A rapid assessment and situation analysis of the Samarra shrine has been carried out by the Iraqi counterparts, whereas, a field assessment mission keyed to assessing community identified priority projects has also been carried out by UNDP.



UNITED NATIONS DEVELOPMENT GROUP  
IRAQ TRUST FUND  
PROJECT DOCUMENT COVER SHEET

**1.2.2** *How do the proposed outputs and activities help solve these problems? How does the programme/project fit in with the UN Strategy for Assistance to Iraq? What would happen without the programme/project?*

The restoration of the Samarra Shrine will help ease the existing tensions between the different communities.

Furthermore, during reconstruction of the proposed projects, a renewed intercultural and inter religious dialogue can be started to strengthen the process of reconciliation.

There is enormous potential for a successful programme that could be replicated nationwide for advancing increased tolerance and peaceful national dialogue.

**1.2.3** *What are the essential features of the programme/project's operating environment including the problems and opportunities provided by evolving social, political, institutional and economic context in Iraq?*

The project's operating environment is very sensitive. The bombing of the Al Askari Shrine triggered one of the most violent reactions of the local population in Iraq and worldwide outcry since the beginning of the coalition led intervention. The social and political context after the bombing has changed in the sense that Iraq is still in the progress of forming a new government. This formation may now have been affected by the newly erupted tensions between the different communities because of the atrocious event.

***Rehabilitation and renewed dialogue are therefore seen as key factors to improve the situation.***



**UNITED NATIONS DEVELOPMENT GROUP  
IRAQ TRUST FUND  
PROJECT DOCUMENT COVER SHEET**

***1.2.4 Were any alternative approaches considered to the ones proposed? If so why were they rejected?***

At the outset of the project, the project approach was to carry out all assessments, investigations...etc on the ground through international experts. However, following the meeting with all relevant authorities dated 14-04-06, it was made clear that due to the deteriorated security situation, no international experts can currently visit the city. Accordingly, the entire project approach was re-engineered to that presented herein.

***1.2.5 What are the expected benefits?***

Tension relief between the different religious communities, especially the Sunni and Shia'a, and a gradual improvement of the relationship between both community sectors.

Furthermore, the project will also contribute towards:

1. Improvement of the technical capacity of the Iraqi counterparts.
2. Creation of short and long-term employment opportunities with particular emphasis on women and youth.
3. Improvement of the prevailing deteriorated socio-economic conditions for the neglected town population.
4. Improvement of the community public health conditions.
5. Promotion of community ownership.



**UNITED NATIONS DEVELOPMENT GROUP  
IRAQ TRUST FUND  
PROJECT DOCUMENT COVER SHEET**

***1.2.6 Who are the main beneficiaries, and how will they benefit? Are there other stakeholders who may gain or lose as a result of the programme/project? How will stakeholder participation be handled?***

1. The main beneficiaries are the citizens of Samarra and areas where other damaged religious sites will be restored, but also it is anticipated that the project will have a positive impact to Iraqi society as a whole. As stated above, after the bombing of the Al Askari Shrine, violence erupted all over the country. It is therefore clear that the rehabilitation and reconciliation efforts will have a positive effect on a large proportion of Iraqi society.

However, many of the project activities are directed towards the Samarra town community as the prime beneficiaries of Phase One, as the need for a concentration of activities for the divided communities to understand that tangible progress can be achieved if efforts towards collaboration on reconstruction efforts are forthcoming.

2. National Institutions (SBAH, related Ministries, local community and private sectors) through development and capacity building.

***1.2.7 Are the needs of particularly vulnerable or marginalised groups addressed? How?***

From a global prospective, the project is addressing and promoting the urgent need for peace and understanding in Iraq. It addresses in particular the violence against innocent civilians among whom numerous women and children.

Moreover, and at a macro level, the sub-projects shall result in direct benefits to the population of Samarra town with particular emphasis on women and youth, who shall benefit largely from all such. Such projects will result in relieving the burden from women and young girls, being the caregivers to their respective families, thus freeing part of their time to enjoy more leisure time and possibly enrolment in educational activities.





**UNITED NATIONS DEVELOPMENT GROUP  
IRAQ TRUST FUND  
PROJECT DOCUMENT COVER SHEET**

***1.2.8 Will the beneficiaries of the programme/project participate in its development and delivery? How?***

As stated above, the beneficiary comprises the entire Iraqi population in general and the Samarra town population in particular. The representatives of the Iraqi population (i.e. relevant authorities) have participated actively in the development of the Samarra shrine assessment programme, as well as in development of the programme outlines. The various sub-projects have defined based on the aforementioned field investigation mission where all priority areas of intervention were community identified and in close collaboration with all relevant local authorities.

Furthermore and as mentioned here above, the final detailed list of sub-projects shall be defined as they are confirmed and revealed with the purpose of responding to the pressing community needs. These shall be defined and agreed upon with all involved relevant local authorities and community members.

Moreover and since the beneficiary is the Iraqi population, it is them who will directly benefit, and also directly participate in its development through the rehabilitation of the monuments as well as the reconciliation dialogue.

The mechanism proposed for defining the final list of sub-projects is through continuous consultation with all involved through the proposed project steering committee to which community representatives can also be invited as deemed necessary.

***1.2.9 Will men and women benefit from the programme/project? How will any gender inequalities be handled?***

The core of the project handles an issue at completely different level, which is addressed in a much broader context. Nevertheless, the project sub-components do address a diverse range of issues that will tackle such.

The immediate output of reconstruction of the Samarra shrine is contribution towards peace, which will have direct impact on the security situation. This in turn will relieve a significant pressure from the shoulders of women whom cannot at the time being gain any access to outdoor activities including the necessary services and goods they need to acquire on daily basis. Furthermore, the same applies for men who will have secure access to all city areas.

In the mobilization of local students, experts, to perform the various tasks of safeguarding, cataloguing and other Phase one activities, special attention will be made to ensure that gender balance is achieved at every opportunity.



**UNITED NATIONS DEVELOPMENT GROUP  
IRAQ TRUST FUND  
PROJECT DOCUMENT COVER SHEET**

***1.2.10 Have environmental concerns been addressed including environmental impact/risk assessment where relevant?***

The immediate emergency interventions with the Samarra Mosque and covering and storing of all remains will prevent dust emissions and thus reduce any further environmental degradation and improve the environmental quality.

The potential provision of green areas has a direct impact on the local environment being barriers for dust and sand storms, absorb carbon dioxide and monoxide emissions...etc.

The only possible negative environmental impact may be created as a result of construction activities, in this context, conservative measures are under design to counteract such including covering of pits, sparing with water, employment of barricades, safety signs...etc.

***1.2.11 To what degree does this project generate direct and/or indirect employment creation?***

The project will generate direct employment in different sectors such as architecture, restoration, construction businesses, traditional artefact and brick and ceramic production, businesses of overall developers and construction works. It is however difficult at this stage to establish detailed account of work to be created on the sites.

Only after a detailed assessment, which is the core of this project, it will be possible to give overall figures.

The recovery projects in Samarra will provide jobs for the local community, and where ever deemed appropriate, an IREP type labor intensive modality will be used by UNDP.



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IRAQ TRUST FUND  
PROJECT DOCUMENT COVER SHEET**

***1.2.12 Has a right-based approach been applied to this project? Please explain how?***

The project is directly related to human rights issues. All people have the basic human right to express his or her religious beliefs and to choose their own manner of worship, and all people have a fundamental obligation to respect the beliefs and traditions of others. In this case clearly none has been respected. The rehabilitation of the damaged religious sites and buildings and the renewal of an intercultural and inter religious dialogue needs to be a clear sign that everybody is entitled to an opinion and that all these opinions are considered equal.

***1.2.13 Are there specific issues in relation to the security situation? How will they be handled?***

In view of the sensitivity of the issue, the overall security situation in Iraq, and the specific security-related problems especially in Samarra, it is necessary that preliminary discussions take place with technical experts but most of all, community and religious leaders who know best the local situation, and will be able to convey the project's aims to the local population.

Through the established programme philosophy, smaller sub-projects shall be launched first of all as a mean of informing the population of all programme objectives and laying the ground for larger downstream interventions, rendering direct benefits to the various community groups and thus demonstrate the real intents of such. Under such an arrangement, it has been repeatedly demonstrated that security to UN related activities can be organized by the community itself. Moreover, with the proposed labour intensive implementation modality anchored to employing local community members, it is firmly believed that project interventions should proceed smoothly.

UNDP is already actively involved in projects throughout Iraq and has a network of experts, contractors and monitoring agents therefore it is expected that project implementation will proceed successfully. Moreover, the concern of the security specialists have been taken into consideration and budgeted for.

In consideration of the uncertain and sometimes volatile security situation in the project(s) area, and having consulted with expert consultants, security specialists, contractors and so forth, a security budget has been accounted for to cover all security-related costs including personnel, materials, services and other. If the security situation improves, thus resulting in savings on security costs, such savings



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IRAQ TRUST FUND  
PROJECT DOCUMENT COVER SHEET

shall be reversed into other physical activities.

Reduction of risk exposure

Given the present security situation, no international staff will be required to visit the site in Iraq: The project will be managed and executed by International and a national/local staff working from secure locations. The project management team will coordinate with local consultants on daily basis through telephones and e-correspondence.

Private contractors will be required to make their own security arrangements to ensure the safety of their staff and the works (see also the coordination with DSS below).

Expenses for security in equipment transportation/storage outside Iraq

The present security situation also affects costs of equipment transportation or storage. Therefore security and insurance surcharges must be factored into agreements with the transport contractor or equipment supplier.

DSS responsibility for equipment delivery and hand-over to client:

DSS protocols require an Iraqi Official be designated responsible liaison for security purposes. UNESCO and UNDP will coordinate initial links between the designated official and Department of Safety and Security (DSS). For deliveries of goods to the project site and coverage of security related expenses, plans are in place for close coordination with respective security authorities including DSS to ensure safe delivery of procured goods.

***1.2.14 How does the programme/project relate to existing ministerial structures and how will it contribute to capacity building in ministries?***

This project will be directly handled at the ministerial level in close collaboration with all involved relevant local authorities and the project steering committee, which will coordinate with other related ministries and civil society.

The project encompasses a significant capacity building component where a t.o.t programme will firstly be delivered to be followed by an intensive capacity building programme by the trainers to those nominated to participate in the Samarra shrine and other religious sites and buildings reconstruction. Moreover, the project will also include training of the relevant ministries staff on use of the state-of-the-art equipment procured under the project for assessing the Samarra shrine and other religious sites and buildings reconstruction requirements.



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IRAQ TRUST FUND  
PROJECT DOCUMENT COVER SHEET**

***1.2.15. What lessons have been learnt from previous experience in this area or type of programme/project?***

Within the UNESCO and UNDP experience in working in post-conflict and conflict-ridden areas, it was clearly observed that the involvement of local community leaders in specific, and other key players of the Civil Society is indispensable.

Furthermore, the intervention strategy stated hereinabove, has proven to be very successful in availing the enabling environment for project implementation.



UNITED NATIONS DEVELOPMENT GROUP  
IRAQ TRUST FUND  
PROJECT DOCUMENT COVER SHEET

2 MANAGEMENT ARRANGEMENTS

**2.1 Programme/project implementation and supervision arrangements; indicate in-country and region based capacity of organisation including length of presence and staff; indicate names, track record and expertise of any implementing partners**

The overall project will be implemented under UNESCO banner and UNESCO will be responsible for the restoration of the project of the Samara Shrine, whereas UNDP will be generally directly responsible for the implementation of the reconstruction of religious sites and the public services and infrastructure sub-projects. In terms of split of scope, the following presents the general roles of both of the participating organizations:

UNESCO role:

1. Participating in the project steering committee;
2. Overall assessment of the encountered damage extent and magnitude and reconstruction needs for the Samarra shrine and, as required by UNDP, other religious sites and buildings;
3. Implementation of the emergency restoration works on the Samarra shrine;
4. Delivery of an advocacy campaign including development of media material;
5. Relevant project components monitoring and evaluation;

UNDP role:

1. Participating in the project steering committee;
2. Identification with the community leadership and implementation of the area based recovery projects in Samarra;
3. Implementation of restoration of the damaged religious sites, other than Samarra shrine;
4. Implementation of sub-projects in Samarra city;
5. Relevant project components monitoring and evaluation;

UNESCO and UNDP will work together to coordinate their activities, reporting directly to the Steering Committee. UNESCO will take the lead with the Samarra community and Waqfs in discussing all matters related to the Samarra shrine. UNDP will take the lead with the Samarra community, and Waqfs in all matters related to the identification and implementation of community based projects in Samarra.

The participating organizations shall make available to the project their full resources including highly qualified experts and engineers including the following:



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IRAQ TRUST FUND  
PROJECT DOCUMENT COVER SHEET**

UNESCO Management Team includes the following:

1. Mr. Mohamed Djelid, Director, UNESCO Iraq.
2. Mourad Zmit, Project Manager-Amman/ Architect
3. Mr. Usam Ghaidan, Project Manager-Baghdad/ Architect
4. Mr. Philippe Delanghe, Programme Specialist for Culture
5. Mr. Salah Khaled, Administrator and Liaison Officer

The UNESCO High Level Experts:

1. Prof. Dr. Saleh Lamei, Director of the Centre for the Conservation and Preservation of Islamic Culture Heritage, Cairo, Egypt.
2. Drs. Fathi Mohamed and Mohamed Hommos, ECAE (Engineering Centre for Archaeology and Environment-Faculty of Engineering-Cairo University, Egypt)

UNDP Team includes the following:

1. Mr. Basil Comnas, Deputy Resident Representative-Infrastructure
2. Mr. Steve Vilonel, Head of Implementation Unit
3. Mr. Jan Roodt, Technical Advisor and Electrical Engineering Expert.
4. Dr. Omar El Hattab, WATSAN Team Leader and Civil Engineer.
5. Mr. Vehbi Selmani, Multi-Sectored Engineer
6. Project Staff & Expert Consultants as required ( to be identified);
7. National Consulting Firm(s) supporting UNDP role.

The Iraqi Experts team, put together by the relevant ministries, and the Steering Committee.



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IRAQ TRUST FUND  
PROJECT DOCUMENT COVER SHEET**

**2.2 Specific delivery mechanism chosen reflecting security conditions and in particular detailing proposed use of international staff in Iraq both from private contractors and NGOs**

Specifically for security reasons, the UNESCO AND UNDP experts will visit Baghdad (Green Zone) as an advisory team, if the situation allows, advancing the project with the MOPDC, UN Representatives, The Iraqi technical assessment team, local government representatives of Samarra and religious leaders representing the different communities.

All field assessments shall only be carried out by Iraqi teams with assistance from local community and religious leaders.

Furthermore, the existing UNDP AVT system in Amman will be extended to the project(s) area to assist, direct, monitor, supervise...etc all activities on off shore basis as described hereunder.

**Programme/project implementation and supervision arrangements**

Following the approval of this proposal, detailed field assessments and establishment of the detailed scope of work as related to identification of Phase I interventions in the restoration of the damaged historic religious buildings and sites, the priority sub-projects and the detailed implementation modality, a detailed work plan will be prepared for each project sub-component including provision of supplies. Following such, UNESCO and UNDP's national and international consultant shall carry out all required studies, designs, specifications, bills of quantities...etc preparation. Upon completion, these documents will enable UNESCO and UNDP to address all works procurement issues, evaluation of bids and selection of a Contractor and finally to sign a contract for the works, and for the Contractor to carry out implementation. It should be noted that UNESCO and UNDP plan to fully collaborate with all relevant local authorities/counterparts for maximizing local community/contractors participation and anchor all implementation mechanisms to indigenous resources. As deemed applicable, all procurement notices will be advertised on UNESCO and UNDP and the UNDG IIF websites whereas all works procurement will be advertised locally. UNDP will await UNESCO agreement to proceed with construction works on Samarra Shrine and will not proceed to undertake reconstruction works at the Samarra Shrine without the agreement of UNESCO or the go-ahead from the Steering Committee

**Procurement Processes**

To achieve effective delivery of the various component of the project, UNESCO and UNDP will:

- Directly contract professional local community members including specialized engineers, architects, university students...etc for specialized assignments.
- Pursue labour intensive contracts through a local consultant who employs and manages local community members nominated by relevant local authorities in conjunction with a strict financial monitoring system.





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IRAQ TRUST FUND  
PROJECT DOCUMENT COVER SHEET**

- Advertise for Request for Quotations, Request for Proposals, Invitation to Bid as necessary in accordance with financial rules and regulations.
- Engage with the counterparts in a letter of agreement form as an alternative implementation modality.

It should be noted that the set forth strategy aims at maximizing the local component of all materials, goods, supplies...etc as far as possible.

**Only the Iraqi assessment team will undertake necessary missions in the field with the help of local community and religious leaders, and no UNESCO or UNDP staff will travel to the site unless security clearance is granted by the UN Designated Official.**

**2.3 Indicate line ministry counterpart and extent of cooperation**

Ministry of Planning & Development Cooperation, , Ministry of Heritage and Culture, Shiite Waqf, Sunni Waqf and other relevant local authorities.

**2.4 Indicate intra cluster cooperation and what goods/services other agencies are supplying or intend to supply including proposed utilisation of common services**

For this activity there is no intra cluster cooperation. It needs to be noted however that the programme shall be executed by UNESCO and UNDP. Furthermore, there will be very close collaboration with UNAMI Amman-/Baghdad, and the Ministry of Planning and Development Cooperation through the established Steering Committee.

UNESCO's specific role within the collaboration framework will be the assessment of the damage at the Al Askari Shrine and implementation of emergency interventions to prevent further deterioration.

UNDP's specific role within the collaboration framework will focus on the restoration of the damaged religious sites and reconstruction and recovery aspects of the physical structures and restoration of public services and social infrastructure sub-projects.

**2.5 Indicate the overall timeframe for the programme/project, work plan, and timetable for specific activities (please provide project work plan as annex)**

The overall timeframe for the completion of all Phase I activities and preparation of a final project document will be limited to 12 months, but could extend to 18 months depending on working, security, and political conditions on the ground.



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IRAQ TRUST FUND  
PROJECT DOCUMENT COVER SHEET**

**2.6 Reliability of the costing of programme/project inputs and comparability with other UN organisations; arrangements for procuring and transporting programme/project inputs, to ensure local appropriateness and acceptability, as well as security and value-for-money under the circumstances**

The costing of the project is as reliable as current information allows, however experiences with reconstruction throughout Iraq will allow UNESCO AND UNDP engineers to estimate budgets with sufficient accuracy. It deals primarily with the support of consultants to evaluate and assess the situation in the field, which is a first step to the formulation of an in depth technical project document on the restoration of the sites. It should be noted that all various sub-project categories have been formulated based on an on-the-ground assessment and hence the cost estimates for such are indicative and shall be defined following final agreement through the project steering committee.

As mentioned here above, all various sub-projects shall be addressed in an indicative manner, which only highlights the envisaged fields of intervention. Specific projects shall only be defined as agreed upon with all involved including community members.

**2.7 Systems for programme/project monitoring (including financial tracking and accounting audit), quality control (including lesson learning, and corrections), and impact assessment; methods for data collection and monitoring**

UNDP has been employing a system of AVT monitoring equipment to assess and monitor technical matters from long distance for reconstruction/rehabilitation of complex power generation plants. This technology will be adapted to allow UNESCO experts and UNDP engineers to follow assessments and implementation from other parts of the region. In the manner, normal travel restrictions and security concerns will not constrain the UNESCO and UNDP partners. In addition, UNDP will use its network of agents as proxies in various phases of the projects. These agents have proven ability to access and operate in the most challenging localities.

A significant element of the project will be the assessment of both needs and the impact of the programme: to this end, a substantial baseline will be made, and project will be monitored in accordance with standard procedures (external monitoring during the implementation phase, periodic monitoring and final assessment)- both for probity in implementation and periodic delivery progress assessment of specified project results against their targets, and the achievements of the project objectives. Implementation Consultants will submit weekly and monthly progress reports including financial reports.

The financial monitoring and disbursement will be conducted through UNDP office in



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IRAQ TRUST FUND  
PROJECT DOCUMENT COVER SHEET**

Amman. All retention monies will be finally released to the contractors after receiving proper certification from the consultants and the counterparts and upon issuance of the Final Acceptance.

Finally, UNESCO and UNDP use the Atlas system, which is an up-to-date tool to record, monitor, and report project execution and all financial transactions. This tool is Web based and thus is accessible to all UNESCO and UNDP country offices worldwide and lessons learned can be easily derived from similar interventions of other country offices.

### **3 ANALYSIS OF RISKS AND ASSUMPTIONS**

#### **3.1 Refer to relevant aspects of most recent UNSECOORD assessment on security environment and measures taken by the Participating UN Organisation to protect personnel and assets**

The project has been approved on the highest levels both in the UN, UNAMI, and UNESCO and UNDP and will only be conducted if taken to Iraq, at least from UNESCO and UNDP side within the borders of the "Green Zone" in Baghdad.

#### **3.2 Assess other main potential causes of failure, their likelihood of occurrence, and the seriousness of consequences that would be suffered;**

At this stage there cannot be a failure if all project features and modalities are carefully discussed between the different parties such as UNESCO, UNDP, UNAMI, the Steering Committee, the relevant ministries and the Iraqi National and Local Authorities.

An exacerbation of the security situation in Iraq, a drastic change of views by new members of a newly formed government, and a nation-wide civil war, are the exceptions.



**UNITED NATIONS DEVELOPMENT GROUP  
IRAQ TRUST FUND  
PROJECT DOCUMENT COVER SHEET**

**3.3 Options considered and the steps taken in programme/project design and implementation to address, and minimise or mitigate the potential risks;**

The project has been designed in such a manner that anchors investigations, assessments, implementation...etc to Iraqi people in general and Samarra population in particular. Through such approach, the major security problem is believed to no more comprise tumble block. For controlling the entire process, and as mentioned here above, an AVT system shall be employed for day-to-day control and monitoring in addition to supervision through local consulting firms.

**3.4 Any undertakings or agreements made with partners which impact on programme/project implementation; how observance of undertakings will be monitored; the implications of non-compliance.**

As stated above, if there are any implications of non-compliance, other possible routes for success for the project should be investigated at a later stage in close collaboration between UNESCO, UNDP, UNAMI, the Steering Committee and the Iraqi National and Local authorities.

**PROJECT TITLE: Reconstruction and Restoration of Al Askari Mosque and other Damaged Historical Religious Sites and Recovery of priority Social Services and Infrastructure in Samarra City - Phase 1 - UNESCO-UNDP**

Budget Category	Item Description	Unit	Unit Cost	Qty	Total Budget US\$
<b>I. PERSONNEL</b>					<b>1,134,000</b>
<b>I.1 National Programme/Project Personnel</b>					<b>90,000</b>
	National Programme Assistant (UNESCO)	1	2,000	18	36,000
	National Support Staff (UNDP)	1	2,000	18	36,000
	Administrative and Finance Officer (50%) (UNESCO)	1	1,000	18	18,000
<b>I.2 International Programme/Project Personnel</b>					<b>864,000</b>
	Architect (UNESCO)	1	15,000	18	270,000
	Field Architect (UNESCO)	1	12,000	18	216,000
	Engineer (UNDP)	1	14,000	18	252,000
	Technical Advisors (UNDP)	1	14,000	9	126,000
<b>I.3 National Consultants</b>					<b>0</b>
<b>I.4 International Consultants</b>					<b>180,000</b>
	International Restoration Expert (UNESCO)	1	8,000	9	72,000
	International Architectural/Archeological Consultants in Amman & Baghdad (UNESCO)	2	6,000	9	108,000
<b>2. CONTRACTS</b>					<b>4,710,000</b>
	Process Documentation and Historical References and Research (UNESCO)	1	20,000	1	20,000
	Phase I Reconstruction and Restoration of Samarra Mosque (UNESCO): 1- Urgent Intervention for Risk Averting (Site Surveying - Damage Assessment - Urgent Collapse Mitigation - Shoring - Classification of Debris and Materials) 2- Documentation and Collection of Data 3- Lab Tests 4- Preparation of the Final Restoration Project	1	1,250,000	1	1,250,000
	Advocacy / Reconciliation Campaigns (UNESCO)	1	350,000	1	350,000
	External Firm for Evaluation of Impact (UNESCO)	1	20,000	1	20,000
	Security Services Company (UNESCO)	1	75,000	1	75,000
	Implementation of Sub-Projects (as per prodoc narrative)-Phase I (UNDP)	1	1,950,000	1	1,950,000
	Reconstruction and Restoration Religious Sites-Phase I (UNDP)	1	725,000	1	725,000
	National Firm for Assessment, Design, Construction Supervision of Sub-Projects & Other Religious Sites-Phase I (UNDP)	1	250,000	1	250,000
	Transportation Phase 1 (UNDP)	1	50,000	1	50,000
	External Firm for Evaluation of Impact: Phase 1 (UNDP)	1	20,000	1	20,000
<b>3. TRAINING</b>					<b>150,000</b>
	Training of Assessment Teams on Methodologies (UNESCO)	1	150,000	1	150,000
<b>4. EQUIPMENT</b>					<b>1,206,400</b>
	Office Equipment for Project Team (UNESCO)	1	10,000	1	10,000
	<b>Historical Buildings Damage Assessment Equipment:(UNESCO)</b>				
	1. Conservation Laboratory; ex: X-Ray Diffraction (XRD), Scanning Electron Microscopy (SEM), Infrared (FT-IR) and Raman Spectrometry.	1	682,000	1	682,000
	2. Architectural Documentation; ex: 3D-Terrestrial Laser Scanner system Reigl LMS-Z390	1	129,000	1	129,000
	3. Environmental Recording; ex: Protimeter Digital Diagnostic, Environmental Total Station.	1	4,000	1	4,000
	4. Inspection Equipment for Stones and Walls; ex: Surface Penetratin Radar (GPR)	1	66,500	1	66,500

*Handwritten signatures and initials*

	5. Structural Stability Monitoring; ex: Accelerometers, Vibro-meters, Sonic Test	1	64,900	1	64,900
	6. Chemical Analysis; ex: Lab. Furniture and Infrastructure, Electronic Balances, Sensors	1	50,000	1	50,000
	Extension of AVT System to Cover Project Area including equipment, software, subscriptions, e-mail account, delivery, training...etc (UNDP)	1	200,000	1	200,000
<b>5. SUPPLIES &amp; COMMODITIES</b>					<b>0</b>
<b>6. TRANSPORT (ONLY FOR WFP PROJECTS)</b>					<b>0</b>
<b>7. TRAVEL &amp; DSA</b>					<b>105,000</b>
	Staff Travel (Baghdad-Amman-Cairo) (UNESCO)	1	75,000	1	75,000
	Staff Travel (Baghdad-Amman-Cairo) (UNDP)	1	30,000	1	30,000
<b>8. PROGRAMME/PROJECT SUB-TOTAL</b>					<b>7,305,400</b>
<b>9. MISCELLANEOUS (Should Not Exceed 3% of BL 8)</b>					<b>128,222</b>
	Courier and Telecommunications Costs (UNESCO)	1	73,904	1	73,904
	Courier and Telecommunications Costs (UNDP)	1	54,318	1	54,318
<b>10. SECURITY</b>					<b>55,000</b>
	UNESCO	1	27,500	1	27,500
	UNDP	1	27,500	1	27,500
<b>11. AGENCY MANAGEMENT SUPPORT COST (Including Monitoring &amp; Reporting) (7%)</b>					<b>511,378</b>
<b>12. PROGRAMME/PROJECT BUDGET TOTAL</b>					<b>8,000,000</b>

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