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**United Nations Development Programme Iraq  
[Support Social Cohesion in Iraq – Stage I – No. 00092583]**

**QUARTERLY PROGRESS REPORT  
Q3 2017**

<b>Project Title:</b>	Support for Social Cohesion in Iraq – Stage I
<b>UNDP Project #:</b>	00092583
<b>Project Duration:</b>	12 months
<b>Project Resources:</b>	KAICIID
<b>UNDP Iraq Focal Point:</b>	Dhafer Hasan – Programme Analyst

<b>UNDAF Outcome(s)</b>	Outcome A.1
<b>CP Outcome(s):</b>	Outcome A.1.1
<b>Output(s):</b>	Output 1: Community and opinion leaders in Iraq are able to actively promote social cohesion. Output 2: Iraqi governmental actors have strengthened capacity to understand and engage in social cohesion policy programming. Output 3: Social cohesion is mainstreamed across all UNDP programming in Iraq. Output 4: Restorative mechanisms among communities in partnership with local authorities in liberated areas
<b>Implementing Partner:</b>	United Nations Development Programme Iraq
<b>Responsible Partner:</b>	United Nations Development Programme Iraq
<b>Project Location(s):</b>	Nationwide

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## Executive Summary

The development of a social cohesion policy framework in Iraq, if formulated and implemented in a consultative and participatory manner with full Iraqi ownership, has the potential to address some of the social implications of the last ten years of conflict and the legacy of the former regime, and to contribute to the rebuilding of trust between communities. Given the correlation between social cohesiveness and development outcomes, this is an essential step towards achieving the realisation of Iraqis' economic and social rights and towards promoting Iraq's resilience to future political, social and economic shocks.

This project is designed as stage I of an effort to promote social cohesion as part of a more inclusive, representative and resilient Iraq. The future direction of the country is unclear with a number of potential outcomes as a result of the June 2014 crisis. Within this context, enhancing Iraqi partners' understanding and capacity to promote social cohesion now may help shift momentum towards a more inclusive and resilient country. Equally, building civil society and government partners' capacities regarding social cohesion will allow those actors to actively promote the concept more tangibly once some stability returns to the country. These stage I efforts will focus on leveraging these two opportunities to shape the current environment to be more amenable to Iraqi-led efforts towards social cohesion; subsequent stages will look to providing more concrete technical assistance to Iraqi partners once they are willing and able to engage in more defined efforts. Due to the lack of trust between groups and actors in Iraq, UNDP has been identified by Iraqi interlocutors as being able to play a worthwhile facilitating role regarding the concept of social cohesion. However, to be meaningful, social cohesion efforts must be Iraqi-led and UNDP's efforts should only be to facilitate, encourage and to provide technical advice.

Stage I aims to shape the environment through two key mechanisms. The first is to identify key community and opinion leaders in the country who can act as social cohesion champions. While not selected for any formal decision-making responsibility, these champions will play an influential role in society. UNDP will work with the social cohesion champions to build a common understanding of social cohesion issues within Iraq and to strengthen the champions' capacity to engage in social cohesion programming. The champions will then be supported to use their networks to promote social cohesion messaging across Iraqi society, through media, civil society and informal networks. If successful, it is envisaged that, at the end of the project, champions' influence over the public and up to decision makers will lead to a strong moral encouragement for the national government to engage constructively in the issue of social cohesion.

The second mechanism will aim to demonstrate how governments in the country can adopt a social cohesion approach to their work. UNDP's ability to work with the national government on such issues would be strengthened by success examples at the governorate level. As such, UNDP intends to build the capacity of select governorate governments to adopt and implement a social cohesion approach at a whole-of-government level. While having localised benefits, the efforts will also provide an example of how such an approach can work in Iraq. Once the national situation stabilises, these examples can be used as demonstrators to encourage the national government to adopt a similar approach.

A final area of work for stage I activities will be to enhance the central government, and UNDP's, capacity to engage in social cohesion programming. These activities will include developing practical programming principles for social cohesion, reviewing existing UNDP programming, providing training on how to incorporate social cohesion approaches for government and UNDP staff and developing a locally owned social cohesion index for the country. By mainstreaming social cohesion within its own programming, UNDP will not only

contribute to social cohesion directly, but would be setting an example for the government and for other UN and international agencies to do the same – it will also allow UNDP to fulfil its strategic priorities identified through its UNDAF, CPD and the UNDP Strategic Plan.

These efforts are seen to lay significant groundwork to allow Iraqi society and government to respond effectively to the issue of social cohesion. It is expected that these activities will be the first stage of a long-term engagement by UNDP with the GoI regarding social cohesion. Utilising the Iraqi-led concept of social cohesion developed through this project, and the priorities that process identifies, UNDP will engage with the executive and arms of the GoI throughout the course of this project to negotiate a technical assistance package that will allow the GoI to address the concept of social cohesion in Iraq. Depending on the responsiveness of the GoI and the political context, such assistance may be negotiated before the conclusion of this project and could be incorporated into a substantive amendment to this project, or become a parallel, but complementary, project.

Note: Fund received will be sufficient to cover an effort to promote social cohesion as part of a more inclusive, representative and resilient Iraq. Therefore, this report is focusing on Output 1.

## Context

The Supporting Social Cohesion in Iraq – Stage I project will be divided into three outputs.

### Output 1: Community and opinion leaders are able to actively promote social cohesion in Iraq

#### *Activity 1.1: Identify social cohesion champions and strengthen their capacity to promote social cohesion*

Utilising its existing networks, UNDP will identify up to sixty (60) Iraqis to act as social cohesion champions. The role of these champions will be to promote ideas of social cohesion throughout Iraqi society and decision makers, and attempt to promote constructive public dialogue around the issue.

Social cohesion champions will be prominent Iraqis who are able to influence the public and decision makers. Champions will be identified from various groups, such as, without limitation: academics and public intellectuals; prominent artists; religious leaders; tribal leaders; well-known civil society activists; community leaders; media personalities; sportspersons; and prominent professionals.

Other important factors involved in the selection of champions include:

- The group of social cohesion champions should be seen as representative of the various groups, communities and geographic regions within Iraq;
- Individual social cohesion champions should be seen as credible by most Iraqis;
- Champions may be politically involved but should not currently work in the bureaucracy or the executive;
- Champions should be capable and willing to use their networks to promote social cohesion within Iraq; and
- At least 40-60% of champions should be women.

Sixty champions may appear to be a large number for such a group of people. The engagement of such a significant number, however, if selected appropriately, would represent a critical mass in terms of influence over public opinion in the country and would

be able to draw on the support of a large number of peers. Smaller groups, while perhaps more manageable logistically, would potentially lose focus or enthusiasm for action without such support.

After identification, UNDP will invite the champions to take part in an initial three- or four-day consultation session as a group, with UNDP holding a facilitation role. Due to security considerations, this session is likely to take place, in order of preference, in Basra, Erbil, Amman or another location. Due to the number of champions, there may be value in breaking them up into smaller, more workable, groups for consultation.

Without limitation, the initial meeting will involve:

- The use of a modified version of UNDP's Conflict-related Development Analysis framework to build a common understanding amongst champions of issues affecting social cohesion in the country through a participatory analysis process – in addition to promoting a consistent approach amongst the champions, the common analysis will also serve to inform UNDP's future programming and monitoring of the issue;
- A practical introduction, by UNDP, of potential ways to promote social cohesion through reference to international examples, focusing particularly on the complementary role of civil society and the adoption of a whole-of-government social cohesion approach; and
- Detailed discussion of ways in which champions can promote social cohesion in Iraq.

Media, and social media in particular, has a very prominent role in terms of public opinion in Iraq. At present, social media appears to be used most effectively by those promoting intolerant ideas, with other actors dismissing it as a divisive influence. In order to encourage effective usage of such platforms to promote social cohesion, UNDP will also promote a discussion of media and social media engagement during the consultation session, including provision of expert advice informed by work under activity 3.3 where appropriate.

#### *Activity 1.2: Support activities by champions aimed at strengthening social cohesion*

Utilising momentum gained from the consultations conducted under activity 1.1, UNDP will work with the champions to provide support for their ongoing efforts to promote social cohesion amongst society and decision makers.

Primarily, these efforts will involve using champions' influence to spread support for social cohesion through champions' informal and institutional networks. Media interactions will be especially important and champions will be encouraged to use traditional and social media to promote social cohesion messages. Other specific activities to promote social cohesion may also take place, identified by champions and relevant to the specific context.

In the first instance, UNDP's support for activities will take the form of an ongoing mechanism for advice, follow-up and discussion. UNDP staff will be in regular contact with the champions to support, inform and discuss possible activities when needed, as well as to review ones already undertaken.

Additionally, two one- or two-day meetings will be held with the social cohesion champions, one mid-way through the project and the other at the end of project activities. These meetings, facilitated by UNDP, will provide an opportunity for social cohesion champions to update their common analysis of social cohesion issues in the country, to share lessons learned and to identify common initiatives for promoting social cohesion. The final meeting will also serve as an opportunity for evaluation and discussion of follow-on activities.

For the sake of Iraqi ownership it would be preferable for social cohesion champions to undertake specific activities aimed at promoting social cohesion with their, or their networks', resources. Nevertheless, UNDP should be prepared to mobilise a small amount of

resources to help with worthwhile initiatives by social cohesion champions which might otherwise not happen. Such initiatives would be suggested by champions based on their context and accepted in accordance with UNDP's internal guidelines, together with a clear demonstration of need, value for money and impact.

At the end of output 1 activities, a final technical report will be produced by the UNDP team outlining the results, lessons learned and recommendations for further action.

## Implementation Progress Q4 2016

### Activities:

#### Selection Process:

- An online application has been published and announced through Social Media and Emails. Over 900 applications were submitted.

#### Social Cohesion Workshop:

Three-day training workshop has been organized on 25-27 November 2016 in Sulaimaniyah. The workshop targeted 30 activists, representatives of non-governmental organizations (NGOs), and community leaders from different governorates across Iraq.



#### Participation in the Youth, Peace and Security consultation workshop in Amman:

Following both the Global Forum on Youth, Peace and Security held in Amman in 2015 and the newly passed UN Security Council Resolution (SCR 2250), UNDP regional office in collaboration with other UN agencies organized the requested the "Youth, Peace & Security in the Arab States Region" consultation workshop. Under the social cohesion project, four youth (two female) have been supported to participate in this event.

## Challenges

- Shortage in staff implementing and assisting the implementation of this project. Which is due to the limited fund allocated.
- People working with local NGOs participate in such events looking forward to receiving financial support to start implementing activities rather than volunteering or mobilizing find locally.

## Lessons Learned

- The interest in joining social cohesion activity was relatively very high, especially to people working with local organizations.
- Social Cohesion and Peace Building can be achieved using neutral agendas to bring people together and encourage them to build partnerships.

## Implementation Progress Q3 2017

### Management:

- Based on the amendment of the agreement and the lessons Learned from 2016, a new AWP has been developed using new approach for building social cohesion in Iraq, especially among youth.
- 100 K USD has been allocated for the project from UNDP Iraq core budget to support the implementation of the activities.
- The negotiation with Donor and other stakeholders to amend the agreement and the action plan, prevented the management of the project from conducting activities during Q1 and Q2.
- An agreement has been signed with Zain Telecommunication Company to provide in-kind support for the project.

### Activities:

Promotion Activities (before the reporting period since Q2 report is not applicable – zero budget activities):

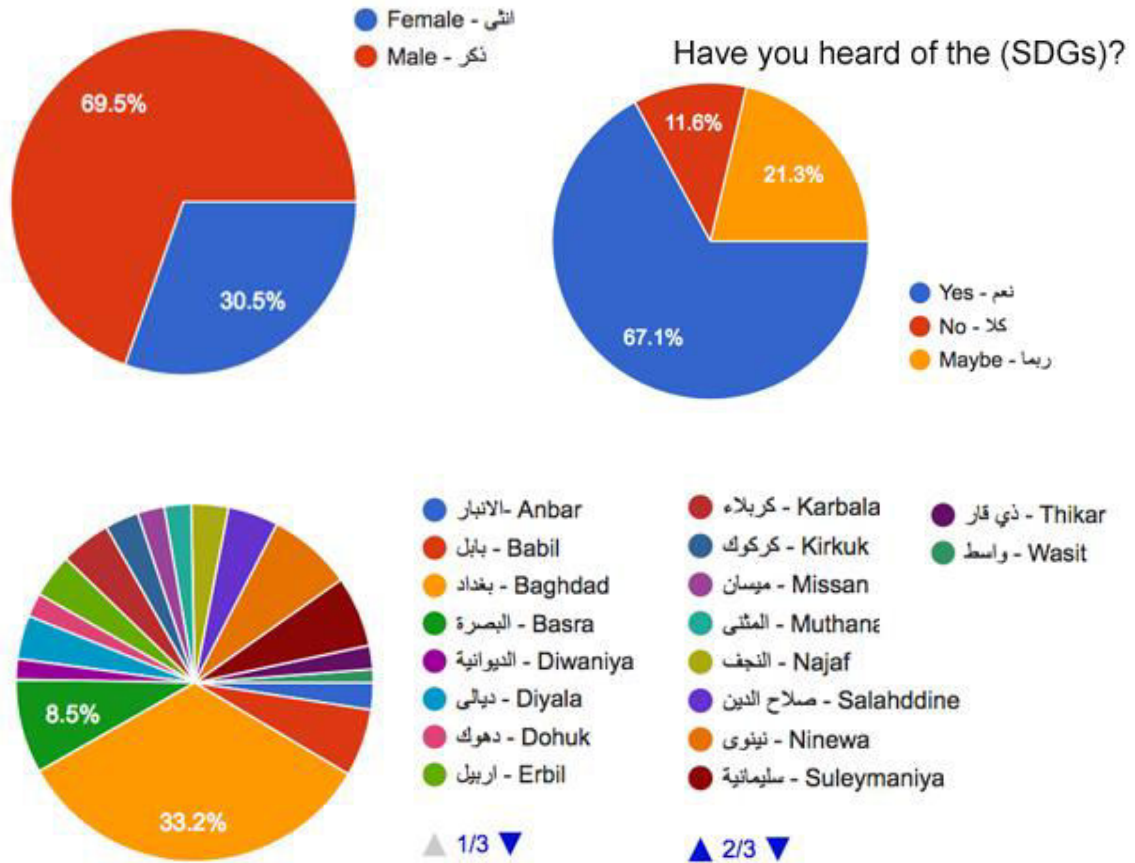
Utilizing the energy and the volunteering sprit of the participants of last year activities UNDP conducted with young people from all over Iraq, around 35 promotional activities have been conducted in different cities, focusing on universities. Over 1400 youth have participated in those events, encouraging them to apply for the project and benefit from the training and networking opportunities.

[Link1](#) - [Link2](#) – [Link3](#) – [Link4](#) – [Link5](#) – [Link6](#) – [Link7](#) – [Link8](#) – [Link9](#)



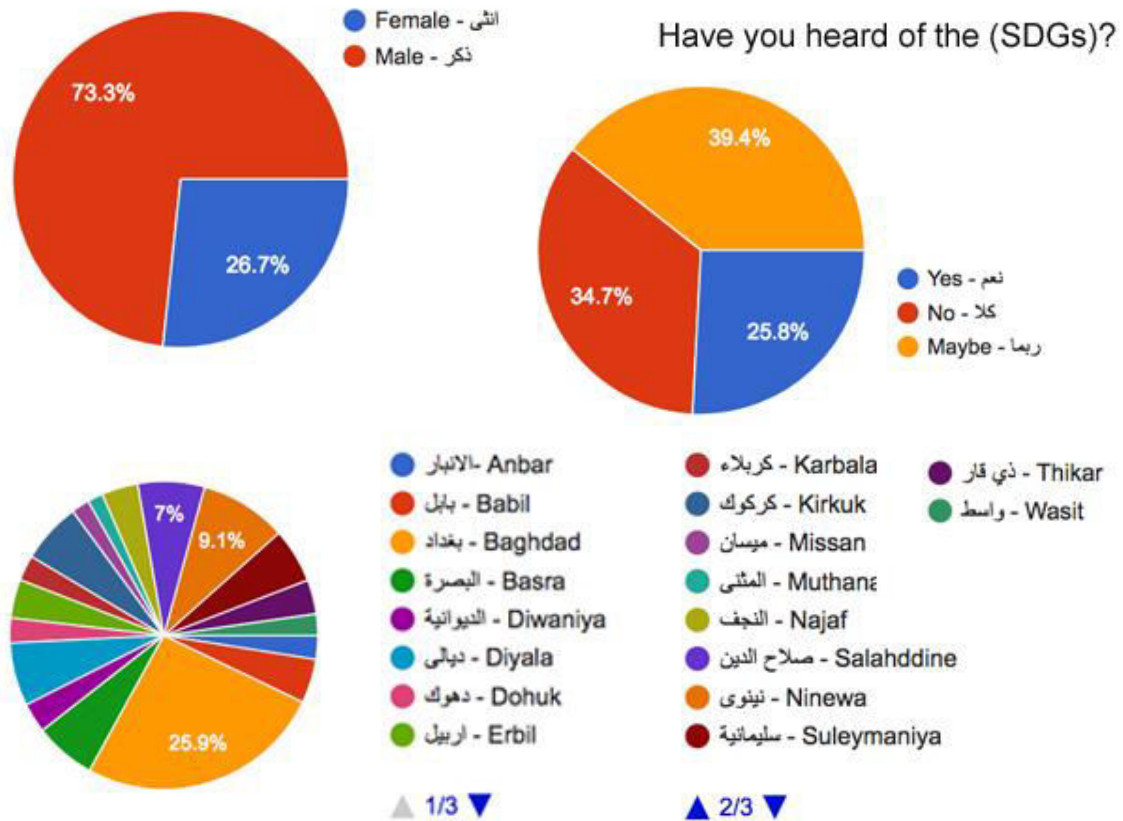
Online Applications:

- Volunteers' Online Application:
  - Application closed: June 6, 2017.
  - Number of applications submitted: 334 Applications (30.5% female).
  - 74 volunteers were selected based on set of criteria including their experience, availability, commitment...etc. (40% female).



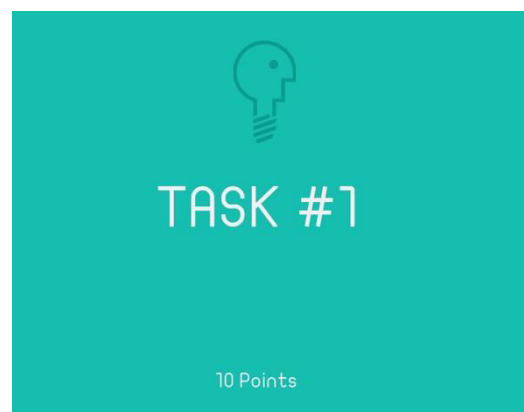


- Participants' Online Application:
  - Application closed: July 1, 2017.
  - Number of applications submitted: 1,757 Applications (27% female).
  - 500 participants were selected based on their ideas and projects.

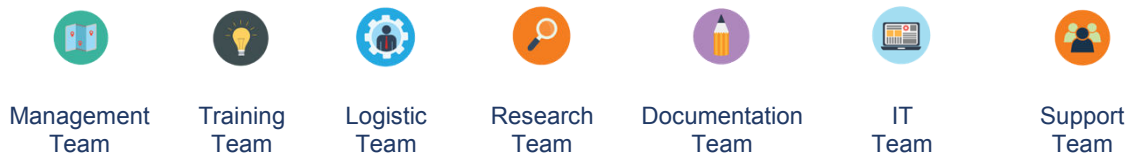


- Online training for the volunteers (from second week of July until the first week of August).
  - Number of participants 74 youth from all over Iraq.
  - The online program included providing information and materials beside a set of tasks to evaluate their capacity, performance and commitment.

(See Annex III – Three weeks Training Agenda).

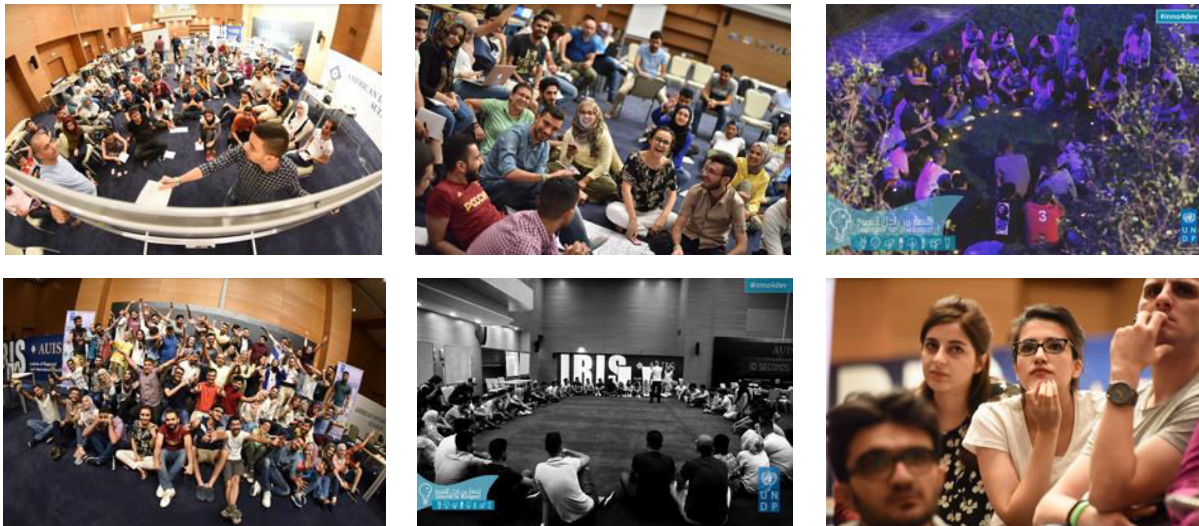


- Design Team Structure:
  - Dividing the team into sub-teams as following:
    - Management Team.
    - Trainers Team.
    - Logistic Team.
    - Documentation Team.
    - Research Team.
    - IT Team.
  - Developing TOR for each sub-team.



- Volunteers' Training Workshop (August 4 to 7, 2017)
  - Location: The American University of Iraq – AlSulaimaniya City (AUIS)
  - Number of participants 63 (37% female).
  - Objectives:
    - To enhance the capacity of the participants in the field of innovation, entrepreneurship, social cohesion, and SDGs.
    - To build cohesion and synergy among the team.
    - To develop detailed Action Plan for 2017.

(See Annex IX –Training Agenda).



Videos:

- <https://www.facebook.com/IraqiYouthCafe/videos/1959142474299168/>
- <https://www.facebook.com/IraqiYouthCafe/videos/1962330730647009/>
- <https://www.facebook.com/IraqiYouthCafe/videos/1953172038229545/>

- Based on previous communication and collaboration with Zain Telecommunication Company, an MOU has been signed with UNDP Iraq. Based on this MOU, Zain committed to provide in-kind support to all activities with youth under the Social Cohesion project (their support includes covering food and refreshment and internet for all activities in 2017).
- Based on previous communication and collaboration with the American University in Sulimanya (AUIS), the university hosted the volunteers' training workshop.
- Coordination and collaboration with other programs and organizations:
  - Support the Entrepreneurship and Leadership Youth Training Program implemented by UNITAR in Iraq.
  - Support the Youth Leadership Programme led by the regional office in Arab States region.
  - Support the media campaign lead by the regional office regarding Youth, Peace and Security. The initiative called "Shughul Shabab" <https://www.facebook.com/shughelshabab/>
  - Support GIZ (Peace Building German organization) program in Iraq (innovation lab).



#### Future steps and activities in Q4:

- Organize the first Innovation for Development workshop in Baghdad for participants from central and south regions.
- Organize the second Innovation for Development workshop in Sulimania for participants from north region.
- Organize the Advanced Training Workshop in Sulimania for participants from all over Iraq.
- Organize thematic round tables for Government institutions, Universities, Private Sector, NGOs and Banks.
- Continue supporting other related projects and programs.
- Follow up with the participants and maintaining the online community of the project.
- Planning for 2018 – 2020 project cycle.



<b>Total</b>	331,011		0.00	0	132.059	3,634	0	0	195,318	41%
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With regards, to GMS, projects should reflect only ATLAS records as GMS is expected to be posted on time this year. Columns 1, 2 and 3 which respectively indicate activity, budget and donor of the project reflect the planned budget as in the AWP. Column 4/5, which indicates Expenditure Status at date of closure of the last reporting phase, will show commitments and disbursement up to that point. It is advised to use the IPSAS project resource management reports - fund resource overview; project resource overview; project budget balance; project transaction detail. This section has been re-aligned with these reports to make the reporting meaningful and easy. Commitments are the written contractual obligations which the project has signed out, while disbursements indicate the amount of money which was actually paid for the obligations. In UNDP corporate terms: OPEN REPORTED COMMITMENTS as at the reporting period ARE UNRECEIPTED POs ONLY. Columns 6/7 similarly indicate commitments and disbursements, however only for the reporting quarter. Column 8, Quarterly expenditure, will sum up the commitments and disbursements in the reporting quarter. Column 9, on total expenditures will add the quarter expenditure (column 8) to the expenditure status at the end of the last reporting quarter (columns 4/5). Column 10, the Balance, is arrived at through subtracting, total expenditure (column 9), from the budget (column 2). Finally the last column, Column 11, delivery, will be expressed in percentage terms, and is calculated by dividing total expenditure (column 9) by the budget (column 2).

**Table 3: Expenditure Status (by donor)**

Donor	Budget	Activity	Expenditure Status at [Date]		Expenditure in Reporting Quarter		Quarter Expenditure	Total Expenditure	Balance	Delivery
			Commitment	Disbursement	Commitment	Disbursement				
<b>GMS</b>										
<b>Total</b>										

The explanation under this section is similar to the above section, however here the difference is that on this table expenditure is categorized as per source of funding/donor.

## Annexes

### Annex I: Performance Tracking Matrix

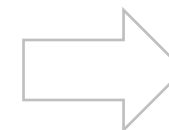
Result/Goals	Performance Indicators	Baseline Info	Performance Benchmark and Targets	Implementation Progress in reporting quarter
Community and opinion leaders are able to actively promote social cohesion in Iraq	1.1.1 – Number of champions identified and engaged in consultation process (0; at least 40 (40-60% women) 1.1.2 – Common social cohesion analysis undertaken (none; developed) 1.2.1 – Number of media references to social cohesion (0; two per week) 1.2.2 – Number of champions attending mid-project meeting (0; at least 40) 1.2.3 – Number of champions attending end-of-project meeting (0; at least 40) 1.2.4 – Public opinion regarding social cohesion (not known; public opinion positive) 1.2.5 – Social cohesion index result at national level (no index; improvement)		Identify social cohesion champions and strengthen their capacity to promote social cohesion  Support activities by champions aimed at strengthening social cohesion	-

## Annex II: Risk Log:

Project Title: Support for Social Cohesion in Iraq – Stage I					Award ID:		Dates: 01 Aug 2014 – 31 Jul 2016		
#	DESCRIPTION	DATE IDENTIFIED	TYPE	IMPACT & PROBABILITY	COUNTERMEASURES; MGMT RESPONSE	OWNER	SUBMITTED; UPDATED BY	LAST UPDATE	STATUS
1	Unstable security situation in Iraq	Prodoc		Potential delay in implementing the project activities P = 4 I = 3	Countermeasure: Ongoing analysis of security situation and compliance with UNDP security guidelines  Mgmt Response: Undertake activities in safer areas or outside of Iraq	UNDP Project Manager	UNDP Project Manager		
2	Project becomes politically sensitive	Prodoc		Potential loss of cooperation of Iraqi counterparts and negative publicity P = 2, I = 4	Countermeasure: Appropriate design and liaison with key Iraqi counterparts at the political level.  Mgmt Response: Lobbying by UN officials, liaison with key Iraqi counterparts, effective communications response	UNDP Project Manager	UNDP Project Manager		
3	Significant political instability in Iraq	Prodoc		Uncertainty over identification of counterparts and ability of counterparts to make decisions. P = 3, I = 2	Countermeasure: Work across tiers of society to ensure that project activities can continue in political instability.  Mgmt Response: Work with non-political actors and with counterparts from a wide range of political backgrounds in Iraq.	UNDP Project Manager	UNDP Project Manager		
4	Cannot identify sufficient champions or Iraqi counterparts willing to engage in project activities	Prodoc		P = 1, I = 4	Countermeasure: Ensure project activities are relevant to counterparts. Mgmt Response: Adjust project activities.	UNDP Project Manager	UNDP Project Manager		

Annex III: Three weeks online training agenda for the volunteers' team.

Week One	Week Two	Week Three
Introduce	Read & Reflect	Plan
Post: Introduction to Inno4Dev using promotion presentation + core ideas about the team.	Post: More information about inno4dev. (how did we do it last year)	Post: Inno4Dev challenges and opportunities.
Task1: (Under one post) – 10P Please introduce yourself (3 to 4 lines) + share a song, pic or video you like.	Task4: (under one post) – 10P What is entrepreneurship? Documents will be shared for the team to read and reflect.	Task7: (under one post) – 10 P Open discussion – expected challenges/risks and how to manage them in 2017/2018
Task2: (Online Meeting) – 15P Each sub-team should conduct an online meeting to go through their TOR. They have to share a summary of their meeting. One or more from Management should participate.	Task5: (Online meeting) – 15P Each sub-team should conduct an online meeting to discuss ideas regarding fulfilling their TOR. summary of their meeting. One or more from Management should participate.	Task8: (Production) – 25P Each sub-team will be tasked to produce something related to their TOR. Example: trainers (short presentation). They have to explain how they did it and who did what?
Task3: (Logistic) – 5P A folder will be share for the participants to upload their passports. A contact information sheet will be shared.	Task6: (Shared document) – 10P Each team will develop a document of their ideas and plans on how to implement the action plan in 2017/2018.	They are free to conduct meetings or communicate with other sub-teams for help.
Expected results: Team members to know more about the project, their roles and responsibilities and about each other. Total: 30 points	Expected results: Team members to enhance their knowledge in the field of entrepreneurship. This week requires more leadership and communication skills. Total: 35 points	Expected results: Team members will have the chance to show their skills in producing materials. Better understanding of the challenges. Total: 35 pints





Annex IX:

Session	Aug 4	Aug 5	Aug 6	Aug 7
9:00 10:30	<b>Identity</b> <i>Individual + Team</i>	<b>Entrepreneurship</b> Global + Regional + Local  Social Change	<b>Zero Action Plan</b> Presentations ----- BMC	<b>Sub-Team Training</b>  Session 3
Coffee Break				
11:00 12:30	<b>Theory of Change</b> <i>Stability &amp; Social Cohesion</i>	<b>Sub-Team Brainstorming</b>  Situation-Opportunities	<b>Sub-Team BMC</b>  Team BMC  Team Structure	<b>2017 Action Plan</b>  Development
Lunch Break				
1:30 3:00	<b>Methodologies</b> <i>Design Thinking Lean Start-up Action Plan</i>	<b>Sub-Team Presentations</b>  Targets 2017/2018	<b>Sub-Team Training</b>  Session 1	<b>2017 Action Plan</b>  finalization
Coffee Break				
3:30 5:00	<b>Volunteering @Inno4Dev</b>  <b>Communication Technology</b>	<b>Zero Action Plan + Expectations of other Sub-Teams</b>	<b>Sub-Team Training</b>  Session 2	<b>Elevation System</b>  Individuals + Sub-Teams + Team
8:00 to 10:00 Evening Activities (Play and Learn)				