

Country Programme Plan Iraq

I. ANALYSIS

1.0 Country Context Analysis

1.1 Brief Overview

Violence and rule of militia is fracturing Iraq and central authorities are unable to provide security for the civilian population. Since the invasions of Iraq in 2003 the multinational coalition forces removed and executed the former president Saddam Hussein and replaced his regime by a parliamentary democratic system. The Constitution that was agreed upon in 2005 ratified a deep polarisation that did not lead to national reconciliation. The Iraqi government led by Noori Al-Malaki has been unable to create political stability in the multi-ethnic nation and the country is at civil war. Iraq is listed as second to the bottom in the Failed States Index.

The governmental institutions are failing to provide adequate services to the population and corruption and fraud is widespread at local, regional and central level.

At the time of writing Iraq is facing the world's largest growing refugee problem. The UN reports that two million Iraqis are internally displaced and more than two millions have fled to neighbouring countries. The massive displacement is due to increasing sectarian strife and fear of militia in Iraq. The south of Iraq is divided into Shia chiefdoms while the western part of Iraq is partly controlled by Sunni tribes. A recent report by the International Crisis Group points to the worrying rise in intra-ethnic tension in South Iraq with different Shia groups fighting each other. In the absence of effective law enforcement, robberies and regular crime adds fear in the streets.

Minorities are vulnerable and Palestinians, Sabeans, Kurds, and Christians are fleeing to Syria and Jordan, to refugee camps on the borders, or to areas in which they are not a minority, as in the case of the Kurdish north. The result is a situation in which co-existence between ethnic groups is increasingly difficult. Neighbourhoods and areas previously populated by several ethnic groups are now increasingly turning into homogenous areas with the ethnic groups in majority remaining while minorities flee.

The majority of the population in Iraq are Shiite. The 25 million Shiite constitutes approximately 60 per cent of the population. However, the Shiites are divided by sects, clans, tribes and ethnicity, and include Arabs, Kurds and Turkomans. Shiites live mainly in the south and central parts of Iraq. The second largest group are the Sunni Muslim population. The Sunni Muslim counts around 32 per cent of the population. In the past they have been favoured by the rulers of Iraq and despite being in minority, they have dominated the country politically and economically. Kurds are in majority in the north but are also not a homogenous group. The Kurds are also divided by languages, political affiliations and religious sects. In addition there are Marsh Arabs, Turcoman, Chaldean, Romano and other ethnic minority groups.

Christians in Iraq numbered up to one million in the 70ties. Today, their number has dwindled to less than 500 000. After the 2003 invasion, Christians have been under increasing pressure. Radicals have targeted Christians for sale of alcohol, women for not wearing appropriate dress and since Christians do not have a "natural" territory or tribal structures but have been spread and settled in different areas, they are unable to protect themselves in times of insecurity. Christians have also been associated with the international presence. Finally, economic hardship adds to the difficulties of the Christian communities in Iraq and the prognosis is that more Christians are fleeing to Syria.

The insecurity and fear of sexual violence or abduction is keeping women and children in their homes, out of schools and away from income opportunities. Children fear for their parents when they are out of the home, and parents fear that their children are kidnapped by criminals for ransom if out playing. Sniffing, drug trafficking, prostitution and armed youth gangs flourish.

The political influence of women in Iraq is limited. Although there has been little religious opposition to women's participation in the new government, factors such as extremism, the security situation, isolation and gender based violence interlink in hindering women from active participation in the public and in the political processes. Women are thus further marginalized.

The humanitarian needs of the population in Iraq are critical. The NGO Coordination Committee for Iraq (INCC)¹ together with Oxfam International write in a recent report that up to eight million people are in need of emergency assistance. 42 per cent of the Iraqis inside Iraq suffers from "absolute poverty". Over 50 per cent of the work force is without work. INCC warns that the two million internally displaced have no income to rely on and are running out of coping mechanisms. In the same report they estimate that the number of Iraqis without adequate water supplies has risen from 50 per cent to 70 per cent since 2003, while 80 per cent lack adequate sanitation.

The economic situation and legal status of the refugees in Syria and Jordan are uncertain. Neighboring countries have become more restrictive in letting Iraqis into their countries and those already there are experiencing hardship. These circumstances have made women vulnerable to sexual exploitation and prostitution. Further, parents are not able to pay for their children's education, leaving thousands of children without access to education.

1.2 Participation

The lack of security is the major hindrance for participation in society, in public life and in civil society activities. Criminal violence as well as sectarian and other political violence is disrupting every aspect of life in Iraq. The public space is controlled by sectarian or militia rule and there is little room for ordinary Iraqis to participate in regular democratic activities arranged by civil society or by political parties. There is little such space in which the citizen can raise their voice and express their opinion. Independent media and access to credible information from government institutions are limited.

Women are prevented by fear and conservative attitudes from participating in public life and politics. Discrimination of women is widespread especially in rural areas in the South, and women are in general confined to the private sphere. In the cities the security situation is not any better but there are some groups of educated women gaining some influence. Educated Iraqis like doctors, university professors, engineers and others are fleeing Iraq and brain-drain of educated elites also contribute to hindering the development of space for public participation in which groups can advocate their rights.

Minorities are vulnerable and unable to advocate their rights in a situation in which basic security is absent. There is fear of life and loss of property and livelihood and basic needs are the concerns of people before the right to organise and participate in public life.

Central, regional and local government are to some degree functioning through Government institutions and town/village committees. Women are in most cases excluded from these decision-making bodies and influence in politics. Lack of delegation makes it difficult to obtain decisions on regional and local levels. People approach ministries in Baghdad to have papers authorised or decisions confirmed.

¹ Abbreviations see page 25

1.3 Equity

Although Iraq had elections in 2006 and a Government was formed, the Government is weak and little has been achieved in addressing the increasing violence and sectarian division.

The economy is not working and poverty is widespread. A new oil law allowing international oil companies to participate in developing the vast oil reserves in Iraq is sent to Parliament. With estimated two million internal displaced people and more than two million refugees that have fled the country, the general situation for most people are deteriorating and basic needs the main concern of people.

The Governmental structure, although in place, is to a large extent not functioning due to, among other things, corruption, security and sectarian division. Governmental services like electricity, clean water, sanitation and waste management is absent in most areas, especially in the rural areas. The judicial system is weak and the police is regarded as corrupt and infiltrated by extremist groups.

Christians and other minorities lack security and ability to protect their properties and livelihood. Christian women, as well as women in general, are under pressure to conform to dress codes. Women are subject to sexual crimes as rape and other forms of sexual abuse. These problems are not addressed because of tradition as well as the inability of the law enforcement to provide the population in general with security.

1.4 Protection

The main priority for all Iraqis is protection against war and violence. Although the war ended four years ago there is still a state of war in the country, even civil war in some areas. Without improving the security situation for the people, sustainable development can not be achieved. For the same reasons the protection given by the Government and governmental institutions like the police, the judicial system and the army is limited.

Proper laws protecting individuals, property and institutions are not yet developed and many other laws are outdated or from the time of Saddam Hussein. Protection against violent religious extremist groups is important because of the limits these groups exercise on individual freedom and the development of a strong open civil society. Protection of religious minorities is difficult and many religious leaders have fled the country, others are killed or hide by keeping a low profile.

The Marsh Arabs as a group is still today regarded as second rate people by most Iraqis and are marginalized when it comes to participation in the society. Together with the Kurds the group suffered heavily during Saddam Hussein's rule. They were driven from their villages and the marshes dried out in order to force them from the area. Even gas was used in some cases.

The Christian communities, as well as other minorities, are among the other vulnerable groups that the government is unable to protect. Recent report shows that Christians are also fleeing Iraq to Syria in the absence of security and ability to protect their property and livelihood.

In this environment the protection of women and children, especially girls, against trafficking and violence, is a challenge. Securing basic services like water and sanitation to towns and villages, reducing the need for women and girls to walk long distances to collect water is one protection measure but women and girls remain at risk.

1.5 Role of Civil Society and NCA Partners

1.5.1 Role of Civil Society

The civil society in Iraq is weak. During the rule of Saddam Hussein all institutions were controlled by the Government and NGO's were not allowed. Wars and lack of security has strictly limited the possibility to create a strong and vibrant civil society. Now the number of local NGO's are increasing but most of them are weak and without proper structure and funding. It will be a priority for NCA Iraq to work to strengthen the organizations and create sustainability.

Because of the weak civil society NCA Iraq is depending on local, regional and national governmental organization to secure implementation and sustainability for many of our projects. This is especially the case in the program areas of water/sanitation and psycho-social support through activities in youth centers.

For the time being international NGO's and the UN are unable to work effectively in Iraq because of the security situation and this situation will continue in the foreseeable future. Supporting institutions and local NGO's, especially women organizations to strengthen their capacities, funding and networks should be a priority for NCA Iraq.

1.5.2 Role of NCA Partners in Civil Society

For reasons explained in paragraph 1.5.1, NCA Iraq has a limited number of partners in Iraq. Most of our projects are implemented by NCA Iraq by using our local staff. Also because of the security situation expatriates have been banned from entering Iraq since the summer of 2005. The present development in the security situation does not indicate a return of expatriates to Iraq anytime soon. NCA Iraq has for the time being six local partners in the areas of youth centers and women organizations, the Ministry of Youth and Sport, the Ministry of Health and the Ministry of Municipalities and Public Works. As the security situation improves it will be a priority for NCA Iraq to develop and cooperate with more partners and local NGO's.

However, in the short and medium term, NCA Iraq will implement most of our projects by own operational means. NCA Iraq will try to develop the cooperation with the ministries through MoU's, good hand-over procedures, meetings and seminars.

2.0 NCA's Added Value

Having worked in Iraq since 1997, NCA Iraq has gained considerable experience and know-how and has established valuable contacts with Iraqi authorities and local organizations. Prior to the US-led war in 2003 NCA Iraq worked in the field of rehabilitation of water supply in Iraq. The main activity was implemented in coordination with the Iraqi Red Crescent (IRCS). This was rehabilitation of water distribution systems and major water treatment works in central Iraq, of which five were completed prior to 2003. In later years the program has expanded to cover the areas of water/sanitation, shelters/reconstruction, psycho-social support in youth centers, democracy/human rights and religious dialogue.

NCA Iraq has established its main office in Amman, Jordan with the Resident Representative, the Finance Manager and four program managers. This has made it easier for the Representative to coordinate operations in Iraq, cooperate with UN agencies and also to improve cross-program development and cooperation. An office is maintained in Kuwait with one logistic assistant, sharing office with the Danish Refugee Council. NCA Iraq has presently 30 local staff in Iraq, with the main office in Basrah and a sub-office in Baghdad. The local staff in Iraq is implementing and monitoring the projects and doing the needed logistic, security and other management work. There are no immediate plans for expanding the staff although some increase may be needed in the future.

The latest annual Country Report from 2006 gives a picture of what NCA Iraq managed to implement in Iraq despite the difficult security situation. The four youth centers had an average daily participation of more than 350 boys and girls, the two women's activity centers providing courses and seminars for more than 140 women from the neighboring areas, and more than 900 000 people have improved their water supplies. 150 000 people have improved sanitation and sewage disposal, 800 people have benefitted from new shelters and 400 children have had their kindergarten renovated. Additionally a number of seminars and courses were held, particularly in the areas of human rights and women's rights

It should be a priority to achieve an effective cooperation between NCA offices in the region. The total NCA resources in the region are limited, especially in human resources, and an integrated strategy will benefit NCA as a whole. Regional financial cooperation, as well as gender equality, capacity building seminars and education are areas for future regional cooperation.

II. NCA INTERVENTION STRATEGY

3.0 Thematic Analysis and Priorities

3.1 Specific Rights to be addressed by the Program

A number of rights violations emerge from the analysis of participation, equity and protection in chapter 1. People's basic rights to education, security, health and clean water are violated. NCA does not have the capacity to work effectively with all these violations of basic rights. For example is the security situation the major obstacle to development and participation but providing physical security is beyond the capacity of NCA in this context.

Appropriate laws are not in place in Iraq although the Iraqi Constitution provides all Iraqis basic human rights, religious freedom and the right to participation, etc. NCA Iraq applies humanitarian law, international law and UN conventions as the basis for our work in Iraq.

NCA Iraq will make it a priority to address the following rights, based on NCA thematic areas:

Civil Society and Accountable Governance

The exclusion of women and poor people from participation in society and local governance will be addressed. This includes the right of all people to participate in society and in the governance of their community and country. This includes the right of women, on equal basis, to participate in decision-making and society as a whole. (CCPR, Art. 25, CEDAW Art. 7/8, CCPR 19/20 and 21/22, CRC 13,14,15).

Men and Women Address Gender-based Violence

Women's right to life, integrity and security, in the public as well as private spheres, including the elimination of harmful traditional practices will be addressed. (UN Resolution 1325, CEDAW 4,9,10,11,12,13,15,16, CESC 6,7,11,12)

Communities for Fresh Water and Safe Sanitation

The right to clean water will be addressed including the right of every person to the highest attainable standard of health. (CRC, Art. 25, MDG, CERCR com.15, CESC 11)

Religions for Conflict Transformation and Peace

There is a high level of violence invoked by religious fundamentalism and intolerance. The right to freedom of thought, conscience and religion will be addressed. (CCPR, Art. 18, 27, CESC 15, CRC 30).

3.2 Thematic Focus

Based on the planning process NCA Iraq will have the following thematic focus:

3.2.1 Civil Society for Accountable Governance

Civil society was suppressed by the previous regime. Assistance to strengthening civil society will be one of the main challenges in the years to come. There will be a need to work for creating awareness about the role of civil society and training about the rights and responsibilities of civil society in relation to the state, market and media. The role of women in public life must be supported. UN Resolution 1325, the Norwegian Government's action plan to implement Resolution 1325 as well as the Action Plan for Women's Rights and Gender Equality in Development Cooperation, will be important guiding document in this regard. Children's rights have to be protected and developed.

Iraqi authorities on all levels are ineffective and corruption is widespread. NCA Iraq has good relationship with some government institutions and will use this influence to promote good governance. NCA Iraq will work to strengthen the technical capacity of governmental institutions to enable them to take over the responsibility for development projects in a sustainable way.

The civil society in Iraq is weak and vulnerable and its development is suppressed by threats from armed groups. It is a priority for NCA Iraq through our democracy/human rights program to develop and support local organizations and NGO's to improve, facilitate for and strengthen civil society activities.

Many Iraqis have left the country for neighboring countries, mainly Jordan and Syria, because of lack of personal security. In Jordan the situation is difficult especially for children and women. Children do not have access to education and are at risk of being recruited into the prostitution and sex industry. The household economy of refugee families are worsening and women and girls are vulnerable to many forms of abuse. If reliable data concerning trafficking in women and children can be found, NCA Iraq will consider starting small scale projects in this field in cooperation with local NGOs.

NCA Iraq will use its other programs actively, as Communities for Fresh Water, Safe Sanitation and Infrastructure, to involve and empower women to take part in the planning and implementation of projects and in this manner involve women more actively in the civil society. NCA Iraq is working actively with government institutions at all levels making it possible to improve accountability and efficiency of government institutions.

Priorities:

- Support activities for disadvantage children and young people.
- Capacity building, democracy, gender equality, women rights and human rights activities
- Involve women in the planning and implementation of all NCA Iraq programs
- Involve local, regional and central government structures in the planning and implementation of all NCA Iraq programs
- Networking – build networks between civil society organizations and links/networks with NGOs in the region, especially women's NGOs
- Use UN Resolution 1325 to combat gender based violence, trafficking and for the promotion of the active participation of women in society
- Capacity building of local and regional authorities.

3.2.2 Addressing Gender-based Violence

A recent report presented at the UN Commission on the Status of Women (CSW) states that gender based violence is increasing. Women are being targeted for attacks and sexual assaults by the militia and by rival groups, in the sectarian battles. Domestic violence has become more deadly because of the proliferation of guns. Sectarian violence has entrenched the authority of tribal leaders, many of whom condone violence against women, including forced marriage and honour killings. There is a sharp rise in honour killings. There is a widespread displacement of Iraqi women and their families, a large number of widows, and this exposes women to further abuse, violence and exploitation, including domestic violence, prostitution and trafficking. It is also reported that rape is being used as a tool for revenge between the different groups. It has been reported that Sunni, Shiite and Christian women have been targeted and raped because of their ethnic / religious identity. NCA Iraq will support women's organizations and networks who wish to address these issues, and support them in linking with women's NGOs from the region, who have been working on these issues for many years.

Priorities:

- Support women's organizations inside Iraq
- Linking Iraqi women's organizations to a regional networks
- Raise the issues of trafficking, prostitution and gender based violence with Iraqi parents, organizations, religious leaders and community leaders

3.2.3 Communities for Fresh Water, Safe Sanitation and Infrastructure

Water and sanitation has been and will continue to be the most important program for NCA Iraq.

The delivery and quality of services to rural areas, and particularly water and sanitation in the southern region was outside Saddam Hussein's priority. Water is the most critical issue all over Iraq, but mostly in the south and particularly during the dry season. NCA Iraq has a long and good record working with the UN and others in providing water to the Iraq people. The UNDP survey from 2004 documents that only 11% of the house-holds in Basrah Governorate at that time had access to safe and stable water supply; the situation has not improved since then.

NCA Iraq will adopt a system of area approach to water supply; this is also recommended by UNICEF. This could include repair and increase of capacity of the water treatment plant (i.e. Compact Units (CU) and/or Reversed Osmosis (RO) units), construction of elevated water tanks, repair of main pipelines and construction of new pipeline networks. Additionally the water projects will be integrated with sanitation and hygiene promotion, as well as closer involvement of the right holders in the planning process. The projects have to be simple making it possible for Iraqi water authorities to continue to maintain and run the projects after handover. NCA Iraq will also include water quality and quantity as end of project performance and put emphasis on result documentation. NCA Iraq will follow-up sustainability of our water projects by strengthening cooperation with local councils, inspections and training of government employees.

NCA Iraq will also employ a female hygiene specialist as part of the water/sanitation team with the purpose of strengthening the hygiene component of the projects. To improve the hygiene in the areas we operate contact and information to the women will be crucial. A female hygiene specialist will be able to make this contact and arrange courses and involve women in the planning process. This approach will also make it possible for our democracy and human rights program to more easily access women in the areas.

Infrastructure projects, mainly shelters and smaller renovations of schools, hospitals, kindergarten etc, should be concentrated to the Marsh Arab area where the needs are

most urgent. The Marsh Arabs are moving back into the area and the need for housing and proper schools for their children are urgent.

The water and sanitation projects must be coordinated with our shelter and rehabilitation projects, especially in the Marsh Arab areas. There should be a more integrated approach from NCA Iraq to deal with water, sanitation and infrastructure rehabilitation together and also supported by our other programs, like Civil Society and Accountable Governance.

Priorities:

- Provide drinking water to the population according to WHO and national quality standards
- Improve the hygiene standard through hygiene promotion, especially in the rural areas in the South
- Implement the area approach by renovating small pumping stations and minor water stations, repair of pipelines and minor water treatment plants
- Include water quality and quantity as end of project performance and put emphasis on result documentation.
- Connect our infrastructure projects and water/sanitation programs and other NCA Iraq programs
- Provide renovation of infrastructure to the poorest in the South
- Provide proper housing to the most vulnerable families in rural areas in the South.
- Engage authorities, communities and women in the planning and implementation process to secure sustainability.

3.2.4 Conflict, Peace and Religion

The horrific violence in Iraq is sectarian and political violence with criminal elements also playing an important part in spreading fear and insecurity. Religious actors may in this situation play a role as a moderate force against armed groups and militia that mobilize based on ethnicity.

To work for democratic and peaceful development in Iraq, women must be actively involved in the national reconciliation.

With support to small infrastructure rehabilitation of churches and mosques some opportunity to facilitate meeting points between religious groups is created.

Priorities:

- Start to build limited relations of mutual exchange and cooperation with local organizations and religious communities
- Start to build a basis for democracy and human rights.
- Promote the rights of women through cooperation.

3.2.5 Regional and Internal NCA Capacity Building and Cooperation

With remote management it is important that our local staff in Iraq is qualified to enable them to plan and implement projects professionally. Corruption and misuse is a widespread problem in Iraq and local staff must be trained and followed up to enable them to monitor and control the management the project and ensure that results are seen on the ground for the best of the people in need.

Local staff also need are upgrades of English and computer qualifications, together with Auto CAD for the engineers. This education will start up in 2007 and continue through 2008. It will also be important to give our staff relevant education within the areas of human rights, gender and trafficking in human beings. Hygiene training will be provided to local staff in order to implement improved hygiene in the water and sanitation projects.

NCA will increase our effort in community mobilization and engage the local community in the planning and implementation phase of the projects. Community mobilization and participation at all levels of implementation is central to sustainability development.

Our NCA regional cooperation must be strengthened based on the limited NCA resources in the area and the need for regional competence. Internally, in the areas of finance and gender, regional competence is needed. Corruption and a difficult management situation demand a strong financial regional follow-up.

The situation for women in the region is difficult with conservatism traditions on the raise and a deteriorating security situation. A regional gender competence could help address this issue.

Priorities:

- Capacity building of NCA staff.
- Regional internal NCA cooperation in the areas of finance, gender, seminars and education.

4.0 Strategies for Rights Holders and Duty Bearers

NCA seek to engage with poor and marginalized men and women. All people are entitled to rights and to live in dignity. The poor and marginalized have the same basic human rights but are often excluded from exercising their rights. NCA right-based approach entails a strategy in which the poor and excluded are provided with resources that can enable them to act as Right Holders. NCA recognize that social relations and institutions within society can pose serious barriers to poor people who try to claim their rights. Therefore, a rights-based approach entails to also engage Duty Bearers to ensure that barriers excluding the poor and marginalized from equal rights are removed.

4.1 Rights Holders

Identification of the main Right Holders and strategies for engagement/empowerment:

Poor Iraqis without access to clean water and shelter in South Iraq.

Rights Holders will be the poor and marginalized population in the towns and villages that will receive support from NCA Iraq. Within these communities, women and children will be considered as Rights Holders that need particular attention.

The main NCA Iraq strategy will be:

- To engage regional and local authorities as main duty bearers through involvement and cooperation.
- To engage elected town and village committees by regular meetings and cooperation.
- To engage women through the building of civil society organizations.
- To encourage local authorities to include town/village inhabitants in planning and implementation to secure sustainability.
- To empower Right Holders to claim their rights also after NCA Iraq has finalized the programs.
- To continue follow-up of projects after they are handed over to the authorities.

Iraqi children and youth traumatized by war.

In war-torn Iraq children are one of the most vulnerable groups. Children have experienced fear, witnessed family members wounded or killed, and found their schools destroyed and denied education. The health institutions are unable to provide adequate services to traumatized children. Girls are vulnerable in war and conflict and both gender inequality in society and sexual crimes as rape and abuse adds to their vulnerability.

The main NCA Iraq strategy will be:

- To create safe spaces in centers where children and youth can meet and develop their creativity and life skills.
- To engage authorities and parents in developing and running centers.
- To engage schools and parents to secure equal participation of boys and girls.
- To inform teachers and parents about gender issues and trafficking in human beings.
- To provide professional psychosocial services to traumatized children and youth.

Women in Iraq

Iraqi women were active in public life during the rule of Saddam Hussein. With insecurity and religious conservatism gaining ground women have been marginalized and confined to the private sphere. In rural areas women are excluded from participation in public life by family and tribal traditions. Many women are widows from war and have responsibility for their families without access to income.

The main NCA Iraq strategy will be:

- To empower women to organize, strengthen of women NGO's and other civil society organization.
- To involve women in planning and implementation of all our programs.
- To develop seminars and training for women both inside and outside Iraq in the role of civil society, development and human right.
- To address violence against women.
- To increase the share of women staff in NCA Iraq.

IDPs and including the Marsh Arab population.

The internally displaced counts around 2 million in Iraq. The Marsh Arab population was displaced from the marshes during Saddam Hussein's regime. The marshes were drained and their way of life ruined. The Marsh Arabs are now moving back to their areas and are in need of support to re-establish their communities. The main NCA Iraq strategy will be:

- To meet needs for water, sanitation and infrastructure.
- To engage the Marsh Arabs in the planning and implementation of development in their area.
- To engage women by giving training and establishing women organizations.

4.2 Duty Bearers

Identification of the main duty bearers and strategies for engagement:

Iraqi local, regional and central authorities

NCA Iraq will through our work involve local, regional and central authorities within all program areas. Relevant authorities often lack the knowledge, resources and will to carry out their responsibilities and provide relevant services. Accountability is lacking and people's participation is often weak.

The main NCA Iraq strategy will be:

- Improve government accountability through meetings and involvement of regional and local in all our programs
- Improve local authority accountability and facilitate contact between authorities and citizens in project areas.
- Provide training of government employees to sustain our projects after hand-over.

Iraqi religious leaders

Sectarian and political violence by groups mobilizing based on ethnic belonging is creating fear and mistrust. Large numbers of people flee in fear of violence and religious minorities is at particular risk. Religious actors have a role to play as a moderating force against militant groups that spread division and fear among and within ethnic and religious communities. Women are subject to conservative traditions that seek to limit

women's participation in public life. NCA Iraq will, when possible, engage religious actors from all faiths to improve cooperation and understanding.

The main NCA Iraq strategy will be:

- To support small-scale renovation of churches and mosques.
- Engage representatives of religious communities in small-scale humanitarian cooperation to facilitate contact.
- Facilitate possibilities for religious leaders to meet.

Tribal leaders

NCA Iraq will make it a priority to work in rural areas because of greater need for support in these areas. The rural areas are normally more traditional with tribal leader playing an important role in all decision-making. NCA Iraq will also encourage religious leaders to address issues concerning women's rights and gender-based violence.

The main NCA Iraq strategy will be:

- To engage tribal leaders in the planning and implementation of our projects in rural areas.
- To use our influence with the tribal leaders to access women in the project areas.

Village/town committee leaders

The elected town/village committees are crucial in planning and implementing NCA projects. The committees are legitimate representatives of the population in the town/village and have to be actively engaged. They have crucial knowledge about the needs of the people, land issues and other concerns related to the planning process.

The main NCA Iraq strategy will be:

- To engage town/village committees in the planning and implementation through meetings and site visits.
- To use our influence with the town/village committee to access women in the project area
- To establish contact and cooperation between local authorities and town/village committees to increase sustainability.

5.0 Geographic Focus

The following criteria were used to assist in the exercise to identify geographical area for intervention: Poverty – marginalization – major gender inequality – presence of partners – NCA's history for intervention – motivation of community involvement – security – lack of civil society structures.

Based on the mentioned criteria NCA Iraq seek to concentrate our activities from Baghdad and towards the South. Northern and western parts of Iraq are served by other international organizations. Baghdad with its violence and insecurity is in great need of support and not many NGOs are working in the city. With an office in Baghdad and good connections to the relevant authorities NCA should continue to work in the city. Especially the children in Baghdad are in need of support and services and many are traumatized by war and insecurity.

In South Iraq, the Governorate of Basrah, is becoming the priority area for several international NGOs. The need for assistance is also great and the security situation allows for development work to be carried out. NCA will concentrate our work in areas north of Basrah Governorate. The Marsh Arabs, as previously explained, is the most vulnerable group in the South and will be a priority for NCA Iraq.

Many Iraqis have left Iraq because of threats and sectarian violence. Many of these Iraqis are in a difficult legal and economic situation. Children do not go to school and women and girls are vulnerable to sexual exploitation and prostitution.

The following areas were therefore identified as the priority geographical areas for NCA Iraq's intervention:

- The Basrah Governorate
- The Baghdad Governorate
- The Marsh Arab area between the cities of Basrah, Nasiriyah and Amarah
- The Governorates of Missan, Thi-Qar, Wassit and Babylon.

For years to come the security situation will continue to be the main indicator defining where to work. This is the situation for all international NGO's in Iraq. This means that NCA Iraq has to show flexibility and be able to adjust both ongoing and new projects to secure and protect own staff and local inhabitants in project areas.

III. PROGRAMME IMPLEMENTATION

6.0 Program Objectives per Thematic Focus Area

6.1 Civil Society and Accountable Governance

Overall goal: The strengthening of civil society with focus on women, young children and cooperation with authorities in NCA Iraq geographical focus area.

1. Specific Objective	Indicator	Source of Verification
Youth, both boys and girls, are provided with non-formal educational and recreational activities	950 boys and 600 girls have attended the centres activities	Centres monthly reports, attendance sheets and inspections
1.1 Expected result Boys and girls have gained IT skills	400 boys and 200 girls have gained IT skills	Centres monthly report, attendance sheets and inspections
1.2 Expected result Boys and girls are introduced to English language	300 boys and 150 girls have been introduced to English language	Centres monthly reports, attendance sheets and inspections
1.3 Expected result Boys and girls have obtained income generated skills such as sewing, carpentry and electrics	250 boys and 250 girls have gained a skill that will help generate income	Centres monthly reports, attendance sheets and inspections
1.4 Expected result Parents, mothers and fathers, are involved in centres activities	60 % of parents have attended the monthly activities	Parents attendance sheets and centres reports
1.5 Expected result Boys and girls have attended the recreational activities	60 % of boys and 30 % of girls have attended the recreational activities	Centres monthly reports, attendance sheets and inspections

2. Specific objective	Indicator	Source of Verification
The civil society and the position of women have been strengthened	1. Women centres are operational 2. Education, human rights and gender situation have improved	Centres monthly reports, seminars, inspections, meetings
2.1 Expected result Workshops and seminars on human rights, gender and trafficking have been arranged	Men and women are attending workshops and seminars and awareness and understanding improved	Centres monthly reports, seminars, inspections, meetings
2.2 Expected result Forums for women to meet have been provided	The Basrah and Qurna centres are operational and a meeting place in Basrah established	Reports, inspections, minutes from meetings
2.3 Expected result Courses in English, computers and sewing have been conducted	Regular courses and activities are held	Reports, attendance sheets, inspections.

2.4 Expected result Workshops on organisation building, reporting and finances have been arranged	Workshops are held and organisational management improved	Reports, seminars, financial and narrative reports
2.5 Expected result Regional links has been provided for Iraqi women organisations	A regional advisory group has been established. Women from Iraq have attended regional seminars and workshops	Reports, documentation from seminars and workshops

3. Specific Objective Closer cooperation with authorities have been achieved	Indicator Regular meetings and coordination with authorities are held	Source of Verification Minutes from meetings, reports
3.1 Expected result Cooperation with water authorities have improved	Meetings with MMPW and Water Directorate held before, during and after all projects	Hand-over documents, minutes from meetings
3.2 Expected result Cooperation with MoYS has improved	MoYS is providing buildings and staff for youth centres 4 meetings a year with MoYS has taken place	Plans, MoU, minutes from meetings

Assumptions and Risks:

The two programs, youth centres and democracy/human rights are based on remote management. This assumes that there is the possibility for program managers to meet with people from Iraq, both employees as well as partners, on regular basis outside Iraq, to discuss both thematic as well as practical issues on a regular basis.

The main risk will be a deteriorating security situation. This could prevent children from attending centre's activities for days or even weeks and will also prevent staff and teachers from reaching the centres. A deteriorating security situation will also prevent women's groups and democracy and human rights groups from meeting and planning activities. Also, the unstable situation could hinder teachers and trainers from carrying out their planned activities. With the security level seen today the assumption is that our activities will not be significantly disturbed. Because of the general difficult security situation, NCA Iraq will carefully evaluate which areas to work in before entering into activities or projects.

The governmental system is weak and in some areas non-functioning. NCA Iraq is dependent on governmental approval and plans before starting any activity. It could be a risk that projects are delayed because of inadequate governmental plans or delayed decision making by ministries or regional/local authorities.

It could be a risk that women, especially in the rural areas, are not allowed to take part in meetings or organize themselves. The growing religious radicalisation could also be a future obstacle for women to meet and take part in activities. Also fear of gender based violence could prevent women from taking part in activities or cause their families to stop them from going out of their compounds. NCA Iraq will approach women in these areas carefully and use women to address women.

6.2 Communities for Fresh Water, Safe Sanitation and Infrastructure.

Overall goal: The living conditions for the targeted communities have been improved with access to sufficient drinking water, sanitation and infrastructure services in NCA Iraq geographical focus area.

1. Specific Objective Drinking water, sanitation and infrastructure have been provided	Indicator Drinking water and improved sanitation have been	Source of Verification WHO and national water standards, tests, hand-
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to the most needed communities in NCA Iraq geographical focus area	delivered in NCA Iraq focus area	over documents
1.1 Expected result Drinking water have been provided to households and governmental institutions	80 % of installed water equipment are functioning 1 year after installation	Pictures, reports and hand over documents
1.2 Expected result The area approach has been implemented	All water/sanitation projects in a district have been integrated	Plans, reports, inspections
1.3 Expected result Quality and quantity of water flow have been measured	Flow meters installed in all projects and water tests conducted	Flow meter readings, follow-up periodical reports, comparison of results according to standards
1.4 Expected result Knowledge about safe sanitation have been explained to receivers of drinking water	Inhabitants, especially women, have improved knowledge how to use water in a safe and hygienic way	Information meetings, educational equipment distributed, records from local hospitals
1.5 Expected result Inhabitant in the villages/towns getting clean water have been involved in the planning and implementation follow-up process	All inhabitants, also women, are taking part in the planning and implementation process. Local workers/contractors are involved in the implementation process	Information meetings, meetings between villagers and authorities, planning and follow-up by NCA Iraq after handover. Assessment documents, minutes from meetings with authorities and communities

2. Specific objective	Indicator	Source of Verification
Shelters and small infrastructure renovations have been provided for the most needed people/communities, especially Marsh Arabs.	1.The most needed families are chosen based on NCA survey 2. Shelters have been build and renovation finished	NCA survey format, inspections, reports
2.1 Expected result Shelters have been provided for the Marsh Arabs	All shelters have been handed over to families	Bidding process, inspections, photos, reports by our local staff
2.2 Expected result Schools, kindergartens and small clinics in rural areas in the South have been renovated	The buildings have been renovated according to specifications	Bidding process, inspections, photos, reports by our local staff

Assumptions and Risks: .

The two programs, water/sanitation and shelters/infrastructure, are based on remote management. This assumes that there is the possibility for program managers to meet with people from Iraq, both employees as well as partners, on regular basis outside Iraq, to discuss both thematic as well as practical issues on a regular basis.

The main risk will be a deteriorating security situation. This could hinder activities or delay implementation. It could also be a risk that projects/parts of projects must be moved to a more secure area. With the security level seen today the assumption is that our activities will not be significantly disturbed. Because of the generally difficult security situation, NCA Iraq will carefully evaluate which areas to work in before entering into activities or projects.

The governmental system is weak and in some areas non-functioning. NCA Iraq is dependent on governmental approval and plans before starting any activity. It could be a risk that projects are delayed because of inadequate governmental plans or delayed decision making by ministries or regional/local authorities.

Prices are rising rapidly in Iraq due to the security situation. It could be a risk that prices could rise from when projects are developed and sent to NCA Oslo and until when the money is received from donors. This could result in the need for adjustment of projects to compensate for price increase between plans and implementation.

6.3 Conflict, Peace and Religion

Overall goal: Better understanding between religious groups in South Iraq have been developed

1. Specific Objective	Indicator	Source of Verification
Religious leader in the South have been brought together and religious dialogue promoted	Religious leaders are willing to meet and talk together	Seminars and statements
1.1 Expected result A yearly meeting/conference for religious leaders have been held inside or outside Iraq	1 meeting/conference held and religious dialogue improved	Minutes/statements from meeting/conference
1.2 Expected result Religious buildings in the South have been renovated to promote good will and cooperation	Religious buildings, from all faiths, are renovated according to specifications	Meeting with religious leaders, photos, inspections, reports from our local staff

Assumptions and Risks:

The main risk could be a further deterioration of trust between religious groups. As a result of religious extremism and violence that trust is already low. Today it is dangerous to even talk about reconciliation between Shia and Sunni, not to mention meetings and other activities to bring the two communities closer together. Minority religious groups, like the Christians, are under mounting pressure and keep a low profile; many from those communities also leave Iraq.

6.4 Regional and Internal Capacity Building and Cooperation

Overall goal: Internal and regional NCA capacity building and cooperation have improved

1. Specific Objective	Indicator	Source of Verification
Internal and regional cooperation and capacity building have improved	Financial, DNH and gender cooperation have been developed Regional cooperation meetings have taking place	Courses, meetings
1.1 Expected result NCA Iraq's organisation in Amman, Kuwait and Iraq have been developed	Education of employees, especially in Iraq and Jordan, have been improved	Participation in courses/seminars, improved work performance
1.2 Expected result Regional cooperation between Amman and Jerusalem have been improved	1. A minimum of 2 yearly regional meetings conducted 2. One regional gender network established 3. Financial cooperation developed 4. One yearly regional DNH training conducted	Finances by Amman office. Regional seminars/meetings

Assumptions and Risks:

In cooperation with authorities corruption and a deteriorating security situation are the main risks. Corruption is widespread in Iraq and corrupt officials demanding bribes or other services from NCA Iraq could make cooperation difficult.

6.5 Links between Partners and Program Objectives:

Core Partners	Type of Organization	Geographical Focus	Intervention
Ministry of Municipality and Public Works	Iraqi Ministry	Baghdad, South Iraq	Cooperation concerning water projects
Ministry of Health	Iraqi Ministry	Baghdad	Cooperation concerning water projects
Childhood Voices	Local NGO	Baghdad	Running three youth centers
Ministry of Youth and Sport	Iraqi Ministry	Baghdad, South Iraq	Cooperation concerning youth centers
Iraqi Women's League	Local NGO	Basrah, South Iraq	Women center
Qurnah Women's Organization	Local NGO	Qourna, South Iraq	Women center

7.0 Rationale for Choice of Partners, Resource Organizations, and Strategic Alliances

NCA Iraq runs an emergency operation on a yearly allocated budget. As to when the operation will end depends on the development inside Iraq and on the priorities of our main donor, the Norwegian Ministry of Foreign Affairs. The development of partners under these conditions with the short-term planning horizon has not been a priority. Instead NCA Iraq has used contractors or implemented projects directly by using our local staff. Over the years, as the civil society has developed somewhat, some partners has been strengthen through cooperation with NCA Iraq. Childhood Voices are running three youth houses in Baghdad in a satisfactory way. Under our civil society program two women's organizations are currently NCA Iraq partners in developing women's centers in South Iraq. NCA Iraq has established close cooperation with a women's network in the region called Karama. NCA Iraq has also developed close cooperation with the Ministry of Youth and Sport, the Ministry of Municipalities and Public Works and the Ministry of Health.

As an operational alternative to core partners NCA Iraq has developed close cooperation with Iraqi authorities on all levels and with the UN agencies such as UNICEF, UNHCR and UNESCO. The Ministry of Youth and Sport and the Ministry of Municipalities and Public Works have plans and structures making it possible to cooperate relatively effective and implement projects. To be able to secure sustainability and follow national plans, cooperation with authorities is important. NCA Iraq will ensure all our programs are in accordance with national development plans and plan for formal handover to Iraqi authorities of all our future projects. UN is important in the region and NCA is working to establish long-term cooperation with relevant UN agencies.

7.1 Capacity of NCA Partners

NCA Iraq has six core partners in Iraq:

The Ministry of Municipality and Public Works

The MMPW was reorganized and renamed after the 2003 events. Since then it has been coordinating with many NGOs and international governmental bodies in order to improve its effectiveness. Because Iraq's water and wastewater infrastructure suffered damage during the ten years of sanctions, wars and lootings; the ministry had difficulties in regaining its standard operational capacity. One of the important goals of the ministry was to regain its central authority and impose unified national standards on its related directorates, projects and establishments after the chaos following the war in 2003. NCA Iraq has supported the centralization of standards in order to maintain steady and

sustainable solutions for the damaged/required water and waste-water infrastructure in Iraq.

NCA Iraq has established an efficient level of coordination with the Ministry throughout the past four years, and our staff is in very close coordination with the ministry and its directorates in the governorates under NCA Iraq's focus. All requests for intervention and project completion certificates have been in accordance to the Ministry's approval in order to coordinate efforts and follow a systematic and legal approach. The ministry has also suffered from lack of funding from the central Government, due to the fact that about 80 per cent of the country's income has been directed to security and defense purposes.

The Ministry of Health

NCA Iraq has been in contact with the Ministry of Health only recently, and our main scope of coordination lies in the water requirements of the hospitals, health centers and the hygiene components that will be added to our water and sanitation projects. Several hospitals in Basra have been supplied by RO units in coordination with the governorate health directorate. This serves to raise the health status and efficiency of the hospitals. The Ministry of Health is one of the most professional ministries in Iraq. But still it has been subjected to years of neglect. At the same time, demand for services have risen after the 2003 war and the increase of violence and civil unrest. Like the MMPW, limited funding is also a great problem, in addition to corruption and lack of coordination between the central and local managements.

NCA Iraq will improve its coordination with the Ministry throughout the coming year in order to improve the quality and outcome of our projects. It will also be a goal to integrate the hygienic component in cooperation with the Ministry.

Childhood Voices

Childhood Voices (CV) is a non-governmental organization in Baghdad. CV is not a church- or faith-based organization. It was established in August 2003, with a statement of principles that unite all board members. CV has an organizational chart with 7 board members and 15 advisors (volunteers) with a good number of women represented.

CV, like all other NGOs in Iraq, operates with a low profile level when it comes to promoting the centers' activities. CV has two major donors: NCA and Christian Aid (CA) with the largest share from NCA. CV has no other tools for fundraising and is fully dependant on international funding. CV doesn't have a clear policy for funding their projects and is unable to find other donors. Financial capacity for CV is weak and needs to be built up. Auditing for CV is held by a certified Iraqi auditor and not on a yearly basis. NCA will work to make agreements with MoYS to take responsibility for the centers as NCA redraw its support

CV has a valuable experience in providing good services and activities to children and youth in Baghdad. CV has also a good reputation in the community and is able to deal with difficulties when it comes to security limitation.

The Ministry of Youth and Sport

MoYS is a governmental partner and has youth centers all over Iraq. The Ministry officials are changing as the minister is being replaced. The current minister and the ministry officials are highly cooperative and eager to activate youth centers that used to be functioning before the war. MoYS has annual plans and strategies for youth activities, but has limited resources. MoYS is dependant on international funding, mainly from UN agencies.

MoYS has its staff and trainers in all youth centers although some of the centers are not functioning. The capacity of the ministry staff, particularly on the managerial level, is low

and needs to be built up. MoYS can promote the centers activities without any difficulties and risks. It has access to all types of media such as television, radio and newspapers. Further, MoYS has access to a large number of youth in different communities and schools.

Iraqi Women's League

Iraqi Women's League is the Basra section of the national Iraqi Women's League. The national Iraqi Women's League is an old organization established according to some sources, in the late 40s. Between 1958 and 1960, they had 4200 registered members. Their first national conference was held in 1962. Many of the women in the leadership have been killed during the Saddam Hussein regime and many others have emigrated. After the fall of Saddam, some of the IWL members that were still in Iraq tried to get hold of the members who have remained in Iraq, and have reassembled the IWL. IWL's core values and aims are: the equality of women, care of children, and the struggle against occupation. IWL Basra has 9 board members. The Board consists of 1 leader, a deputy, and a finance officer. Their activities are focused around practical skills; computer courses, English language courses and sewing. They also arrange seminars on women's issues, human rights, child care. The IWL activities were arranged in Al Najebiah till March 2007 but they have now moved activities to Al Zubair.

The Qurna Women's Organization

The Qurna Women's Organization started as a group of women in 2006 and established themselves as a women's organization in spring 2007. The organization has 8 board members; a leader and a deputy and a finance officer. The aim of the organization is to empower women, build their capacity and work toward women's participation in political and social life in the Qurna district. They run an activity centre and arrange regular training courses for women in the area. There is training in practical skills: English language, sewing and computer skills. The women meet with the municipal authorities and keep local authorities informed of their activities. The opening of the activity centre was attended by members of the Local Council, the schools and the health services. The 8 board members meet regularly and plan and manage the activities.

7.2 Partnership Strategy

NCA Iraq will not engage with new partners in the work with children, youth and psycho-social support. Childhood Voices will gradually be phased out by 2009 and NCA Iraq will run future centers in cooperation with the Ministry of Youth and Sport and the Ministry of Municipality and Public Works. NCA Iraq will continue to develop partners in the area of democracy and human rights, particularly women's organizations, networks and women centers. It will be a goal to establish a women's house in Basrah and to develop relations with Iraqi Women's League and the Qurna Women Center.

It will also be a priority to promote closer cooperation with the Ministry of Youth and Sport, the Ministry of Municipalities and Public Works as well as other ministries and local authorities. The strategy will be to establish formal relationship with ministries through MoU's and hand-over documents and to involve local authorities in the planning and implementation stages of projects.

In the areas of water/sanitation and shelter/reconstruction NCA Iraq will continue to use contractors to implement projects.

7.3 Overview of Partners

Core Partners

NCA has the following core partners:

Name of partner	Ministry of Municipalities and Public Works (MMPW)
Year of Foundation	Restructuring of the Ministry has been established during the year 2004
Mission	Responsible for all Iraqi water/sanitation/sewerage projects, future planning and implementation.
Constituency	The Ministry with all related departments, staff and support staff
Geographic Focus	Direct focus: All governorates except Baghdad and Kurdistan. Indirect focus: Kurdistan's three governorates in cooperation with the regional Kurdish ministry.
Thematic Focus	Providing infrastructural services (water and sanitation) to Iraq's population, maintaining existing systems and ensuring future needs are fulfilled.
Strategies	Annual, 5 year and long term strategies are planned; lack of sufficient funding is the main obstacle for implementation.
Role in Civil Society	N/A
Particular Achievements	Large water treatment plants in many governorates. Rehabilitation of existing sewage treatment plants. Water networks and sewage networks.
Relationship with NCA	NCA has established a very good relationship with the MMPW throughout the past years. This includes building ties with all related directorates in NCA geographical focus areas, especially in Basra, Babylon and Diala.
Start of Cooperation	NCA had started cooperating with the Ministry since year 1998
NCA's rationale for relationship	<ul style="list-style-type: none"> - Supporting governmental bodies in its role to provide services. - Abiding to national standards for water /sanitation projects. - Coordination so as to avoid overlapping of efforts. - Understanding the actual needs of the people, gaps and possible solutions.
Planned increase; decrease; phase-out	NCA is planning to increase the coordination with the Ministry and its local directorates through the year 2008.
Strategic Potential for Future Cooperation	In order to acquire sustainable solutions for the water and sanitation crisis in Iraq, the need for further cooperation is high and needed.
Partners, other than NCA	Other INGOs, UN and other governmental (national and international) bodies.

Name of partner	Ministry of Health
Year of Foundation	
Mission	Responsible for nationwide health facilities (hospitals, health centers, health campaigns, pharmaceutical industry and distribution...etc)
Constituency	The Ministry with all related departments, staff and support staff
Geographic Focus	Direct focus: All governorates except Kurdistan. Indirect focus: Kurdistan's three governorates in cooperation with the regional Kurdish ministry.
Thematic Focus	Providing health services to the Iraqi population.
Strategies	Annual and long term strategies to improve the health status in Iraq, but lack of fund hinders implementation
Role in Civil Society	Enhancing hygiene awareness and providing population with free service for vaccination and evade epidemic spread.
Particular Achievements	During the past four years, many new health clinics have been opened; rehabilitation of existing health service is ongoing but still does not meet the needs of the population.

Relationship with NCA	Still is a premature relationship but coordination is ongoing in order to start projects in cooperation and favor for the ministry
Start of Cooperation	Mid 2005
NCA's rationale for relationship	<ul style="list-style-type: none"> - Supporting governmental bodies in its role to provide services. - Abiding to national standards for health care. - Coordination so as to avoid overlapping of efforts. - Understanding the actual needs of the people, gaps and possible solutions.
Planned increase; decrease; phase-out	NCA is planning to increase the coordination with the Ministry and its local directorates through the year 2008.
Strategic Potential for Future Cooperation	In order to acquire sustainable solutions for the health crisis in Iraq, the potential for further cooperation is high and needed.
Partners, other than NCA	Other INGOs, UN and other governmental (national and international) bodies.

Name of partner	Childhood Voices
Year of Foundation	2003
Mission	To nurture self-confidence and strengthen capabilities of disadvantaged Iraqi Children. It works to develop children's creative and social skills through art and art therapy, education and sports.
Constituency	Civil society
Geographic Focus	Baghdad
Thematic Focus	Developing children's creative and social skills through art therapy projects as well as improving their education and ability to meet job marked demands.
Strategies	CV doesn't have a clear policy for funding their projects. They are fully dependant on NCA and CA and are unable to find other donors.
Role in Civil Society	CV has good experience in running and managing youth centers, and has good relations with different community members in Baghdad Area.
Particular Achievements	Assistance to governmental schools and coordination with teachers to conduct final exams for students in the centers
Relationship with NCA	CV are implementing partners for the youth projects in Bghdad
Start of Cooperation	2003
NCA's rationale for relationship	CV activities are in line with NCA's main thematic priorities pertaining to youth and children
Planned increase; decrease; phase-out	CV is implementing 3 youth centers for NCA. NCA will gradually decrease its funding to CV and phase out completely in the year 2010. NCA will coordinate the phasing out process with the MoYS to ensure that centers will not close down when NCA phases out
Strategic Potential for Future Cooperation	NCA will not have any future cooperation with CV after the year 2010 as it will increase its cooperation with MoYS.
Partners, other than NCA	Christian Aid

Name of partner	Ministry of Youth and Sports (MoYS)
Year of Foundation	
Mission	Building youth education, personalities and create a large foundation for youth from different areas to effectively take part in building the new united and democratic Iraq
Constituency	Government
Geographic Focus	All over Iraq
Thematic Focus	Building the capacities for youth and children in Iraq.
Strategies	MoYS is planning to activate youth centers all over Iraq and widen the activities of the centers that are functioning.
Role in Civil Society	MoYS is cooperative with NGOs and encouraging them to take part in some of MoYS activities.

Particular Achievements	
Relationship with NCA	MoYS are implementing partners for NCA youth projects.
Start of Cooperation	2005
NCA's rationale for relationship	MoYS activities are in line with NCA's main thematic priorities pertaining to youth and children. NCA is also cooperating with MoYS in order to achieve sustainable youth projects when it phases out from Iraq.
Planned increase; decrease; phase-out	NCA is planning to increase its cooperation with MoYS and fund youth centers in Baghdad and Basrah. However, NCA will phase out from the northern parts of Iraq after finishing its support to Al Qoush youth center.
Strategic Potential for Future Cooperation	NCA will fund youth centers that belong to MoYS in Baghdad and Basrah areas.
Partners, other than NCA	Different UN agencies and International organizations.

Name of partner	Iraqi Women ´s League, Basra
Year of Foundation	
Mission	To achieve the equality of women, and to support children's rights
Constituency	Civil society
Geographic Focus	Basra
Thematic Focus	Women's rights and gender equality; children's rights
Strategies	IWL plan to strengthen women and support and facilitate their active participation in the reconstruction of Iraqi society. They also focus on children and their rights, in the building up of a democratic Iraq.
Role in Civil Society	To strengthen civil society with women's voices and participation
Particular Achievements	Despite the fact that most of the leadership of IWL, have left the country, or have been killed, they have managed to come together and regroup.
Relationship with NCA	Core partner and implements NCAs goal in working for women's human rights in Iraq.
Start of Cooperation	2005
NCA's rationale for relationship	IWLs goals for working for the equal rights of women is in line with NCAs goals for gender equality, the active participation of women in all levels of society and thus in the implementation of SR 1325
Planned increase; decrease; phase-out	NCA plans to continue their support to IWL and their activities for w while into the near future.
Strategic Potential for Future Cooperation	NCA could cooperate with IWL in identifying further partners for the democracy and human rights programme
Partners, other than NCA	SIDA

Name of partner	Qurna Women's Organization
Year of Foundation	2006
Mission	To empower women and build their capacity, and to promote the greater participation of women in politics
Constituency	Civil society
Geographic Focus	Qurna region – the marsh areas.
Thematic Focus	Civil society organizing of women; capacity building; women's empowerment and political participation
Strategies	Qurna Women's Organization is a young women's civil society organization. They are still finding their feet and are fully dependant on NCA for funding. The strategy is to build capacity and thus equip women and the organization to become independent
Role in Civil Society	As Qurna Women's Organization is still a new organization, and they are still working to define their role and vision in society. However, they have good contact with the local authorities/ the municipality, who support them and attend the organizations

	activities. The organization aims to activate and empower women in the local community. They also have good contact with the local schools.
Particular Achievements	Although still new, the group has carried out computer and English lessons, and has received recognition for their work from the local authorities.
Relationship with NCA	Core partners with NCA, implementing the Human Rights and Democracy program in Iraq.
Start of Cooperation	2006
NCA's rationale for relationship	Qurna Women's Organizations aims and activities are in line with NCAs aim to empower women and promote women's rights and their active participation in society
Planned increase; decrease; phase-out	As the organization is still new, NCA will continue to fund them financially, and to support them with capacity building. Phasing out will be considered in time, when they are able to receive funding from others.
Strategic Potential for Future Cooperation	
Partners, other than NCA	None

8.0 NCA Contributions

NCA Iraq will continue to work to build the capacity of Childhood Voices in areas of finance, management and reporting to enable the organization to work effectively. NCA Iraq will also introduce Childhood Voices to potential alternative donors, such as UN agencies.

NCA Iraq will continue to support the two women centers with financial support, competence building, gender and Human Rights training and reporting skills. NCA Iraq will also facilitate contact between women's organizations and centers in the region. NCA Iraq will continue to work with local, regional and national authorities, specially the Ministry of Youth and Sport and the Ministry of Municipality and Public Works. Through cooperation and education NCA Iraq will offer training to employees from the two ministries in good management and financial procedures.

NCA Iraq is one of the few NGO's left in Iraq that is operating effectively. It will be a contribution from NCA Iraq to assist and guide other NGO's willing and able to support Iraq in the future. NCA will monitor the situation with regards to Iraqi refugees in Jordan and consider at a later stage, if needed, possibilities for humanitarian assistance.

NCA Iraq will also actively follow-up the Code of Conduct and the Code of Conduct on Sexual Exploration for Staff Members of the ACT International Alliance. Regional and internal cooperation and education will be developed in the areas of LFA, DNH and RBA. The regional cooperation concerning finances and democracy and women's rights will be further developed, together with education of our local staff in Iraq.

9.0 Monitoring and Evaluation

Documenting results is important towards our donors, but also towards our partners and as a tool to improve NCA Iraq efficiency. NCA Iraq will focus on improving systems for internal planning, monitoring and evaluation, with emphasis on monitoring.

With remote management monitoring and evaluation is important to secure financial transparency and an effective implementation of projects. NCA Iraq will continue to hold management meetings in the Kuwait office every second month for the main staff from

Amman and Iraq to secure coordination and good monitoring of projects. Meetings with partners will be held regularly for the same reasons. Financial monitoring will be crucial in controlling the financial situation both for offices and programs. NCA Iraq will use our internal regulations "Regulations Concerning Dealing with Contractors" in all contact with local contractors.

It will be a priority, in corporation with NCA Oslo, to consider the future of NCA Iraq's engagement in Iraq beyond 2009, during the fall of 2008.

10.0 Assessments

10.1 Assessment of Relevance of Programs in Relation to National Plans and Priorities

National plans and priorities are hard to find in Iraq. A process has started in some areas to develop national laws and plans; the new oil law is one example. The new Iraqi constitution is accepted by Parliament and gives a basis for development of laws and priorities.

10.2 Assessment of Relevance in Relation to Norwegian Development Objectives

Our different programs and priorities are accepted by Norwegian MFA and are also in accordance with GSP 2005-2009 priorities. The Norwegian Government's Action Plan for the Implementation of UN Security Council Resolution 1325 on Women, Peace and Security, the Action Plan against Human Trafficking of 2006 and the new Plan of Action on Gender Equality will be guiding documents for our democracy and human rights program. The right to clean water, education and proper housing are universal rights also supported by the Norwegian Government.

10.3 Assessment of Risks

As described under the different thematic log frames there are different types of risks involved in carrying our programs in Iraq.

NCA Iraq wants to highlight the risks related to the security situation. It is not possible to predict what the security situation will be like in 2008-2009. It is a fair assessment that the security situation will not improve within the timeframe of 2009. If the American forces withdraw in 2008 the situation could be worse in many parts of the country, particularly in Baghdad and in Sunni dominated governorates. NCA Iraq programs have to be evaluated continuously based on the security situation.

The other main risk area is our system of remote management, connected to the difficulties in Iraq of corruption, lack of government structure and a weak civil society. Without expatriates inside Iraq we are dependent on our local staff for implementation and control of projects. Even with the best possible financial system and control this can not compensate for people on the ground. Although the local staff has shown to be loyal and can be trusted there are no guarantees that mismanagement can happen in the future.

10.4 Assessment of Sustainability

Sustainability of the Iraqi program depends mainly on the security situation and the government's ability to follow up and maintain projects after handover. For the water/sanitation program NCA Iraq will implement the recommendation given in "Mission Report from NCA's Iraq Office in Amman, Jordan" of February 2006 to secure sustainability. In the shelter/reconstruction program buildings are handed over to owners or local authorities who have an interest in maintaining their property. The youth centers are handed over to the Ministry of Youth and Sport after the implementation period and

the ministry is showing both interest and capacity to take over the responsibility. We are working with our partners to upgrade their capabilities to enable them to take full responsibility when NCA Iraq phases out.

We will also work closely with local, regional and central authorities within our program areas, to train them in maintaining equipment handed over to them as part of projects.

11.0 Budget Estimates for 2007-2009

Year	2007	2008 (estimates)	2009 (estimates)
Amount (NOK)	25 million	26 million	27 million

ABBREVIATIONS:

CCPR	UN Convention on Civil and Political Rights
CESCR	UN Convention on Economic, Social and Cultural Rights
CEDAW	UN Convention on the Elimination of all forms of Discrimination against Women
CRC	UN Convention on the Rights of the Child
CSR	UN Convention and Protocol Relating to the Rights of Refugees
CSW	Commission on the Status of Woman
CVO	Childhood Voices Organization
CU	Compact Unit
IRCS	Iraqi Red Crescent
IWL	Iraqi Women's League
MoU	Memorandum of Understanding
MoH	Ministry of Health
MMPW	Ministry of Municipality and Public Works
MoYS	Ministry of Youth and Sports
NCA	Norwegian Church Aid
NCCI	NGO Coordination Committee for Iraq
NGO	Non Governmental Organization
ROU	Reversed Osmosis Unit
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNDP	United Nations Development Program
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
WHO	World Health Organization

MAP IRAQ

