



**UNITED NATIONS DEVELOPMENT GROUP
IRAQ TRUST FUND**

Programme Cover Page

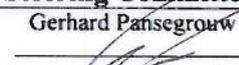
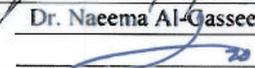
Participating UN Organisation(s): UNOPS (with UNAMI-led IEAT)	Sector Outcome Team(s): Governance
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Programme Title: Support to National Electoral Observer Groups for the Electoral Events of Iraq 2009 - 2010	Programme Number: G11-21
Programme Description (limit 1,000 characters): <p>IHEC has requested the UN to support national electoral observer networks during the Electoral Events of Iraq 2009 - 2010.</p> <p>Over the next 8 months three major electoral events are scheduled. The first are the Presidential and Parliamentary Elections in the Kurdistan Region which will take place on the 25th July 2009. The second event is the Voter Registration Update (VRU) scheduled for August 2009 in all governorates of Iraq as a preparation for the third electoral event, the Iraq Parliamentary Elections in January 2010.</p> <p>In order to prevent the perception of a conflict of interest between the UN's assistance to the IHEC and the independent observer groups, all support for the electoral observers is implemented through international partner organisations (FES, ACHRS) who will coordinate, jointly with their local NGO network partners, the training sessions and mobilisation of 7,000 Observers for the Kurdistan Elections, the mobilisation of 4,900 Observers for the VRU and the training and deployment of 29,200 Observers for the Iraq Parliamentary Elections.</p> <p>UNAMI/Electoral Support will be responsible for technical supervision and monitoring (trainings and observer reports). UNOPS will be in charge of financial management (incl. procurement, legal, monitoring).</p>	

Programme Costs:		Programme Location:	
UNDG ITF:	USD 8,000,000	Governorate(s):	All 18 governorates
Govt. Contribution:		District(s):	All
Agency Core:		Town(s)	n/a
Other:			
TOTAL:	USD 8,000,000		

Govt of Iraq Line Ministry Responsible:	Programme Duration:
Independent High Electoral Commission (IHEC)	Total # of months: 9
	Expected Start date: 17 July 2009
	Expected End date: 16 April 2010

Review & Approval Dates	
Line Ministry Endorsement Date:	27 June 2009 (oral approval on 17 June 2009)
Concept Note Approval Date:	17 June 2009
SOT Approval Date:	12 July 2009
Peer Group Review Date:	15 July 2009
ISRB Approval Date:	n/a
Steering Committee Approval Date:	16 July 2009

Signatures of Agencies and Steering Committee Chair

I.	Name of Representative	Gerhard Pansegrouw
	Signature	
	Name of Agency	UNOPS IQOC
	Date	16/7/09
II.	Name of Steering Committee Chair AI	Dr. Naeema Al-Gasseer
	Signature	
	Date	16 July 2009

National priority or goals (NDS 2007- 2010 and ICI as per the Joint Monitoring Matrix 2008):

NDS: Strengthen good governance and improve security

ICI: Although there is not a specific benchmark for elections, this project supports Section 3.1.2 ('Implementation of political/legislative timetable ')

Sector Team Outcome(s):

Outcome 1: Strengthened electoral processes in Iraq

Integrated Programme/Project Outcome(s):

1. Strengthened capacity of electoral observer networks in Iraq
2. Successful observation of electoral events in Iraq in 2009/2010

**Detailed Breakdown of Budget by Source of Funds and
Distribution of Programme Budget by Participating UN Organisation**

Participating UN Organisation	Portion from ITF Budget (US \$)
UNOPS	USD 8,000,000
Total ITF Budget (US \$)	USD 8,000,000

Total budget (in US \$):	USD 8,000,000
Sources:	
<ul style="list-style-type: none"> • Government • ITF (earmarked) * • ITF (un-earmarked) 	USD 8,000,000
UN Core/non-core sources	
<ul style="list-style-type: none"> • UN Org (specify:) • UN Org (specify:) 	

* EC (incl. EIDHR, RRM), Australia, Belgium, Canada, Denmark, Finland, Italy, Japan, Korea, Luxembourg, Netherlands, New Zealand, Norway, Spain, Sweden, UK

1. Executive Summary

Over the period 2004-2009, the UN, as part of the International Electoral Assistance Team (IEAT), assisted the Independent High Electoral Commission of Iraq (IHEC) through a range of projects addressing operational and capacity building requirements. In addition, UNAMI/UNOPS supported national NGO networks to train and mobilise electoral observers for the electoral events in 2005, the Voter Registration Update in 2008 as well as for the Provincial Elections in 14 governorates of Iraq in January 2009. In order to prevent the perception of a conflict of interest between assisting the IHEC and the independent observer groups, all support for the electoral observers was implemented through international partner organisations (Friedrich-Ebert-Stiftung (FES), Amman Center for Human Rights Studies (ACHRS), National Democratic Institute (NDI)).

Over the next 8 months there are scheduled to be three sets of major electoral events. The first event is the Presidential and Parliamentary Elections in the Kurdistan Region which will take place on the 25th July 2009. In this election the citizens of the three Kurdish governorates (Erbil, Sulaymaniyah and Dohuk) will choose the president of the Kurdistan Regional Government (KRG) and their representatives in the region's parliament according to a new law that provides for holding the elections based on closed lists as decided in the law approved by the Kurdish Parliament in April 2009.

The second electoral event will be the update of the Voter Registry which will be organised in August 2009 in all governorates of Iraq as a preparation stage for the Iraq Parliamentary Elections which will take place in January 2010 as the third electoral event.

IHEC will be responsible for organising all the electoral events. IHEC Board of Commissioners requested UNAMI/UNOPS to support the training and mobilisation of observers for the upcoming electoral events.

For the Presidential and Parliamentary Elections in Kurdistan Region 7,000 observers will be deployed. 2,000 of them have already participated in election observation in earlier elections and have already been trained. In order to inform them about the changes in the electoral law and regulations, they will participate in refresher seminars, while the remaining 5,000 observers will receive full training since they have not participated in an observation process before. It is necessary to train these new observers instead of using the observers trained and mobilised for the January elections as they were all Arabic speaking (and not Kurdish speaking) and also not trained in Kurdish law and regulations. In addition there would be a high security risk to the safety of observers to move from other governorates to the Kurdistan Region.

The Voter Registration Update (VRU), the second stage of the project, will be based on previous experience from the observation of the Registry Update for the Governorates Councils Elections in 2008 and is expected to take several weeks. The focus will be on the quality of the observers deployed and not the quantity (i.e. experience from 2008 will be used to assure deploying the observers where they are needed most). Choosing the areas where the voter registration will be observed will take into consideration different factors. The experience from the 2008 VRU showed that some areas were considered more politically sensitive and had higher security risks. Areas such as Ninawa, Kirkuk, Anbar and Diyala all had reports explaining that the Registry Update process was challenging. Special focus will therefore be given to these areas. A total number of 4,900 Observers will be selected and deployed to observe the Voter Registration Update all over Iraq.

The third stage of the project, observing the Parliamentary Elections will take place in January 2010, and since this election is the major electoral event in Iraq, it is also for this event that the greatest number of observers will be mobilised. A total of 29,200 observers will be deployed to monitor the elections. Those observers have participated before in election observation, but in order to update them on the expected changes in the electoral law and regulations, they will participate in refresher seminars before the elections. The observation process will not be limited to Election Day (E-day/Balloting Day) but will also cover the pre-election stage which includes the tracking of ballot

boxes, observing the silence day and observing the balloting in jails and hospitals (if any) and also the post balloting and counting of votes.

Without sufficient coverage by independent observers, it is likely that the process and the results of the three electoral events will not receive national and international recognition for being fair and transparent, both of which are necessary for the political and democratic advancement of Iraqi governance. The fact that the presence of international observers is expected to be minimal, due to security and travel restrictions, will only add to the importance of independent Iraqi observers from the entire geographic and ethnic spectrum.

The project will be implemented by the following partners:

- UNAMI – SCR 1770 (extended with SCR 1830) mandated technical coordination and liaison with IHEC, technical monitoring and evaluation of trainings and observation reporting;
- UNOPS – executing agency: procurement, contracting, financial monitoring and evaluation.

The IHEC will provide the necessary input for the electoral observer networks to train and prepare for the elections (e.g. dissemination of procedures, locations, timelines, accreditation criteria) and will be in charge of the accreditation processes as well.

The Project will engage two international organisations ACHRS and FES to assist in the implementation of the Project's activities.

The project design is also based on significant input from other stakeholders, incl. NDI (previously engaged in the support of an electoral observer network which has now partnered with ACHRS).

2. Situation Analysis

This project has been designed to ensure the credibility of three electoral events in Iraq over the period 2009-2010, specifically the Presidential and Parliamentary Elections in the Kurdistan Region which will take place on the 25th of July 2009, the Voter Registration for the Iraq Parliamentary Elections in August 2009 and the Parliamentary Elections in January 2010.

Firstly, it is important to consider the previous governorate elections in Iraq in January 2009 received the same required support for training and mobilising the necessary observers as is being suggested for the Kurdish Parliamentary and Presidential Elections. Consequently it would seem logical that the elections in the Kurdish Region should receive the same support in order to provide an equal opportunity for democratic advancement in all parts of Iraq and at all political institutional levels.

Secondly, electoral observation will offer significant value to the electoral system and specifically the IHEC. The verification that processes have been fully implemented in accordance with a correct legal and policy framework would acknowledge the IHEC's effective organisation and management of electoral processes and the reported failures would form the basis for investigations and could also serve as valuable lessons learned for future electoral events and identification of areas needed for further improvement.

Thirdly, Iraqi NGOs have very limited access to financial support and are fragile in terms of independence from political and commercial interests of local funding sources. In the context of their function as independent observers of an important electoral process they would benefit greatly from neutral funding through the United Nations and its partners. Furthermore, UNOPS/UNAMI have highlighted the need for alternative sources of funding to be sought in previous observers projects (and this one) but as of yet there is still no viable alternative.

Given the continuing volatile political environment in Iraq, it is essential that the elections are not only conducted in as open and transparent a manner as possible but that there is independent

confirmation of this fact. For this reason, the effective observation of the electoral process by fully qualified national observers will be crucial in safeguarding the integrity of its outcomes. This can be achieved by ensuring through observation that the administrative process has been equitably and fairly carried out for all parties and that there has been free and open participation for all political entities, candidates and other indigenous interest groups. Furthermore, the public reporting by observers will also serve to increase transparency and promote accountability, hence increasing public acceptance of the electoral results.

In order to be able to undertake an effective observer role, the Iraq-wide existing independent national observation networks that will be supported through this project, are in need of continued support for capacity building training as well as for the mobilisation of sufficient numbers of qualified electoral observers at all locations. This capacity building utilises the foundation of qualified national observers in Iraq developed by previous projects. However, as there is a specific need for Kurdish regional observers and there will always be a need to refresh and update knowledge regarding specific elections and new relevant legislation further capacity building is required.

3. Lessons Learned, NDS and ICI Relevance, Cross-Cutting Issues, and Agency Experience in Iraq/in the Sector

3.1. Background

UNOPS will execute this project with UNAMI/IEAT providing technical supervision. This project will support the objectives of NDS, ICI and the UNCT Sector Outcome Teams:

Plan	Ref.	Description
NDS		Strengthen good governance and improve security
ICI	3.1.2	Implementation of political/legislative timetable
UNCT Assistance Strategy	Outcome	Strengthened governance institutions and processes for political inclusion, accountability, rule of law and efficient service delivery
Sector Outcome Team: Governance	Outcome 1	Strengthened electoral processes in Iraq
MDG	n/a	The project will contribute indirectly to the MDGs in general as widespread acceptance of Iraqi electoral results will facilitate a general environment conducive to their more effective realisation.

To a small extent this project will address MDG Goal 3– Enhancing gender equity and strengthening women issues is being addressed. The scope of the project is to deploy at least 20% female observers if not more. It is envisaged that focusing on deploying female observers will eventually encourage female voters as well as indirectly improving female access to civil society organisations playing an active role in Iraq governance. It is envisaged that focusing on the deploying the female observers will eventually empower women to participate in the growing culture of democracy in Iraq by improving their access to and position within civil society organisations playing an active role in Iraq’s governance in general and the electoral process in particular. Deploying female observers may also eventually further encourage female voters by contributing to a more comfortable voting environment for them, it may bring to light gender related issues in the voting process, and it may potentially in the long run encourage the trained female observers to one day participate in politics themselves by introducing to and raising their awareness of the nuances of the electoral process. However, it should be noted that these are indirect and long term goals, which are inherently difficult to measure and outside the immediate scope of the project.

The Project will address the SOT Governance Outcome ‘strengthen electoral processes in Iraq’. This will be achieved through training and mobilising national electoral observer groups in sufficient numbers for the three upcoming electoral events in Iraq.

3.2. Lessons Learned

Both UNAMI and UNOPS have gained significant experience in supporting electoral observer networks in Iraq through training and mobilising them in preparation and during the electoral events in 2005, the VRU in 2008 and the governorate elections in January 2009. In all cases and in order to prevent any perception of a conflict of interest, implementation of such activities was carried out through international organisations such as FES, ACHRS and NDI. Some of the lessons learned from previous observer projects continue to be applicable.

Lessons learned include:

- Training content should continue to be based on international best-practice but also specifically on procedures/guidelines issued by the IHEC;
- UNAMI/Electoral Support Team to continue to serve as facilitator for communication between IHEC and electoral observer networks, in addition to direct contact between NGOs and IHEC both on the national and provincial level (e.g. for accreditation process and for observation results);
- Support to NGO networks to remain independent from IHEC (including transparent accreditation process);
- Coordination of coverage between various NGOs and NGO networks should continue to avoid overlap and ‘white spots’;
- Ultimate responsibility for coverage and quality of observation should continue to lie with the national electoral observer networks (including flexibility to manage last-minute changes by IHEC, such as delays, extensions, movement of polling centre locations, etc.);
- Good planning of IHEC electoral timelines to allow for sufficient training, accreditation, mobilisation as well as funding for observer activities;
- NGOs’ full accountability for financial expenditure and reporting (incl. supporting documents) and extensive validation process to clear payment requests (including spot-checks for supporting documents); Where possible, photocopies of IDs, Observer Accreditation documents should be received, matching disbursement of mobilisation fee signatures;
- Where possible, continued monitoring of NGO training on the ground;
- Encourage further election observation of media (this is outside the immediate scope of the project but considered valuable);
- Improved coordination of activities for independent observer groups with relevant stakeholders (including donors, NGOs and the IHEC itself);
- Improved targeting of areas in need of observation. These areas were identified through previous observer reports and through numbers of formal complaints received by the IHEC;
- A reduction in dependence and funding of national electoral observer groups from international funding without compromising quality.

Specific attention is drawn to the issue of how the UN will continue to gradually withdraw from its role as main funding source for the electoral observer networks. Discussions with the NGO counterparts, their international partner organisations and the IHEC show that direct IHEC funding would not be made available; but that specific guidelines and direct contact between the IHEC and the civil society is being strengthened through a number of ongoing efforts, including the establishment of Electoral Education Forums at the national and provincial level. The exchange of information in these forums will facilitate the process of ensuring sustainability of observer capacity within the civil society. Furthermore, UNAMI/UNOPS, FES/ACHRS and the relevant electoral support networks have agreed on modalities to continue to reduce the financial support for training and mobilisation of individuals (e.g. lower percentage of management fee etc.) and on gradually moving observer activities onto a voluntary basis where in the future only certain core expenditure (e.g. printing of training materials) would require funding coverage. It is recommended that UNAMI facilitate a final lessons learned event to ensure relevancy of discussions over future funding as well as future coordination and cooperation.

In addition it is worth mentioning that FES on a voluntary basis selected observers from the Iraqi Democratic Future Network (IDFN) to monitor the elections in Lebanon in June 2009. The support included funding of travel and accommodation in Lebanon and provision of special training to enable

them to observe the Lebanese elections. Such experience will enhance the capacity of the Iraqi observers by giving them the opportunity to interact with other countries experiences and exchange experiences with other Arab and International election observers participating in the Lebanese elections. This kind of activities together with the activities under this project help build the NGO networks capacity to work independently from the UN in the future.

3.3. Assessment of Cross-Cutting Issues

a) Human Rights

The project will deal indirectly with the needs of particularly vulnerable and marginalised groups by contributing to improving the overall organisation of the upcoming electoral processes through the provision of support to independent observer groups. This support will assist these groups in their activities and increase public trust in the overall electoral processes, thus encouraging overall participation in these electoral processes and a better representation of all of Iraq's ethnic/religious groups.

More directly the project will assure the presence of electoral observer groups in areas with ethnic minorities and high numbers of displaced people, and also in specific institutions such as hospitals and prisons (if any) thereby discouraging discriminatory practices against them in the electoral process.

b) Gender

This project aims at ensuring that the rate of female training participants as well as female electoral observers mobilised is at least 20 %. Female participation has therefore been included in the indicators for both outputs. Among the 20,000 observers trained in the first half of 2008 and later deployed during the 2008 Voter Registration Update 18% were women. Also at least 20 % of the Observers trained and deployed for the governorates elections in 2009 were women. A further effort will be made in order to reach the 20% target of the Observers beneficiaries of this project.

The observer trainings themselves will also include gender-relevant aspects, such as the voting conditions for women and impediment to women's access to the electoral and voting processes.

c) Environment

This project does not pose any environmental risks.

d) Employment

This project will not have any direct impact on employment.

3.4. Agency Experience in Iraq

- UNAMI/Electoral Assistance Team (EAT)

Under UN-SCR 1770 of 10 August 2007 (extended with SCR 1830), as under previous SCRs for Iraq, UNAMI has the clear mandate to strengthen electoral processes in Iraq by providing assistance, support and advice to the Iraqi Government and the Iraqi Electoral Commission.

The UNAMI/EAT consists of electoral experts who have been working with the Electoral Commission since 2004 providing significant assistance in the IHEC's institutional development and the implementation of electoral events.

UNAMI/EAT has a permanent and high-calibre presence in Baghdad and daily contact with the IHEC. UNAMI/EAT also heads the International Electoral Assistance Team (IEAT), a platform for international actors supporting the IHEC and the electoral system in Iraq (incl. IFES, Scuola Superiore Sant' Anna, several UN agencies, donors, etc.).

- UNOPS

UNOPS provides project management services to the UN, international financial institutions (incl. bilateral donors, development banks, and other non-private and non-profit entities), and governments.

UNOPS began operations in Iraq in the late 1990s and the structure of its current Iraq Operations Centre was established in 2004. The total budget value of UNOPS operations in Iraq since 2004 exceeds USD 240 million. Current project activities range widely and include electoral support, local development and employment creation, constitutional support and human rights, support to IDPs, water and sanitation, waste management, rehabilitation of maternity wards, de-mining, environmental support, and support services to the International Compact with Iraq and UNAMI.

Project activities are funded through the Iraq Trust Fund (ITF) and bilateral sources (including other UN agencies, UNAMI and donor countries). In the successful implementation of its project portfolio, UNOPS has partnered with multiple stakeholders, including more than 150 Iraqi NGOs, many of whom have also been recipients of significant capacity building support.

- UNAMI/Electoral Assistance Team and UNOPS joint activities in Iraq

UNAMI and UNOPS have successfully teamed up in providing support in the following areas (all UNDG/ITF-funded):

1. Assistance to the Electoral Commission for electoral operations
2. Institutional Development of the Electoral Commission
3. Electoral Awareness and citizen engagement (including support to Iraqi electoral observer networks for the 2005 elections/referendum and the 2008 Voter Registration Update).
4. Communication Support and Technical Assistance to the IHEC

This successful team-based partnership with clearly defined roles and responsibilities, established SOPs and proven ability to deliver will also form the basis for the implementation of this Project.

- Amman Center for Human Rights (ACHRS) and Friedrich-Ebert-Stiftung (FES)

ACHRS and FES are two international organisations, based in Jordan and Germany respectively, with close partnerships with Iraqi electoral support networks in all governorates that they have supported in coordination, training and mobilisation since 2004.

ACHRS' partners include Shams Network for Election Monitoring, Hamourabi Organisation for Human Rights and Democracy Monitoring, Women Congregation of Cultural for Democracy, Congregation of Cultural for Democracy, Iraqi League for Human Rights Trainers, Al-Rafidain Center for Human Rights, Iraqi National Center for Human Rights and Democracy Development, Women Center for Human Rights, and Larsa for Legal Studies, Programming & Human Rights.

FES works with the IDFN which includes Tammuz Organisation for Social Development, Iraqi Women's League, Iraqi Raising Women, Iraqi Democratic Youth Federation, Iraqi Federation of Trade Unions, Iraqi Assembly for Supporting the Families of Martyrs and the Disappeared, Sabia Mindanian Society, General Union of Students in Iraq, Assur Banibal, Iraqi Kurdistan NGO Network, Iraqi Organisation for Athletic Development, National Association for Defending Human Rights in Iraq, Nenurta Group for the Art, People's Rights for the Defense of Culture and Media, Al-Nas Organisation.

Both ACHRS and FES have previously successfully assisted the UN in its support to national electoral observers. These two organisations have selected their local partners based on experience in the field, outreach capacity and positive track record in past cooperation.

4. The Proposed Integrated Programme

4.1. Project Strategy

The objectives of the project are to mobilise sufficient numbers of qualified national electoral observers to cover the Kurdistan Elections, the Voter Registration Update and the Iraq National Parliamentary Elections. In order to achieve these objectives UNOPS/ UNAMI through FES and ACHRS intend to (a) to enhance the capabilities of selected Iraqis on electoral observation; and (b) to mobilise the selected Iraqis to observe the coming electoral events in Iraq. The execution of these objectives will happen in separate stages.

In order to successfully achieve the project objectives there are some common methodologies which will be employed across activities. The training strategy will follow the approach of previous trainings conducted in 2008 and will cover general areas relevant to electoral observation (principles, techniques, reporting, etc.) as well as Iraq-specific information (including electoral system, legal framework, security aspects, procedures for Kurdish Regional Presidential and Parliamentary Elections and Iraq National Parliamentary Elections, etc.). It will also benefit from previous 'Train-the-Trainers'-workshops where Iraqi NGO staff had been trained on how to organise trainings, develop training materials, conduct workshops and report on results, etc. It will benefit from the previously trained trainers as there is no requirement to educate the trainers in electoral observation.

UNAMI, through ACHRS and FES, will be responsible for validating that training agendas and materials are in line with international standards and Iraq-specific requirements. All training sessions will take place inside Iraq. All trainings will be reported on and narrative and financial reports will be reviewed by FES and ACHRS as well as the UNAMI. Based on the acceptance of the training results and financial reporting (including full supporting documentation), UNOPS will compensate the NGO networks for actual expenditure incurred (including rental of training venues, travel allowances, communication costs, etc.).

The mobilisation of the observers during the three electoral events will be carried out in line with a detailed mobilisation plan which will be developed by UNAMI, FES and ACHRS, and the Iraqi NGO networks, based on the actual observer requirements, lessons learned from previous events and the capacity of the NGOs in the various governorates for the different events. The observation will not only cover the voter registration and the electoral activities at the polling stations on Election Day but also pre-balloting observation including tracking of ballot boxes, observation of the 'silence day', observation of balloting in jails and hospitals if any and post-balloting activities.

The first phase of activity will occur as soon as possible. A total of 240 workshops (200 training workshops and 40 refresher seminars) are intended to be held for training of observers to the Presidential and Parliamentary Elections in Kurdistan Region and the Iraq Parliamentary Elections. 5,000 observers will be trained and accredited in electoral observation. 2,000 who have previously undergone electoral observation training will take refresher training, which will focus on the specific legislative arrangements for this election. The training will take place within the Kurdistan Region and will be delivered by the previously trained trainers.

The second phase of activity will be the mobilisation of the 7000 observers for the Kurdish Regional Elections on July 25th.

The third phase of activity will be the mobilisation of 4,900 observers for the Voter Registration Update, scheduled to begin on the 1st August 2009. Further to lessons learned discussions between IHEC, UNAMI, UNOPS, FES and ACHRS it was noted that during the last Voter Registration Update some geographic areas were considered more politically volatile and therefore required constant observation. This was confirmed by the numbers of official complaints received by IHEC in these areas. In addition, some areas were considered relatively stable and although they still required observation, this could legitimately be done on a statistical significant sampling, rather than constant.

Therefore, 4,900 observers will be deployed for this VRU with a focus of attention on Ninawa, Kirkuk, Anbar and Diyala.

The fourth phase of activity will be the refresher training for observers for the Parliamentary Elections (560 workshops). This training will be based upon the elections law currently under discussion and will take place throughout Iraq. It is intended that 28,000 observers will be trained. These observers need to be trained after the agreement of the election law and prior to the proposed Election Day in January 2010.

The fifth phase of activity will be the mobilisation of the observers for the Parliamentary Elections in January 2010. It is intended that 29,200 observers will be mobilised. It is intended that the additional 1,200 observers will be trained by the Iraqi NGOs without financial support from this project, but still benefiting from the previous training activities.

Reporting will follow the structure of the electoral observer networks and consolidated reports will be submitted to UNAMI for review and acceptance. For reimbursement of actual mobilisation costs (allowances for observers) NGOs will submit full financial reports, complete with supporting documents to UNOPS.

UNOPS will be responsible for narrative and financial reporting to the UNDG/ITF as well as reporting against the target outputs and indicators of the UNCT Sector Outcome Team 'Governance'.

4.2. Project Beneficiaries

Direct project beneficiaries are the observer groups inside Iraq that will receive support through the capacity building training provided by the project. This will include 35,000 Iraqis who will receive observation training or update on previous training in Iraq and a total of 41,100 Iraqis who will receive a small compensation for their active observation and reporting on the elections.

20 percent of the project beneficiaries are women. It is envisaged that focusing on deploying female observers will eventually empower women to participate in the growing culture of democracy in Iraq by improving their access to and position within civil society organisations playing an active role in Iraq's governance in general and the electoral process in particular.

Ultimately, Iraqi voters will benefit from an improved electoral framework granting comprehensive participation and fair process.

5. Results Framework

TABLE 1: RESULTS FRAMEWORK AND INDICATORS

Programme Title:	Support to National Electoral Observer Groups for the Electoral Events of Iraq 2009 - 2010						
NDS/ICI priority/ goal(s):	<u>NDS Goals</u> NDS: Strengthen good governance and improve security ICI: Section 3.1.2 Implementation of political / legislative timetable						
UNCT Outcome	Strengthened governance institutions and processes for political inclusion, accountability, rule of law and efficient service delivery.						
Sector Outcome	Governance Outcome 1: Strengthened electoral processes in Iraq (Output 1.3: Capacity of electoral and media observers strengthened)						
(IP) Outcome 1	Strengthened capacity of electoral observer networks in Iraq				NDS / ICI Priorities: NDS: Strengthen good governance and improve security ICI: Section 3.1.2 Implementation of political / legislative timetable		
Outputs	UN Agency Specific Output	UN Agency	Partner	Indicator(s)	Source of Data	Baseline Data	Indicator target
<u>Output 1.1</u> Enhanced capacities of electoral observers to manage the Kurdistan Elections, the Voter Registration Update and the Iraq Parliamentary Elections in a transparent manner.	Enhanced capacities of electoral observers to manage the Kurdistan Elections, the Voter Registration Update and the Iraq Parliamentary Elections in a transparent manner.	UNOPS; UNAMI	FES and ACHRS and their respective local NGO partners	Number of NGOs participating in the electoral observation process. Number of male and female electoral observers provided with full training on elections rules and regulations. Number of male and female electoral observers provided with refresher training as election observers.	Monitoring/ evaluation reports from ACHRS and FES; Accreditation information from IHEC	25 NGOs 30,000 electoral observers trained in 2008; 20 % female trainees.	25 NGOs Total of 5,000 electoral observers trained and 30,000 updated on electoral law prior to the Kurdistan Elections and the Iraq Parliamentary Elections; min female trainees 20%

(IP) Outcome 2		Successful observation of electoral events in Iraq in 2009/2010					
Outputs	UN Agency Specific Output	UN Agency	Partner	Indicator(s)	Source of Data	Baseline Data	Indicator target
<u>Output 2.1</u> Civil society mobilised to fully participate in Kurdistan Elections, the Voter Registration Update and the Iraq Parliamentary Elections in a transparent manner.	Civil society mobilised to fully participate in Kurdistan Elections, the Voter Registration Update and the Iraq Parliamentary Elections in a transparent manner.	UNOPS; UNAMI	FES and ACHRS and their respective local NGO partners	Number of electoral observers accredited for the for the observation of the Kurdistan Elections, the Voter Registration Update and the Iraq Parliamentary Elections; Number of electoral observers (male/female) mobilised for Kurdistan Elections, the Voter Registration Update and the Iraq Parliamentary Elections	Reports from NGO networks and ACHRS and FES; Election Day reporting from IHEC	0 electoral observers accredited for Kurdistan Elections, the Voter Registration Update and the CoR Elections 0 observers mobilized for KRG elections 0 observers mobilized for Voter Registration Update 0 observers mobilized for CoR elections	41,100 electoral observers accredited for Kurdistan Elections, the Voter Registration Update and the CoR Elections (At least 20% female observers accredited) 7,000 Observers mobilised for the Kurdistan Elections 4,900 Observers mobilised for the Voter Registration Update 29,200 Observers mobilised for the CoR Elections At least 20% female observers mobilised

6. Management and Coordination Arrangements

6.1. Project implementation and supervision arrangements

The project will be executed by UNOPS and will be supported by UNAMI/IEAT in Baghdad and Amman through provision of technical supervision. Management and oversight of the project will be according to UNOPS' standard procedures and other reporting requirements agreed between UNOPS, UNAMI and the UNDG/ITF.

All project activities shall be carried out in accordance with this project document and the attached workplan. Should there be any changes or additions in these instructions and the support to be provided by UNOPS, they will be issued in writing by the responsible UNAMI/IEAT personnel. Upon receipt of such changes in instructions, UNOPS will alter the relevant budget requests submitted to UNDG/ITF to reflect the new requirements and seek approval from the funding source if necessary.

The Project will engage two international organisations ACHRS and FES to assist in the implementation of the Project's activities as noted above. Both of the implementing partners have been pre-selected by UNAMI in line with their respective criteria and based on their extensive experience in similar projects in Iraq and regionally. This past experience has permitted both ACHRS and FES to develop mid and long-term strategies for Electoral Observation related activities and in addition their experience specific to Iraq has enabled them to develop partnerships with the Iraqi electoral networks. The budget makes provision of USD 3,498,080 for each organisation which will cover their respective costs for:

- 400 training sessions and allowances for 17,500 trainees (per organisation),
- Allowances for 20,550 mobilised observers (per organisation).

The reasonableness of each cost element will be verified by the UNOPS project team and will be subject to review by the UNOPS HQ Contracts and Procurement Committee and the approval by the UNOPS Chief Procurement Officer.

Overall management of this project shall come under the direction of a UNOPS Project Manager based in Iraq who will ensure that the Project's objectives are realised through the delivery of the outputs by the Project's implementing partners delivering their project components to schedule and taking the required corrective action whenever necessary.

Recruitment of project personnel will be carried out in line with UNOPS HR rules and procedures. At all times, project personnel will operate according to the appropriate UN procedures (including UN-DSS rules for deployment and mission travel). Any personnel engaged by project sub-contractors will come under the responsibility of the contracted organisation/company.

The following table provides information on the project personnel to be involved:

No	Position Title	Full-time/part-time	National/international	Location
1	Project Manager - Main responsibilities: project management, oversight, financial and narrative reporting	50%	International	Baghdad/Iraq*
2	Programme Support Officer - Main responsibilities: procurement, finance, legal support	20%	International	Baghdad/Iraq*
3	2 x Project Associate - Main responsibilities: financial analysis (proposals, financial progress and final reports)	100%	National	Amman/Jordan (proximity to UNOPS Finance and Procurement units)

* If not possible due to UNDSS restrictions/non-availability of UN slots then Amman/Jordan with frequent missions to Iraq.

The project budget makes provision for an independent monitoring and evaluation exercise.

All payments made by UNOPS to the NGO partners and other service providers and suppliers under this project will be carried out in line with UNOPS standard procurement rules (including verification that cost items are reasonable and in line with market rates etc.), requiring review and approval by the relevant procurement authority. The project will be subject to standard UNOPS reviews and audits.

UNAMI will establish a focal point for IHEC, ACHRS, FES and UNOPS.

6.2. Delivery mechanism

Project activities (training and actual electoral observation) will take place inside Iraq.

Local NGOs, jointly with FES and ACHRS will develop the refresher training curriculum in line with the new electoral laws and its content will be subject to review and endorsement by UNAMI/Electoral Assistance Team.

The selection of training participants will be done by the local NGO networks and ACHRS/FES will coordinate between the NGO networks to avoid duplications.

The training sessions will be conducted by the local NGOs and they will report on implementation and results through ACHRS/FES to the UNOPS and UNAMI. ACHRS and FES will also be in charge of monitoring and evaluating the individual sessions and respective reports will be submitted to UNAMI and UNOPS.

The mobilisation of observers will again be managed by the local NGO networks and coordinated between the networks by ACHRS and FES. Observer reports will be submitted by the individual observers to their respective NGO and then attached to a consolidated report document and submitted through ACHRS and FES to UNAMI and UNOPS for review. Final reports will also be shared with the IHEC.

6.3. Line ministry counterparts and management role

There is no ministerial entity involved in this area of UN assistance. Instead, the Iraqi counterpart for electoral support is the IHEC, an independent commission, established under the Iraqi constitution with the mandate to manage and implement electoral operations.

For this particular Project, which aims at independent observation and evaluation of the electoral events organised and managed by the IHEC, the role of the Electoral Commission is that of an indirect recipient of final reports. As the main purpose behind electoral observation is an independent and objective assessment of the electoral process the IHEC cannot therefore be involved to a greater degree than as a recipient of reports.

The IHEC has endorsed the role of independent electoral observers and will issue respective procedures for observers to be accredited and granted access to polling stations on Election Day. The IHEC has also endorsed this project proposal for the UN and its independent partner organisations to support local electoral observer networks to train and mobilise observers for the Elections and the Voter Registration Update.

6.4. Sector Outcome Team Cooperation

The project was developed jointly by UNAMI, UNOPS, ACHRS and FES (all members of the Governance Sector Outcome Team). The concept and proposal have been presented to the SOT and were discussed and agreed upon.

7. Feasibility, Risk Management and Sustainability of Results

7.1. Feasibility

This project was designed based on methodologies and experience in similar activities implemented through UNAMI/UNOPS and their international and national partner organisations from 2004 to 2009. Based on this successful implementation and achievement of project objectives in the past and the proven capacity of the implementing partners engaged, it is expected that the envisaged outcome of this Project will also be feasible within the parameters defined in this document.

A timeframe of eight months would be fully sufficient for the training component to be implemented and for the observers to be mobilised. The proposed project end date was determined taking into consideration (a) the need for sufficient time for final financial and narrative reports to be prepared, submitted, reviewed and processed as well as (b) the possibility that the Election date for the Iraq Parliamentary Elections (the last of the three electoral events covered by this project) is postponed beyond the current schedule (January 2010).

7.2. Risk Management

Security situation

If the security situation on the ground prevents observers from attending training or accessing polling stations on Election Day, then this will have a negative impact on the coverage of the electoral event on the ground. Mitigating measures have been taken by the IHEC who, supported by UNOSP and UNAMI, are in dialogue with various actors in the field of security provision (Iraqi army, police, multi-national forces) to ensure that the situation on the ground is safe enough for voters and observers to come to the polling centres and to vote and observe in a protected environment. During previous electoral events information has shown that during the actual electoral event security tends to be better as the Government of Iraq deploys higher numbers of security forces. For the trainings, the responsibility will lie with the local NGOs to organise the sessions in a safe area or to postpone individual trainings in accordance with the particular security situation in the area at the time.

Available capacity of implementing partners

The capacity of the various international project partners has already been described in section 4.4. However, if local NGO partners face problems in identifying the planned number of observers, implementing the planned number of training sessions or mobilising them on Election Day, then this would negatively impact on the results of this Project. Mitigating measures are taken by engaging ACHRS and FES who have been in dialogue with their local partners discussing and reviewing their capacity to achieve the results described and by assigning the responsibility for geographical coverage in each governorate to NGO partners based on their assessment. In addition, this project seeks to mobilise a fewer number of observers than previous observer projects, requesting that the partner organisations focus on quality of observers. Financially, UNOPS will only reimburse costs for actual participation and successful mobilisation numbers.

Political development

The project and its work plan are designed under the assumptions (a) that there will be sufficient time prior to the Election Day to train observers and (b) that the Iraq Parliamentary Elections (the last of the three electoral events covered by this project) will take place no later than February 2010.

If the elections are postponed beyond February 2010, then this would require a project extension to be submitted to the funding source (without budget movements and change in scope).

Exit strategy

If for some reason, the situation arises where the UN would wish to terminate the project before completion of all activities, then this would require the terminating of the agreements with FES and ACHRS (which are to be signed in the first project phase). The UNOPS Project team, supported by the UNOPS Legal Office, will ensure that the tri-partite contract agreement between UNOPS, UNAMI and ACHRS/FES will make provision for such early termination to be carried out without significant risk to the UN (and thus the funding source). UNOPS project staff will be engaged only on short-period contracts with short notices for termination as well.

7.3. Sustainability of Project Results

The project aims at two main results:

1. Strengthened capacity of the electoral observer networks in Iraq
Sustainability of this result will require that the national electoral observer networks succeed to retain observers for future electoral events and to institutionalise some of the capacity (coordination structure, training materials, updating of relevant information, etc.). In order to support such efforts, UNAMI/IEAT and ACHRS/FES also facilitate direct contact between the various elements of civil society involved in electoral education and observation as well as the IHEC (HQ and governorate level).
2. Successful observation of the 2009-2010 Electoral Events
This component by itself has no element of sustainability other than the extraction of lessons learned that would allow for subsequent observation processes to be handled more efficiently/effectively. ACHRS/FES with the input from UNAMI and indirectly the IHEC will aim to work with the local partner networks to ensure that lessons learned are drawn, shared and applied. UNAMI/IEAT supports other initiatives which interface with this exercise (e.g. Electoral Forums between Iraqi civil society and IHEC on the national and provincial levels) and minimise the risk of loss of institutional memory.

UNAMI/IEAT are advocating for the IHEC to implement its strategy to partner with civil society organisations and support them in their activities. For observer groups, this would be limited to non-financial support to avoid any perception of electoral observers being dependent on the IHEC. In this context UNAMI/IEAT are working with the IHEC and the NGO networks on developing options for providing government funding for these purposes i.e. as a part of the operational budget for specific electoral events through a mechanism that maintains the independence of the observation.

UNAMI/UNOPS have discussed with ACHRS and FES ways for the NGO partners to reduce costs and to diversify funding sources. While this is a process that will require a longer implementation period, discussions have already led to significant cost reductions for individual allowances etc. It is noteworthy that during the VRU process in 2008, NGOs have demonstrated that they are able, to a very limited extent, to mobilise a number of volunteers if and when there was an acute need and no immediate funding available. Furthermore, during the January 2009 Governorate Elections NGOs additionally demonstrated their ability to mobilise a number of volunteers where direct funding was not provided.

The project makes provision for independent monitoring and evaluation and it is planned that such evaluation will include a review on how sustainable the support for this specific election has been and on how the UN could increase sustainability for future electoral events.

The purpose of the project is to support the electoral process of Iraq through the training and mobilisation of national electoral observers for the three specific electoral events. Through previous electoral observer support and this project, it is intended that Iraqi NGOs will have undergone sufficient training to understand the process required for continued electoral observation. Furthermore, it is considered that enough training of trainers has occurred to previously to ensure that no further is required.

The additional impact of the cessation of IEAT support to the observer networks will be no further funding for refresher training activities and/ or mobilisation fees for observers from UN sources. During the previous observer projects costs for mobilisation were reduced. For this project it was negotiated that a proportion of the management fee of the international observers will be reduced. In addition, UNAMI, IHEC and UNOPS will hold a final lessons learned meeting with ACHRS, FES and representatives of their partner Iraqi NGOs to discuss future coordination and funding solutions.

8. Monitoring, Evaluation, and Reporting

8.1. Monitoring and Evaluation (M&E)

a) Internal Project M&E

Trainings

1. Information on trainings organised by the NGOs will be communicated to FES/ACHRS and UNAMI. FES/ACHRS and UNAMI will attend some of the sessions as monitors. Due to the high number of events to take place within a short timeframe and across the country as well as the prevailing security situation/movement restrictions, such spot-checks will only be feasible for a limited number of training sessions.
2. Feedback on the training sessions will be received from the IHEC Governorate Electoral Offices which will be informed in advance and allowed to attend as observers.
3. Every training workshop will be evaluated by the respective NGO and by ACHRS/FES (based on actual observation and/or based on reports received from NGO partners and participants).
4. An over-all evaluation will be provided by UNAMI and UNOPS based on actual workshop observation, reporting received from the NGOs and ACHRS/FES as well as feedback received from participants and the IHEC.

Election Day observation

5. The Election Day activities themselves include an element of evaluation of the IHEC organised operation.
6. It would be impossible to monitor all 41,100 observers individually but FES/ACHRS will ensure that certain feedback on actual presence in the polling stations etc is obtained (e.g. through spot checks organised by electoral NGO networks etc.).
7. Evaluation of observation activities and their quality will be carried out by ACHRS/FES based on the reports received from all polling stations (incl. reporting on non-coverage of certain locations where applicable).
8. UNAMI/UNOPS will review all reports received and match against information received through IHEC (e.g. locations, incidents, etc.).

Financial monitoring and evaluation

9. Prior to entering into financial agreements with the NGOs, UNOPS will review the proposed cost structure and evaluate its reasonableness compared to past operations and current market rates. This exercise will include a detailed review of all costs by UNOPS HQ Contracts and Procurement Committee. Only if confirmed that proposed costs are evaluated to be necessary and reasonable, the UNOPS Chief Procurement Officer will approve that UNOPS Iraq enters into financial commitments vis-a-vis ACHRS and FES.
10. ACHRS and FES will enter into agreements with their NGO partner networks defining financial

reporting criteria which will enable detailed monitoring of all expenditure (incl. supporting documentation), incl. information on procurement/contracting, allowance payments, etc.

11. In order to reduce risks to UNOPS and the funding source, advance payments will be kept at a minimum and actual payments will be done post-facto and in line with the agreed budget and payment. The same principle will be applied by ACHRS and FES in their agreements with the electoral observer networks.
12. UNAMI will review all technical/narrative reports received and clear them if satisfied. Progress and final payments through UNOPS will require that narrative reports have been received and were cleared by UNAMI.
13. UNOPS will be responsible for reviewing all payment requests received (incl. supporting documentation). This will include spot-checks to validate invoices, signatures on receipts, etc.

b) External Independent Review

The budget makes provision for an independent review at the end of the project. Such review will focus on efficiency and effectiveness of the implementation, results achieved, lessons learned as well as on sustainability issues.

The project will also be subject to UNOPS standard audits (coordinated through UNOPS HQ).

8.2. Reporting

The following reporting requirements shall apply:

- The Iraqi NGO networks will submit progress and final reports on both the training and Election Day observation components (financial and narrative).
- ACHRS and FES will prepare and submit to UNAMI and UNOPS progress and final reports on both the training and Election Day observation components (financial and narrative).
- UNOPS will prepare financial and narrative progress and final reports to the funding source UNDG/ITF, in line with the MOU signed with UNDP as the UNDG/ITF Administrator. This will include:
 - o Monthly expenditure status reports;
 - o 3-monthly progress fiches;
 - o 6-monthly narrative and certified financial progress reports;
 - o Final narrative and certified financial reports.

9. Work Plan and Budget

Work Plan for: Support to National Electoral Observer Groups for the Electoral Events of Iraq 2009 - 2010

Period Covered: July 2009 - April 2010

Sector Outcome (s): Governance Outcome 1: Strengthened electoral processes in Iraq (Output 1.3: Capacity of electoral and media observers strengthened)										
IP Outcome(s): 1. Strengthened capacity of electoral observer networks in Iraq										
UN Organisation-specific Annual targets	Major Activities	Time Frame (by activity)							Implementing Partner	PLANNED BUDGET (by output)
		Q1	Q2	Q3						
IP Output 1.1: Enhanced capacities of electoral observers to manage the Kurdistan Elections, the Voter Registration Update and the Iraq Parliamentary Elections in a transparent manner.										
n/a	1.1.1 Identify Iraqis for training in electoral observation (through Iraqi NGO networks)	X	X						UNAMI, UNOPS, FES and ACHRS and their respective local NGO partners	USD 2,251,238
	1.1.2 Organise and conduct training sessions	X	X							
	1.1.3 Monitor training sessions	X	X							
	1.1.4 Evaluate and report (narrative and financial)	X	X	X						
IP Outcome(s): 2. Successful observation of electoral events in Iraq in 2009/2010										
UN Organisation-specific Annual targets	Major Activities	Time Frame (by activity)							Implementing Partner	PLANNED BUDGET (by output)
		Q1	Q2	Q3						
IP Output 2.1: Civil society mobilised to fully participate in Kurdistan Elections, the Voter Registration Update and the Iraq Parliamentary Elections in a transparent manner										
n/a	2.1.1 Accredite national electoral observers through partner networks with IHEC	X		X					UNAMI, UNOPS, FES and ACHRS and their respective local NGO partners	USD 5,748,762
	2.1.2 Mobilise electoral observers for the three Electoral events	X		X						
	2.1.3 Evaluate and report (narrative and financial)	X	X	X						
Total UN organisation UNOPS									USD 8,000,000	
Total Planned Budget									USD 8,000,000	

Project Budget:

PROGRAMME BUDGET		ESTIMATED UTILIZATION OF RESOURCES (US\$)	
CATEGORY	AMOUNT (US\$)	2009	2010
1. Supplies, commodities, equipment and transport	0	0	0
2. Personnel (staff, consultants and travel)	221,550	166,162	55,388
3. Training of counterparts	0	0	0
4. Contracts	7,041,160	5,280,870	1,760,290
5. Other direct costs	266,700	200,025	66,675
Total Programme Costs	7,529,410	5,647,057	1,882,353
Indirect Support Costs	470,590	352,943	117,647
TOTAL	8,000,000	6,000,000	2,000,000

Budget narrative:

Direct costs

1. The budget for a tri-partite agreement between UNOPS, UNAMI and ACHRS will be (up to) USD 3,498,080. The amount is an estimation based on discussions between all three partners during the project development phase as well as on previous cooperation agreements. The actual agreement will be based on a detailed proposal (to be submitted by ACHRS to UNAMI and UNOPS), including a cost break-down for the individual cost categories and activities.

The main cost elements for the training component will be

- Small transportation allowances for 17,500 workshop participants;
- Costs related to training materials, workshop venue, stationery, coffee-breaks, etc.;
- Trainer fees.

For the mobilisation component, there will be small allowances paid for 20,550 observers (per organisation) to cover their expenses related to travel and communication.

UNOPS will analyse the proposal and its costs and verify the reasonableness of the individual cost elements by comparing with market rates, costs for similar activities when contracted through a competitive process, previous rates (rates for 2009 were agreed to be drastically reduced compared to the 2005 and 2008 support operation), etc. This analysis will be reviewed by UNOPS HQ and the agreement requires prior approval by the UNOPS HQ Chief Procurement Officer/Deputy Executive Director.

The entire amount is expected to be committed within the first month of the project but disbursement will be made on a post-facto basis i.e. after the Kurdistan Elections, after the VRU and after the Iraq Parliamentary elections in 2010.

Payments will be made for actual expenditure incurred by the partner organisation (within the over-all budget and its individual categories). Clearance of payment requests will also include the requirement for extensive supporting documentation to be provided by ACHRS and FES and their partner NGO networks.

Any amount which has not been spent on activities under the tri-partite agreement (or which has not been accepted by UNOPS) will not be transferred and will be made available for other project activities or returned to the funding source at the end of the project.

2. A similar agreement, based on the same process and also budgeted at USD 3,498,080 will be entered into by UNOPS, UNAMI and FES.
3. The project budget makes provision for an independent monitoring and evaluation exercise (up to USD 45,000). This amount is based on past experience for similar activities and is planned to include the recruitment of a short-term consultant.

Direct support costs

1. The total budget for personnel (USD 152,100) and travel and life support (USD 69,450) is USD 221,500 (2.8% of total project budget). For details on the personnel to be contracted under this Project, please refer to section 6.1.
2. The project's budget also covers estimated costs of
 - USD 145,000 (1.81% of total project budget) for security-related expenditure; and
 - USD 5,400 (0.07% of total project budget) for communication (USD 600 per month), USD 15,300 for office supplies and stationery (USD 1,700 per month), USD 22,500 for rental of project office space and utilities (USD 2,500 per month), USD 13,500 for the rental of a vehicle (USD 1,500 per month) as well as USD 65,000 for miscellaneous other costs.

Indirect support costs

The UNOPS AOS rate is 6.25% of actual disbursement and will cover any indirect costs incurred (in line with the agreement between the EC and the UNDG/ITF and as principally endorsed by the UNOPS Executive Director).

Annex A: Agency Project Status Profiles: Please note that all commitment and disbursement figures are non-certified

Sl. #	Project ID #	Project Title	Total Budget (US\$)	Implementation Rate (% complete)	Commitments (% as at 31 March 09)	Disbursements (% as at 31 March 09)	Remarks
1	C9-19	Human Rights Projects for Iraq (w/ UNAMI-HRO)	3,163,586	100%	100%	98%	
2	C9-20	Facilitating Reconciliation Through Constitutional Review (w/ UNAMI-OCS)	6,033,807	80%	78%	75%	
3	C9-21 e	Support to Parliamentary Affairs and Constitutional Outreach (Constitution II)	1,067,388	80%	75%	73%	
4	C9-22	Assistance for the Establishment of the Secretariat for the International Compact with Iraq	3,414,816	35%	77%	27%	
5	C9-25	Iraqi Civil Society Empowerment Project	3,627,536	10%	1.8%	0.05%	
6	G11-14	Training for IECI (w/ UNAMI)	2,584,466	100%	98%	98%	
7	G11-15	Electoral Education Campaign (w/ UNAMI)	5,006,147	90%	81%	73%	
8	G11-16	Support to Observers for Iraqi elections Phase III (w/ UNAMI)	6,243,599	96%	95%	93%	
9	G11-17	Communication Support and Technical Assistance to IHEC (w/ UNAMI)	4,366,937	90%	87%	79%	
10	G11-18	Support to National Electoral Observer Groups for Provincial Council Elections in Iraqi Phase IV (w/ UNAMI)	6,913,900	98%	98%	92%	
11	G11-19	Institutional Development – Organisational and HR Capacity Building for the IHEC Phase II (w/ UNAMI)	3,892,669	8%	21%	4%	
		TOTALS (US\$)	46,314,851	72%	73%	65%	